

M. Holme



COUNTY OF SAN DIEGO

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1994-95 ADOPTED PROGRAM BUDGET

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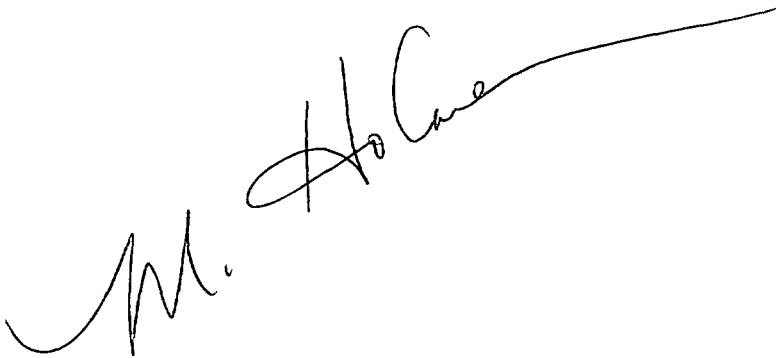
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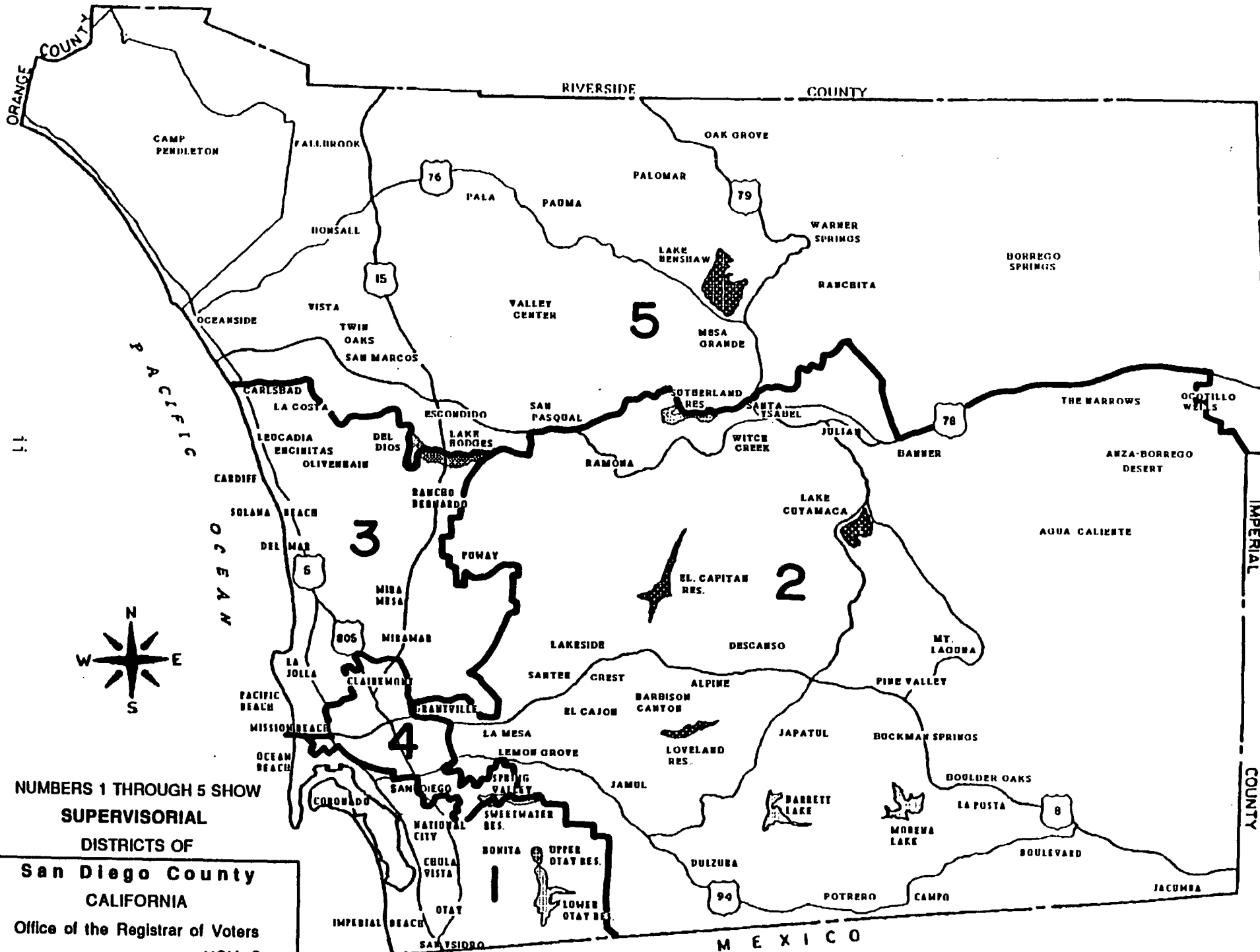
**COUNTY OF
SAN DIEGO**

**1994-95
ADOPTED PROGRAM BUDGET**

A handwritten signature in black ink, appearing to read "David E. Janssen", written in a cursive style.

**DAVID E. JANSSEN
CHIEF ADMINISTRATIVE OFFICER**

**ROBERT BOOKER, Ed.D.
CHIEF FINANCIAL OFFICER/
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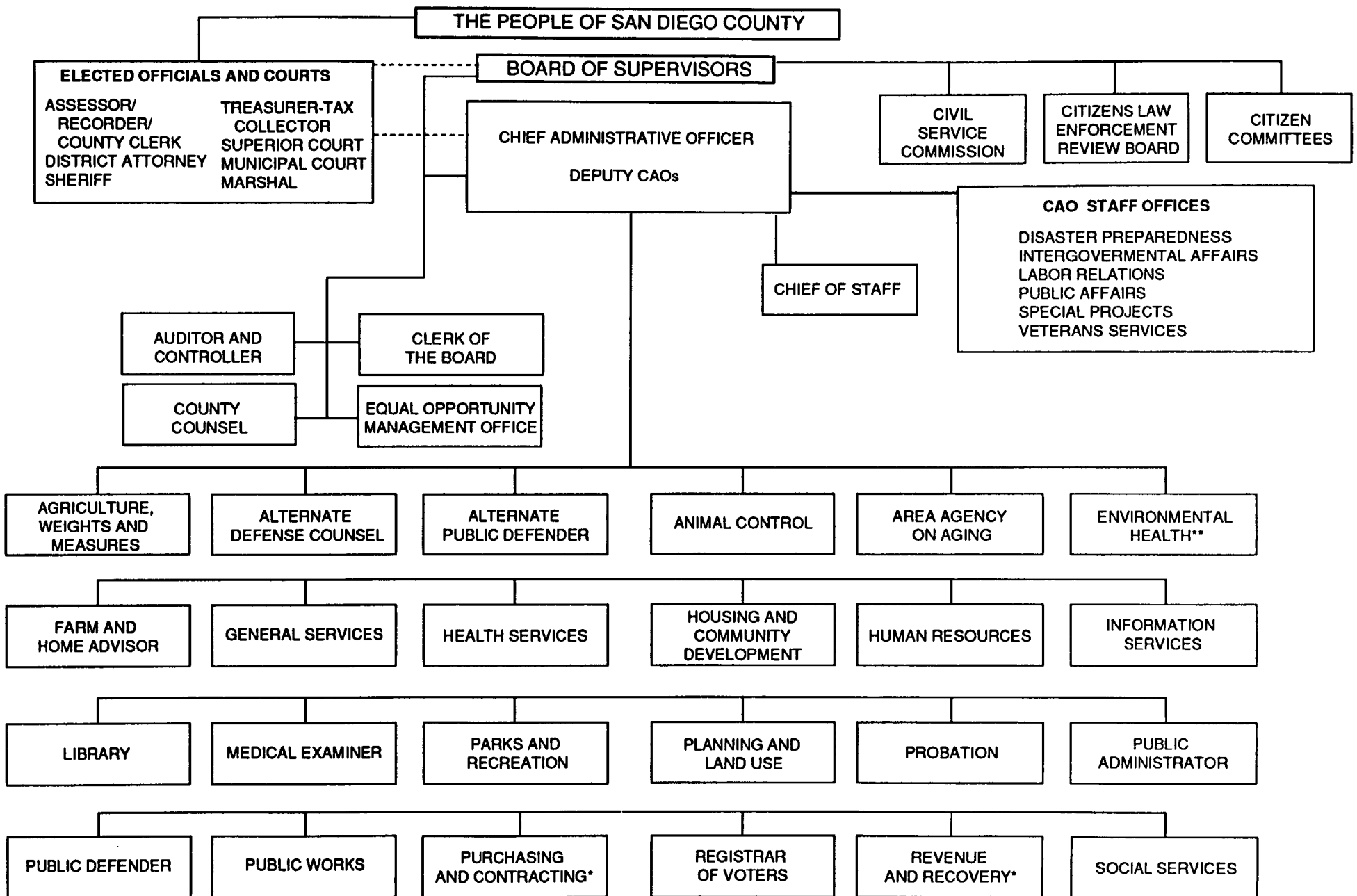


NUMBERS 1 THROUGH 5 SHOW
 SUPERVISORIAL
 DISTRICTS OF
San Diego County
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Office of the Registrar of Voters

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COUNTY ORGANIZATION CHART



*Consolidated with Auditor & Controller in September, 1994.

** Effective Jan. 1, 1995



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

- o Collaboration
- o Systems thinking
- o Pro-Active
- o Learning organization
- o 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 earns 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.

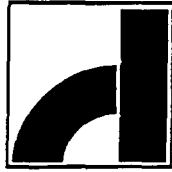
Maximize the capacity of County government to deliver the highest quality service through the use of administrative and management techniques that foster an integrated, systems-oriented County operation.

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.
- o Pursue and obtain reliable and equitable funding for essential County services.
- o Establish prevention strategies to promote the well-being of people.
- o Enhance the County's collaborative role on issues of regional importance.
- o Encourage coalitions and collaboration to meet the challenges of the 90's.
- o Maximize acquirable resources to deliver services consistent with established priorities and changing needs.

Adopted 1991, County Executive Team

Accepted April 23, 1991, Board of Supervisors



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
**County of San Diego,
California**

**For the Fiscal Year Beginning
July 1, 1993**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the County of San Diego for its annual budget for the 1993-94 fiscal year.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan, and communications device. The award is valid for a period of one year.

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County of San Diego

DAVID E. JANSSEN
CHIEF ADMINISTRATIVE OFFICER
(619) 631-6230
FAX: (619) 657-4080

CHIEF ADMINISTRATIVE OFFICE

1600 PACIFIC HIGHWAY, SAN DIEGO, CALIFORNIA 92101-2472

February 24, 1995

TO: Supervisor Dianne Jacob, Chairwoman
Supervisor Ron Roberts, Vice-Chairman
Supervisor Greg Cox
Supervisor Pamela Slater
Supervisor Bill Horn

FROM: David E. Janssen
Chief Administrative Officer

Robert Booker, Ed.D.
Chief Financial Officer/Auditor and Controller

1994-95 ADOPTED PROGRAM BUDGET

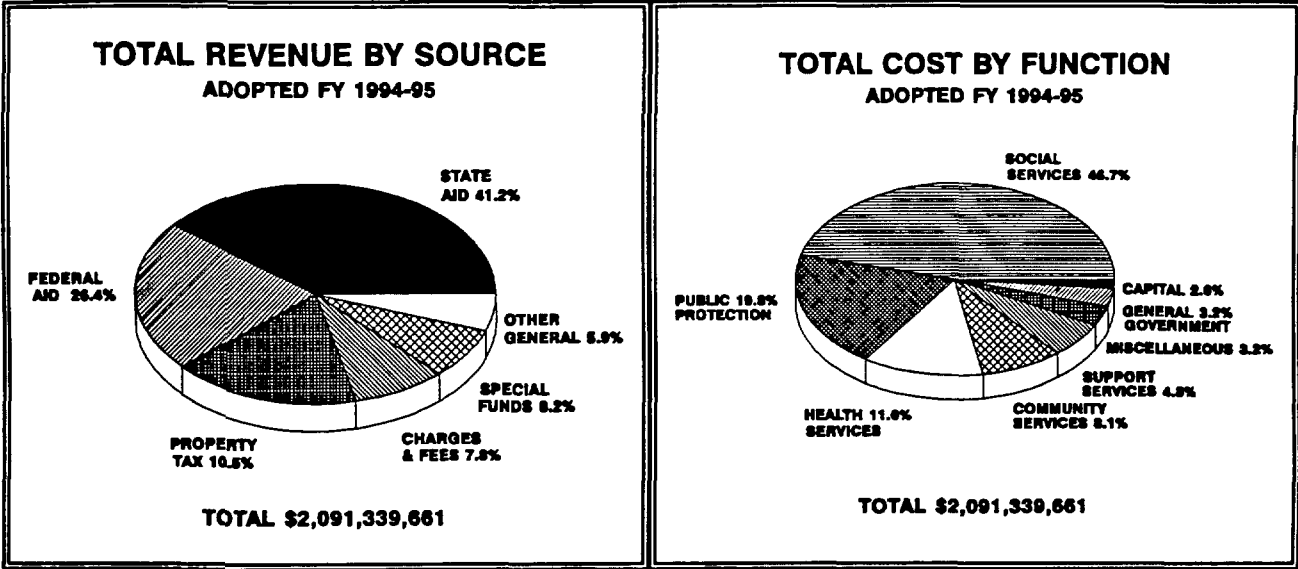
The County of San Diego Budget adopted on September 20, 1994, totals \$2,091,339,661 and 17,352 staff-years.

Page 2 contains pie charts and tables which show the 1994-95 Adopted Budget for the County Family of Funds, as follows:

- A. Total Revenue by Source and Total Cost by Function
- B. 1994-95 Budget compared to 1977-78 Actuals
- C. 1993-94 and 1994-95 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 13% 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 1994-95 ADOPTED BUDGET



1994-95 COMPARED TO 1977-78	TOTAL APPROPRIATIONS	STAFF YEARS
1994-95 Budget Totals (Revenues & Expenditures)	\$2,091,339,661	17,352.14 SY
Per Capita*	\$778.03	6.45 SY per 1,000 Population
Per Person Per Day *2,687,978 persons	\$2.13	NA
1994-95 In 1977-78 Dollars	\$763,338,976	
Per Capita*	\$283.98	
Per Person Per Day	\$0.78	
1977-78 Actual	\$475,907,444	11,790 SY
Per Capita**	\$283.00	7.01 SY per 1,000 Population
Per Person Per Day **1,681,300 persons	\$0.77	NA

* It is interesting to note that the 1994-95 Budget includes nearly \$236 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 67 cents in 1978 dollars, compared to the 1978 actual cost per person per day of 77 cents.

COUNTY BUDGET BY FUNCTIONAL AREA	1993-94 ADOPTED	1994-95 ADOPTED	% CHANGE
Public Protection	\$395,877,161	\$414,298,620	4.7
Health & Social Services	1,150,828,252	1,219,345,422	6.0
Community Services	172,598,363	168,991,218	-2.1
General Government & Support Services	161,793,682	167,452,079	3.5
Capital	46,065,820	53,511,155	16.2
Miscellaneous	22,790,319	67,741,167	197.2
Total	\$1,949,953,597	\$2,091,339,661	7.3
Staff Years	16,956.89	17,352.14	2.3

The purpose of this letter is to transmit the Adopted Program 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 and 1994-95 Budget processes. 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	2,038,293,019	53,758,408	-711,766	2,091,339,661
Program Revenue	-1,598,678,387	-38,720,367	711,766	-1,636,686,988
Net County Cost	439,614,632	15,038,041	0.00	454,652,673
Staff Years	17,180.69	128.21	43.24	17,352.14

Major program changes during each of these major phases are discussed briefly below:

A. The Proposed Budget

- * Detentions: 70 staff-years were added funded from budgeted overtime.

- * Sheriff Deputy Salary & Benefits: A 4.5% increase cost \$7.9 million.
- * District Attorney Workers Compensation and Auto Insurance Fraud Units: Full-year funding provided for 13 staff-years approved mid-year 1993-94.
- * Oceanside Dependency Court: Full-year funding provided for 2 defender offices staff approved mid-year 1993-94.
- * Polinsky Center: Funding provided for Emergency Shelter Care (\$.5 million and 24 staff-years) for the October opening of this replacement for Hillcrest Receiving Home.

My letter of transmittal for the Proposed Budget, including a summary of the County's administrative initiatives, is provided for reference purposes in Appendix H.

B. The Change Letter

- * Early Fraud Prevention and Detection Program: Added 16.5 positions and 5 vehicles.
- * Civil Assessment Program: Added a total of 12 positions in the 4 Municipal Courts to implement this program.
- * Facility Maintenance/Development: Added 4 positions for 24 hour operation of the new East Mesa Stationary Boilers; Added 2 positions for maintenance at the new Polinsky Children's Center; Added 1 position for development of the Sheriff's Inmate Reception Center.
- * Regional 800 Mhz Radio System: Added 2 positions for system management.
- * Debt-Service on Pension Obligation Bonds: \$26.5 million in program revenue was provided from charges to participating funds in order to pay the annual debt-service on the \$430 million financing of the unfunded retirement system liability. This financing generated savings from exceptionally low interest rates.

C. Adjustments during Budget Deliberations

- * Sheriff Augmentation Based on Availability of Revenue: \$3.5 million (42.17 staff-years) was approved in a Chief Administrative Officer organization unit to be transferred to the Sheriff's budget based on the availability for appropriation of the following revenue sources: Cable Television Franchise Fees, Civil Assessment Revenue, Driving Under the Influence (DUI) Emergency Response Fees, and Defendant Booking Fees.
- * Overcrowding at Las Colinas Women's Detention Center: Expansion of Las Colinas within existing resources was approved to be incorporated into other detention facility changes impacting the Sheriff and Probation departments.

- * Government Access Channel: \$243,000 was provided from Cable Television Franchise Fees to provide on-line video connections for County Administrative Center Rooms 392 and 202 to support 6 hour programming weekly.
- * Automated Regional Justice Information System (ARJIS): \$200,000 was provided for County support.
- * Base Relocation: \$40,000 was provided in the CAO budget to support continued operations of local military bases through the Base Relocation Advisory Council (BRAC).

III. PENDING ITEMS

Pending Items refers to those decisions which could not 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. Three-Strikes Initiatives, Negotiated Salary & Benefit Costs, and Proposed Augmentation of the Sheriff's Budget are summarized briefly below.

A. Three-Strikes Initiatives: There is no appropriation in the 1994-95 Adopted Budget for implementation of Three-Strikes Legislation, AB 971, enacted in March 1994. Proposition 184 enacted by the voters on November 8, 1994, contains the same provisions except that it requires a 2/3 majority in both houses of the legislature, and the governor's approval to enact amendments. Three-Strikes provisions require 1) doubling of the required sentence for any second felony conviction, whether or not it is serious or violent, following a serious or violent felony conviction; and 2) 20 years to life sentences for a third felony conviction, whether or not it is serious or violent, following two serious or violent felony convictions. In October, the Board held on Conference to review fiscal impacts of three-strikes throughout the Public Protection departments which totaled over \$24 million annually. The Chief Administrative Officer and the Auditor & Controller are tracking the cost of three-strikes through the Quarterly Budget Status Report, and is working with concerned departments to absorb these costs or to develop mid-year proposals to augment staff where it will limit the cost of three-strikes as much as possible.

B. State Budget Reductions: State Budget actions have reduced County revenues by \$6.7 million from the adopted budget, outlined as follows:


SB 910 Reduction (Health):	(-\$6.0 million)
AB 799 Reduction (Probation):	(-\$2.0 million)
One-Time Property Tax Administration:	<u>\$1.3 million</u>
TOTAL	(-\$6.7 million)

Staff will address this shortfall in the Quarterly Budget Status Reports.


C. Negotiated Salary & Benefit Increases: There is no appropriation in the 1994-95 Adopted Budget for Salary & Benefit Increases except for the Sheriff Deputies, District Attorney Investigators, and Marshal Deputies. Meet and confer meetings continue with representative employee organizations. For example, the Service Employees International Union (SEIU) has made several cost saving and revenue enhancement proposals which were reviewed by staff for a feasibility report for the Board of Supervisors.

D. Proposed Augmentation of the Sheriff's Budget: The 1994-95 Adopted Budget contains \$3.5 million in a Chief Administrative Officer organization unit to be transferred to the Sheriff for law enforcement augmentation as revenue is identified as available for appropriation based on the following revenue sources: Cable Television Franchise Fees, Civil Assessment Revenue, Driving Under the Influence Emergency Response Fees, and Unincorporated Area Defendant Booking Fees. It is estimated that the most reliable source of additional revenues during 1994-95 will be \$400,000 in Cable Television Franchise Fees which the Board approved to augment the Sheriff's budget.

Respectfully submitted,



DAVID E. JANSSEN
Chief Administrative Officer



ROBERT BOOKER, Ed.D.
Chief Financial Officer/
Auditor and Controller

DEJ:RAP:iv

Attachments

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 2.688 million people. Among large U.S. counties, San Diego ranks fourth in total population, second in size of County government general fund revenues, and eighth in total County government budget.

The County of San Diego is one of twelve Charter counties in California. San Diego voters approved the Charter in 1932 and have amended it 31 times. The Charter allows the Board of Supervisors to establish an administrative structure which will be responsive to local needs.

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

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

What Counties Do:

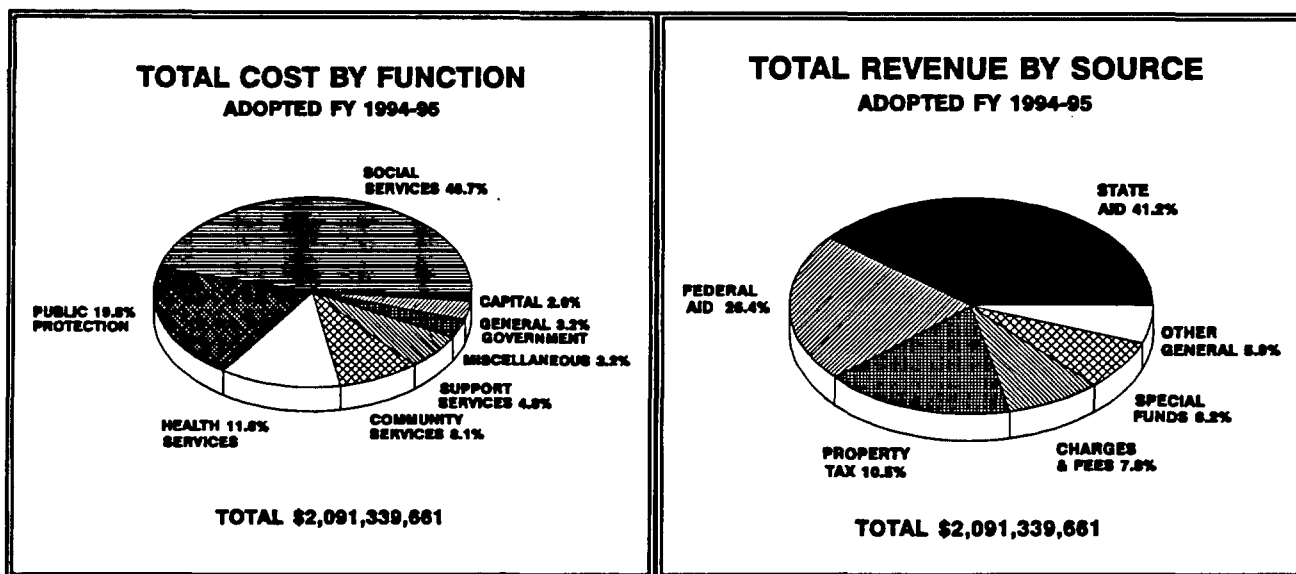
In California, counties are the delivery system for Federal, State and local programs. The County of San Diego provides a wide range of services to its residents, including the following:

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

1994-95 ADOPTED BUDGET

FUNCTIONAL AREA	1993-94 ADOPTED	1994-95 ADOPTED	% CHANGE
Public Protection	\$395,877,161	\$414,298,620	4.7
Health & Social Services	1,150,828,252	\$1,219,345,422	6.0
Community Services	172,598,363	168,991,218	-2.1
General Government	67,901,956	66,237,898	-2.5
Support Services	93,891,726	101,214,181	7.8
Capital	46,065,820	53,511,155	16.2
Miscellaneous	22,790,319	67,741,167	197.2
Total	\$1,949,953,597	\$2,091,339,661	7.3

The increase in the 1994-95 Adopted Budget appropriations is 7.25%. The Health and Social Services functional area accounts for the majority of the County's budget with 58% of the total budget. These costs are primarily funded from Federal and State Aid. The next largest sector of the County's budget is the Public Protection functional area with 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 to benefit the County of San Diego and to prevent further erosion of the County's revenue base. Among these initiatives are the following:

o **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. On March 18, 1994, the County filed a lawsuit (County of San Diego vs. Hayes) challenging these property tax shifts. 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." On June 1, 1994, the Los Angeles Superior Court ruled that the shift was constitutional and that the legislature has the right to determine property tax allocation.

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

The Board of Supervisors continues to take the initiative to pursue equitable funding in the State Legislature and the courts. It is estimated that County residents are annually not receiving over \$212 million in services due to inequitable state funding formulas. Since 1983-84, the County has not received over \$1.8 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 appealed this decision. On September 20, 1994, the Court of Appeals ruled that the distribution was constitutional. The County appealed the decision. On December 1, 1994, the California Supreme Court refused to hear the appeal.

Prior to Proposition 172, 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. Now that Proposition 172 has been enacted, the County receives only 14.0 cents of every property tax dollar.

o **Implementation of State Realignment Program:**

San Diego County's 1994-95 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 in allowing Counties to reduce the local cost of these programs while maintaining service levels. The County of San Diego has been instrumental in the development of the Realignment Program and in clean-up legislation. Realignment is funded from a 1/2 cent sales tax increase and increased motor vehicle registration fees. Growth in these revenues was 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 since FY 1991-92 have been significantly higher than actual receipts due to the ongoing economic recession. This has resulted in constant revision of estimates and budget reductions in the County Departments of Health Services and Social Services. Based on current economic projections, it is doubtful that the FY 1991-92 revenue estimates will be reached even in FY 1994-95.

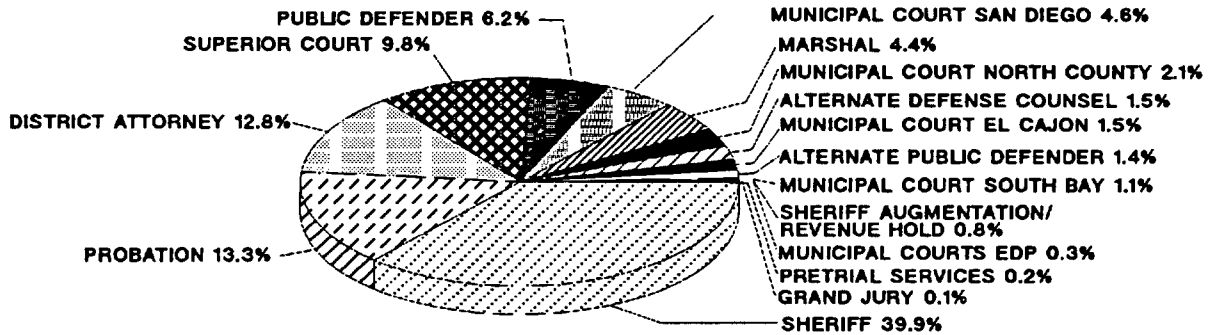
BUDGET SUMMARY BY FUNCTIONAL AREA PUBLIC PROTECTION



The Public Protection functional area includes sixteen 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 1994-95 Adopted Budget for Public Protection is \$414,298,620, an increase of \$18,421,459 and an increase of 221 staff-years.

DEPARTMENT	1993-94 ADOPTED	1994-95 ADOPTED	% CHANGE
Alternate Defense Counsel	6,617,884	6,400,002	-3.3
Alternate Public Defender	4,715,327	5,660,342	20.0
District Attorney	52,032,853	53,017,152	1.9
Grand Jury	207,736	205,087	-1.3
Marshal	18,340,788	18,131,921	-1.1
Muni Court — EDP	1,200,146	1,126,272	-6.2
Muni Court — El Cajon	6,164,017	6,298,374	2.2
Muni Court — North County	7,411,020	8,747,688	18.0
Muni Court — South Bay	4,461,940	4,679,793	4.9
Muni Court — San Diego	18,058,267	18,917,667	4.8
Muni Court — Pretrial Services	0	781,847	100.0
Probation	53,591,408	55,172,289	2.9
Public Defender	24,298,611	25,765,269	6.0
Sheriff	157,816,115	165,150,665	4.6
CAO/Sheriff	0	3,511,832	100.0
Superior Court	40,961,049	40,732,420	-0.6
Total	\$395,877,161	\$414,298,620	4.7

PUBLIC PROTECTION ADOPTED FY 1994-95



TOTAL \$414,298,620

Significant Adopted Public Protection adjustments include:

- **Alternate Defense Counsel:** 4.00 staff-years are being added to represent murder cases defended by an in-house attorney rather than assigning to a private attorney. This is anticipated to save \$300,000 in costs. 8.00 staff-years are being added to represent Juvenile Dependency Cases (adult conflict cases). This is anticipated to save \$280,000 annually, since these cases are often in the system for several years.
- **Alternate Public Defender:** Adopted additions include: 1) Full-year funding for positions added in the 1993-94 budget; 2) 1.00 staff-year to support the Oceanside Dependency Court Project; and 3) a 7.00 staff-year increase to meet workload demand for Juvenile Dependency cases, and to prevent these cases from going to the more expensive private bar.
- **Public Defender:** Adopted additions include: 1) 1.00 staff-year to support the Oceanside Dependency Court Project; and 2) a 14.00 staff-year increase to address over 1000 new Welfare Fraud cases and meet workload demand in the Juvenile dependency and delinquency areas.
- **District Attorney:** Adopted additions/reductions include: 1) an additional 4.00 staff-years for the Statewide Automated Child Support System; 2) a 1.00 staff-year reduction due to administrative consolidations; and 3) full-year funding for a 13.00 staff-year augmentation to the workers compensation and auto insurance fraud units approved by the Board mid-year. All staffing increases are revenue offset.
- **Municipal Courts, Superior Courts, and Marshal:** Adopted organizational changes and additions include: 1) increased appropriation of \$3.9 million and 12.00 staff-years for the Municipal Courts for the civil assessment program to cover related court tasks, commissions to private collection agencies, and reduced program revenue, all of which is to be offset by increased general purpose revenues from civil assessments; 2) establishment of a new organization unit for the Pretrial Services unit which is being transferred from the Superior Court to the Municipal Courts; 3) appropriation adjustments to provide for the Municipal Court Information Services Unit (MCISU) under administrative management of the Department of Information Services to replace the Municipal Court Electronic Data Processing Unit; 4) a 5% increase in judicial officer salaries approved by the State of California (\$312,148); 5) a negotiated increase in Deputy Marshal salaries and benefits (\$600,000); and 6) an increase of 1.00 staff-year in the South Bay Municipal Court to support the workload of the City Jail operation (\$35,625).
- **Probation:** 6.00 staff-years are being added to Camp Barrett to manage the contract for housing Immigration & Naturalization Service detainees. 2.00 staff-years are being added to handle the record keeping requirements of participation in the Emergency Assistance Title IV-A

funding. 1.00 staff-year is being added to the Countywide Truancy Program. All these additions are fully offset by program revenue. 1.00 staff-year is being deleted in conjunction with the termination of the Mid-City Work Furlough contract.

- **Sheriff:** Adopted additions include: 1) a 4.5% pay raise for sworn staff (\$7.9 million); and 2) 70 staff-years added for detentions funded from budgeted overtime funds. Program revenues have been reduced including: 1) booking fees (-\$1.4 million) reflecting pending agreements; and 2) jail bed lease revenues (-\$6.2 million) reflecting projected service reductions to other agencies. The total program revenue reduction is \$8.5 million, offset by an increase in Net County Cost. In mid-1993-94 \$75.7 million in sales tax revenues from Proposition 172 was added to the Sheriff in place of General Revenues that had been reduced as part of Proposition 172. The 1994-95 budget now includes \$78.9 million in Proposition 172 revenues.

During deliberations the Board of Supervisors approved additional appropriations totaling \$3,511,832 to expand the Sheriff's unincorporated patrol, Homicide and Street Narcotics units. These additional appropriations were not added to the Sheriff's budget but are currently located and frozen under the Chief Administrative Officer's budget unit until such time as funding can be identified.

Major unfunded items include:

- **Probation:** Automation staffing and equipment; and North County Youth Day Center and Work Project.

- **Sheriff:**
 - Crime Lab Augmentation
 - Prisoner Transportation Augmentation
 - Las Colinas Women's Detention Facility Expansion
 - Detention Staffing Augmentation
 - Clerical Staffing Augmentation

- **Courts:**
 - Interagency Justice Information System

Key Pending Items:

- o **Municipal Courts:**

- **Impact of Three-Strikes Legislation — AB 971 requires much stricter penalties for repeat felony convictions resulting in less plea bargaining and more jury trials and other related criminal justice costs.**

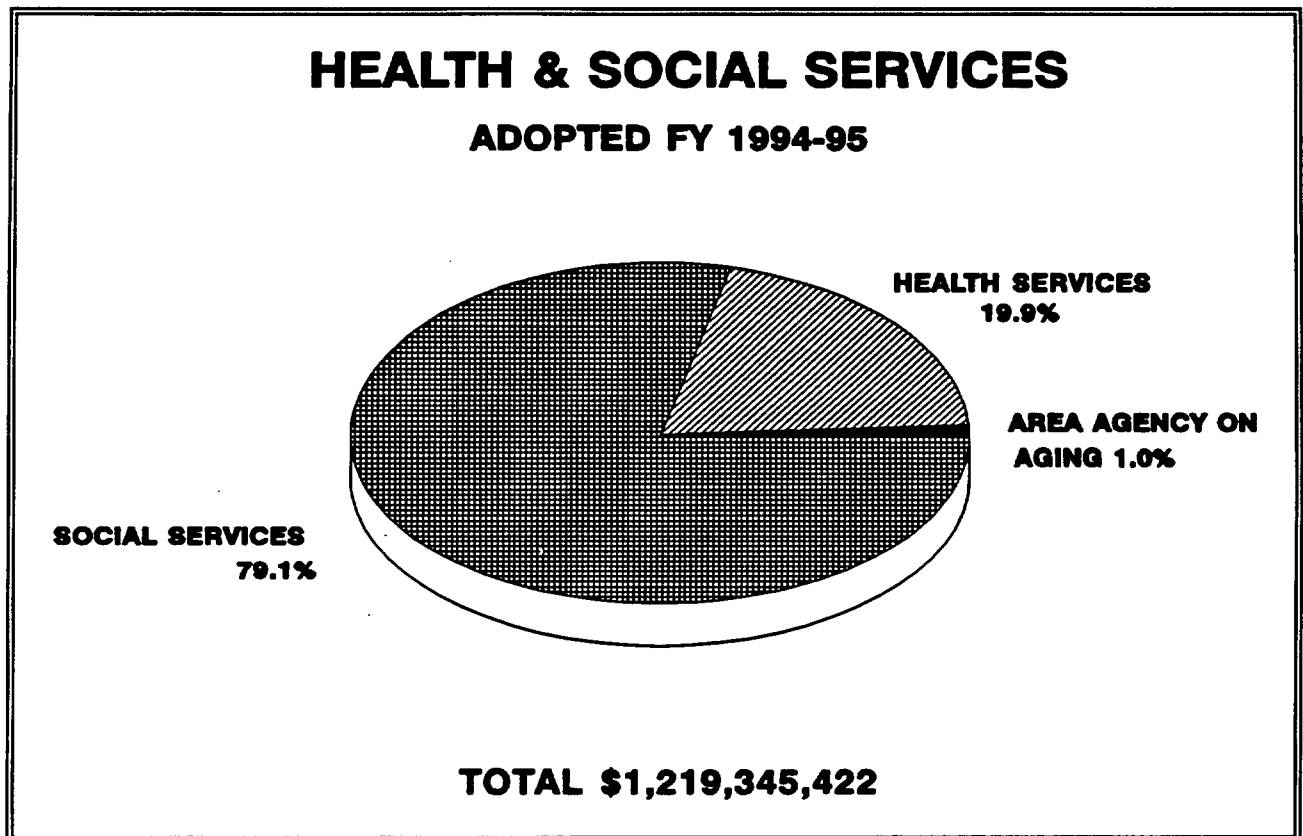
BUDGET SUMMARY
HEALTH AND SOCIAL SERVICES



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

Although this functional area represents the largest share of 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 \$55.2 million or 12.2% of the total net County cost.

DEPARTMENT	1993-94 ADOPTED	1994-95 ADOPTED	% CHANGE
Area Agency on Aging	\$11,467,912	\$12,091,616	5.4
Health Services	234,139,676	243,018,567	3.8
Social Services	905,220,664	964,235,239	6.5
Total	\$1,150,828,252	\$1,219,345,422	6.0



Significant Adopted Health Services, Social Services and Area Agency on Aging adjustments include:

○ **Area Agency on Aging (AAA):**

- Mid-year Board approved expansion of the AIDS Waiver Program which will serve an additional 60 AIDS cases.

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

- Mid-year Board approved \$510,000 augmentation of the Tuberculosis Cooperative Agreement which will enable the department to expand community outreach and investigation field services.
- Mid-year Board approved \$389,000 US-Mexico Cooperative Tuberculosis Grant from the Robert Wood Johnson Foundation to provide a US-Mexico Tuberculosis control cooperative model.
- Mid-year Board approved \$350,000 San Diego County Occupant Protection and Pedestrian Safety grant Program from the State Office of Traffic Safety to provide an Occupant Protection and Pedestrian Safety Program.
- Mid-year Board approved \$764,000 Substance Abuse Mental Health Services Administration (SAMHSA) funding for mental health services.
- Consolidation of all Public Health and Physical Health programs into a single Community Health Services Program.
- Increase in SB-910 revenue resulting in further net cost reduction for the Health Services Department and the addition of a centralized unit to maximize the recovery of SB-910 eligible expenses for all County departments.

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

- Funding for the Emergency Shelter Care at the A.B. and Jessie Polinsky Center (.5 million and 24 staff years) which opened in October of 1994.
- Funding for General Relief payments at the current expenditure level. The 1993-94 General Relief payments budget was reduced by \$2.5 million reflecting the Board-directed 3-month-per-year limit on eligibility of employable General Relief recipients. This was challenged successfully in State courts. As a result, payment costs have increased.
- An increase of \$19.77 million in AFDC and \$26.5 million in Food Stamp reflect the increased assistance payments, fully revenue offset.

-
- Decreased revenue and appropriations (\$5.6 million) to reflect the actual rate In-Home Support Services expenditure program.
 - Approved addition of GAIN unanticipated revenue (\$4.3 million and 56.75 staff years) related to the Governor's "It pays-to-work" program.
 - Mid-year Board approved funding of space costs (\$116,849) for the District Attorney for the Welfare Fraud Investigation unit.
 - Replacement of Oceanside Office.
 - Increased security staff for three offices along with testing of metal detectors

Major unfunded items include:

○ **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 contractor unreimbursed cost-of-living increases.
- County Medical Services (and Mental Health) stable funding of 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.

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

- Necessary refurbishing of existing county-owned facilities occupied by DSS.
- Increased operating cost for the change in placement of children at the Hillcrest facility once the Polinsky Center is opened.
- Necessary computer equipment.
- Staff for caseload growth in Food Stamp and AFDC programs.



BUDGET SUMMARY
COMMUNITY SERVICES

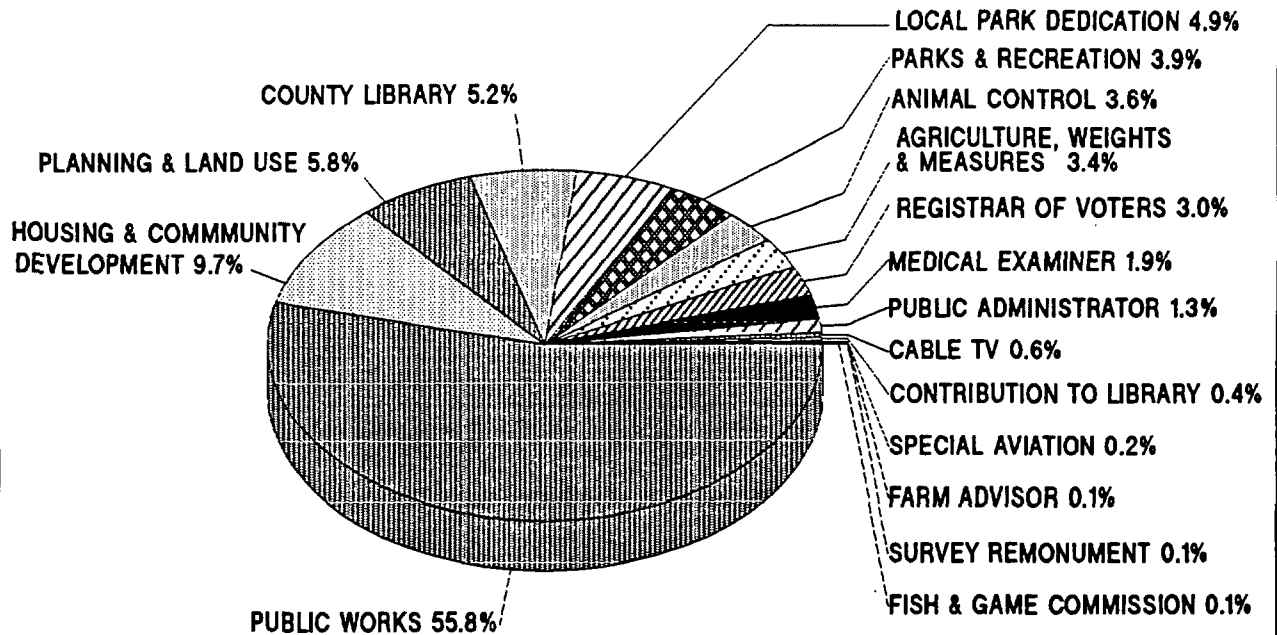
Community Services departments and programs provide regulatory and protective services to enhance and protect the physical, economic and social environment. These departments carry out the County's responsibility in road maintenance and repair, environmental protection, land use regulation, housing assistance,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

The 1994-95 Adopted Budget for the Community Services area is \$168,991,218 or 8.1% of the total County budget. This is a decrease from 1993-94 of \$3,607,145, or 2.1%.

DEPARTMENT	1993-94 ADOPTED	1994-95 ADOPTED	% CHANGE
Agriculture, Weights, Measures	\$5,656,905	5,700,705	0.8
Animal Control	5,465,256	6,029,706	10.3
Cable TV	964,130	975,189	1.1
Contribution to Library Fund	620,926	620,926	0.0
County Library	8,452,400	8,835,595	4.5
Farm and Home Advisor	221,383	236,056	6.6
Fish & Game Commission	31,571	56,000	77.4
Housing/Community Dev.	15,027,461	16,332,882	8.7
Medical Examiner	3,110,076	3,299,869	6.1
Park Land Dedication	9,212,692	8,307,683	-9.8
Parks & Recreation	6,915,761	6,515,978	-5.8
Planning and Land Use	12,212,466	9,730,110	-20.3
Public Administrator	2,163,765	2,205,861	1.9
Public Works	96,193,342	94,916,446	-1.3
Registrar of Voters	6,350,229	5,228,212	-17.7
Total	\$172,598,363	\$168,991,218	-2.1

COMMUNITY SERVICES

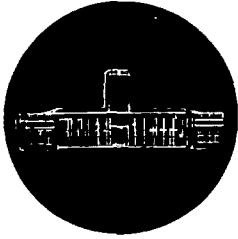
ADOPTED FY 1994-95



TOTAL \$168,991,218

Significant Adopted Community Services budget adjustments include:

- **Library:** An increase of 4.0 staff years.
- **Planning & Land Use:** Reduced 10.9 staff-years related to reduced development activity. Support for the development of growth management plans and policies will continue.
- **Public Works:** Reduced 18.0 staff-years in temporary extra help and vacant positions. Increased expenditures offset by program revenue for road maintenance and rehabilitation, contract services for Valley Center Sewer District, and right-of-way acquisitions for TRANSNET and Gas Tax Projects.



BUDGET SUMMARY

GENERAL GOVERNMENT

The General Government group includes 15 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, purchasing, collections, and legal counsel. The 1994-95 Adopted Budget for General Government is \$66,237,898 or 3.2% of the total Budget.

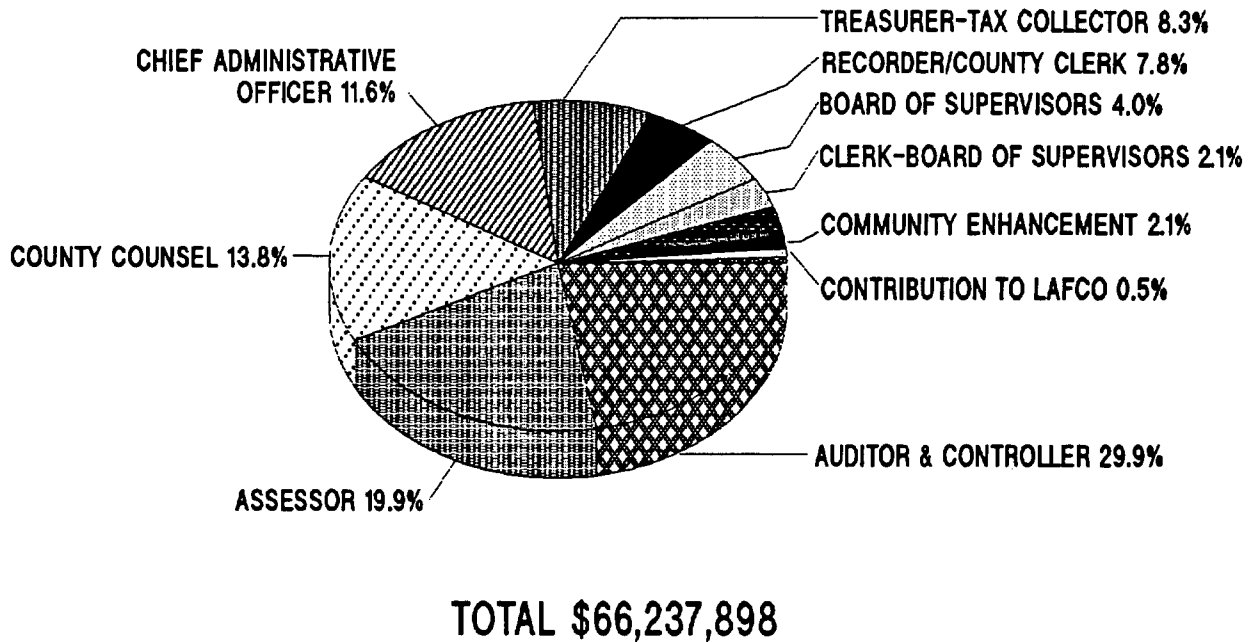
DEPARTMENT	1993-94 ADOPTED	1994-95 ADOPTED	% CHANGE
Assessor	\$12,691,701	13,208,215	4.1
Auditor & Controller	18,946,230	19,773,437	4.4
Chief Administrative Officer	7,588,486	7,712,588	1.6
Board of Supervisors (5 Districts plus the General Office)	2,653,701	2,643,728	-0.4
Clerk Board of Supervisors	1,405,522	1,396,665	-0.6
Community Enhancement Program	1,351,712	1,371,712	1.5
County Counsel	12,331,950	9,150,604	-25.8
Contribution to LAFCo	331,163	331,163	0.0
Recorder/County Clerk	5,179,271	5,147,546	-0.6
Transborder Affairs	76,754	0	-100.0
Treasurer-Tax Collector	5,345,466	5,502,240	2.9
Total	\$67,901,956	66,237,898	-2.5

Significant Adopted General Government Budget adjustments include:

- o **Assessor:** Reduced revenue by \$4,791,206 as a result of the reclassification of Property Tax Administration and AB 2890 revenues from program revenue to General Purpose Revenue. The Assessor's budget also includes \$604,446 of additional salary & benefit costs for full funding of staff. These costs will be offset by increases in Recorder fee revenues.
- o **Recorder/County Clerk:** This department is managed by the Assessor and will be officially consolidated with the Assessor's Office on January 1, 1995. Adopted changes include increasing revenues by \$583,133 as a result of implementing revised fees approved by the Board of Supervisors in mid FY 1994-95. This revenue will be used to fund salaries and to offset General Fund costs in the Assessor's Department. These additional revenues are based on the implementation of a revised fee schedule which was approved by the Board.

GENERAL GOVERNMENT

ADOPTED FY 1994-95



- **Auditor & Controller:** This department is reduced by 13 staff years as a result of discontinuing collection and cost recovery services to Municipal Courts.
- **Chief Administrative Office:** Reduced staff by 3.92, which impacts the Executive Office, Administrative Services, and the Commission on Children and Youth, and eliminates the Peak Hour Management Program.
- **Clerk of the Board:** Reduced one staff year. This will impact coordination and support of County volunteers.
- **Treasurer/Tax Collector:** Reduced revenue by \$958,443 as a result of the reclassification of the Property Tax Administration and AB 2890 revenues. Fund automation fixed assets costs (\$23,600) and banking services contract increases (\$40,000) to be offset by revenue from the Pooled Money Fund.

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- o **County Counsel:** Appropriations in the amount of \$3.4 million and \$1.3 million in revenue were transferred out of this department's budget and into newly created Tort Liability Internal Service Fund.

BUDGET SUMMARY
SUPPORT SERVICES/MISCELLANEOUS



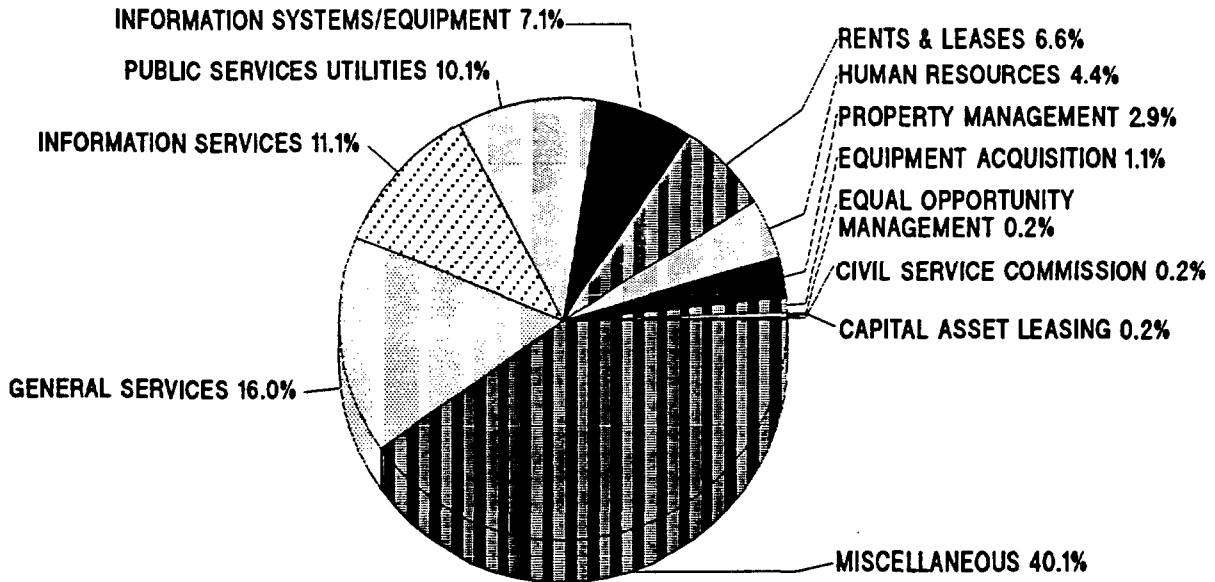
The Support Services functional area consists of 11 departments/programs. Support department activities include personnel, capital facilities and equipment, maintenance, and data processing. The Miscellaneous group consists of eight budget units with basic fiscal functions such as Contingency Reserve, 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 1994-95 Adopted Budget for the Support Services/Miscellaneous functional area is \$168,955,348, or 8.1% of the total Budget.

DEPARTMENT	1993-94 ADOPTED	1994-95 ADOPTED	% CHANGE
Support:			
Capital Asset Leasing	\$1,938,803	277,832	-85.7
Civil Service Commission	290,205	290,540	0.1
Dept. of Human Resources	7,373,335	7,406,663	0.5
Electronic Systems/Equip.	8,972,517	11,948,955	33.2
Equal Opportunity Mgmt. Office	425,605	415,731	-2.3
Equipment Acquisition	2,332,200	1,895,050	-18.7
General Services	24,871,408	27,080,977	8.9
Information Services	17,932,471	18,702,171	4.3
Major Maintenance	1,911,594	4,891,997	155.9
Public Services Utilities	16,951,826	17,074,362	0.7
Rents and Leases	10,891,762	11,229,903	3.1
Subtotal Support	\$93,891,726	\$101,214,181	7.8
Miscellaneous:			
Pension Obligation Bonds	0	26,492,355	0.0
Cash Borrowing	11,600,000	17,700,000	52.6
Contingency Reserve-General	6,636,250	7,659,392	15.4
DA Asset Forfeiture	0	200,000	0.0
Edgemoor Development Fund	86,000	82,000	-4.7
Salary Adj./Special Reserves	0	11,500,000	-100.0
Sheriff Inmate Welfare Fund	2,778,485	2,507,420	-9.8
Sheriff's Asset/Forfeitures	1,689,584	1,600,000	-5.3
Subtotal Miscellaneous	\$22,790,319	\$67,741,167	197.2
Total	\$116,682,045	\$168,955,348	44.8

SUPPORT SERVICES/MISCELLANEOUS

ADOPTED FY 1994-95



TOTAL \$168,995,348

Significant Adopted Support Services/Miscellaneous budget adjustments include:

- **Electronic Systems & Equipment:** Increased fixed assets by \$2,958,000 for start of 800 MHz public safety communications system to be funded by bond proceeds.
- **Equal Opportunity Management Office:** Reduced one-quarter staff year impacting equal opportunity/affirmative action assistance and training for County departments.
- **General Services:** Reduced costs by \$744,455. Reductions include savings of \$504,300 from the replacement of contract security guards with electronic security access systems in seven major facilities; reduction of \$140,000 based on further reductions by the Sheriff in assignment of home-garaged vehicles; reduction of \$95,000 in asbestos contract funding; and transfer of \$5,155 to customer departments to complete contracting out of records storage services.

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- **Information Services:** Reduced revenues by \$437,165 as a result of the reclassification of Property Tax Administration and AB 2890 revenues. Added 2.0 staff years and \$655,000 in salaries and services and supplies for start of 800 MHz public safety communications system to be funded by bond proceeds.
 - **Major Maintenance:** While Penalty Assessment funding for emergency jail and court facility repairs was reduced \$250,000, the adopted budget includes a one-time augmentation of \$3.1 million in 'Teeter' funds.
 - **San Diego Asset Leasing Corporation (SANCAL):** Reduced costs by a total of \$1,660,971 due to scheduled retirement of debt and reduced payments, respectively, for 1984 and 1987 equipment leases.
 - **Pension Obligation Debt:** During 1993-94, the County financed the unfunded liability of the Retirement System of approximately \$430 million in order to realize savings generated by exceptionally low interest rates. The bond indentures for the resulting debt required establishment of a debt service fund to receive biweekly charges from all participating funds and provided for the annual debt service payment requirement. The 1994-95 payment is \$26.5 million.
 - **Salary Adjustment:** San Diego County is self-insured for its Liability and Workers' Compensation programs. However, it has for several years not met minimal accounting and reserve requirements for supporting its self-insured status. In 1994-95 the County set a \$10 million minimum reserve using Teeter funds.

Major unfunded items include:

- **Electronic Systems & Equipment:**
 - Telephone rate increases
 - Equipment adds, moves, and changes
 - PBX software/hardware upgrades
- **General Services:**
 - Facility Audit Team
 - Automation
 - Wastewater maintenance at Rancho Del Campo and Descanso
 - 24 hour steamboiler operations at new Laundry & Kitchen Facility
- **Major Maintenance:**
 - Underground storage tank maintenance



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 renovation of existing facilities.

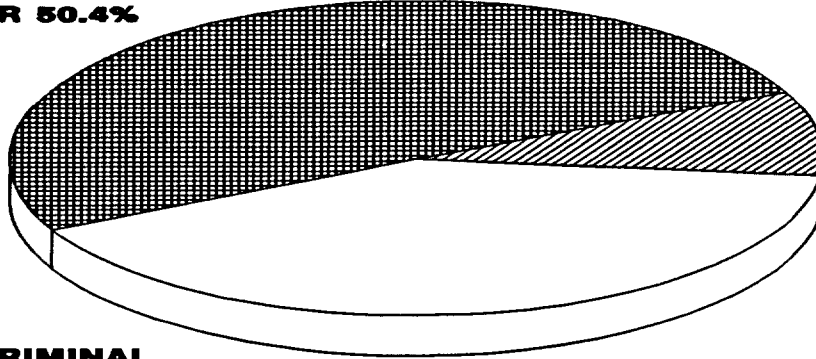
Capital projects are necessary to support County operations. Capital projects deemed necessary by the Board of Supervisors and for which funds can be identified are budgeted in a special fund called the Capital Outlay Fund (COF). The COF is unlike most budgets in that once budgeted, capital project appropriations 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 FY 92-93 and FY 93-94 Adopted Budget document added no new criminal justice projects, though the "Hall of Justice," a new high-rise building for courts and court support operations costing over \$70 million, was approved in late Spring 1993. Other significant projects that have been approved include: the Inmate Reception Center (IRC) a 940 bed high rise jail located in downtown San Diego; the North County Regional Center Expansion, a project to construct ten new courtrooms and office space; and the 800 Mhz Radio Project, a major upgrade and expansion of the Public Safety Radio system.

CAPITAL OUTLAY FUND (COF)	1993-94 ADOPTED	1994-95 ADOPTED	% CHANGE
Lease-Purchase			
Criminal Justice	\$9,281,099	\$10,045,822	8.2
Health	3,399,556	4,456,510	31.1
Other	10,527,193	14,798,508	40.6
Program Revenue Projects			
Criminal Justice	0	350,000	0.0
Library	0	0	0.0
Parks & Recreation	0	0	0.0
Public Works/Transit Center	5,056,412	0	-100.0
Other	0	298,100	0.0
Sub-Total	\$28,264,260	\$29,948,940	6.0
Program Revenues	10,462,700	6,386,725	-39.0
Total General Fund Contributions To COF	\$17,801,560	\$23,562,215	32.4

CAPITAL OUTLAY FUND ADOPTED FY 1994-95

OTHER 50.4%



HEALTH 8.6%

**CRIMINAL
JUSTICE 41.0%**

TOTAL \$29,948,940

Major unfunded items include:

- Traffic and Small Claims Courts Expansion — \$22 million.
- Juvenile Court Expansion — \$43 million.
- Relocate/Install new water tanks at Descanso Detention Facility — \$204,000.
- Replace the Central Animal Control Shelter — \$2,380,000.
- Upgrade various County-owned Social Services district offices — \$336,000.
- Child Protective Services Security systems/modifications — \$113,000.
- Relocate Sheriff's Fallbrook Substation — \$750,000.

Key pending items include:

- o Edgemoor Geriatric Hospital Reconstruction.
- o Planned expansion of the North County Regional Center in Vista.
- o Construction of the Inmate Reception Center, a new downtown jail.

BUDGET SUMMARY
SPECIAL DISTRICTS AND ENTERPRISE FUNDS

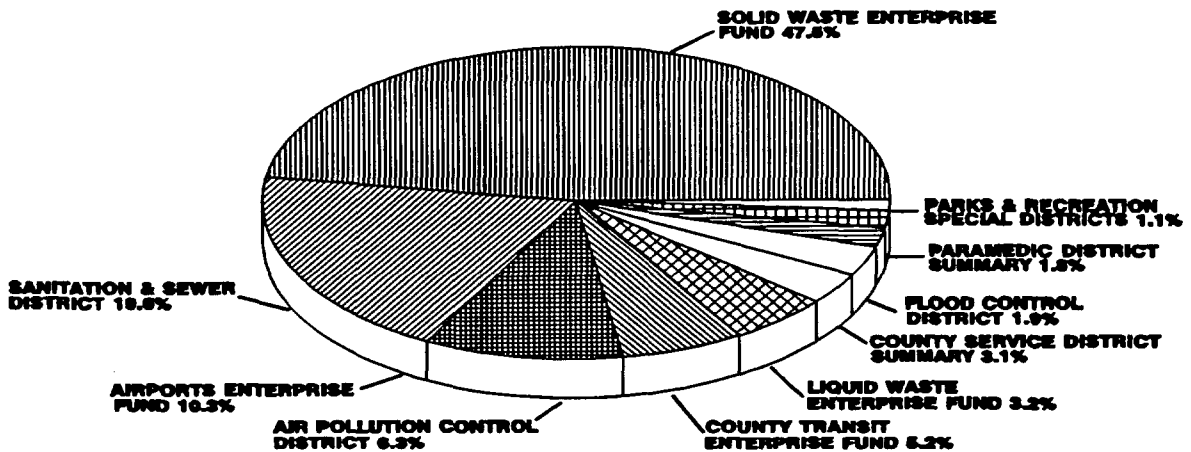


Each Special District is comprised of a number of separate entities governed by the Board of Supervisors serving as the Board of Directors. Enterprise Funds are authorized under Government Code, Section 25261. The Air Pollution Control District is directed by an Air Pollution Control Officer. Each of the other Special Districts and Enterprise Funds are under the administrative direction of the Chief Administrative Officer through various department heads, such as 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.

	1993-94 ADOPTED	1994-95 ADOPTED	% CHANGE
SPECIAL DISTRICTS			
Air Pollution Control District	\$10,285,062	11,064,250	7.6
County Service District Summary	6,596,397	5,495,372	-16.7
Flood Control District	2,060,625	3,338,044	62.0
Paramedic District Summary	2,831,088	3,073,753	8.6
Parks and Recreation Special Districts	1,539,374	1,876,710	21.9
Sanitation & Sewer District Summary	22,844,709	34,274,773	50.0
TOTAL	\$46,157,255	\$59,122,902	28.1
ENTERPRISE FUNDS			
Airports	\$12,523,725	17,971,509	43.5
County Transit	9,563,380	9,139,419	-4.4
Waste Water Management	5,660,824	5,636,819	-0.4
Solid Waste	75,892,558	83,030,871	9.4
TOTAL	\$103,640,487	\$115,778,618	11.7
SPECIAL DISTRICT AND ENTERPRISE FUND TOTAL	\$149,797,742	\$174,901,520	16.8

SPECIAL DISTRICTS & ENTERPRISE FUNDS ADOPTED FY 1994-95



TOTAL \$174,901,520

Significant Adopted Special Districts & Enterprise Funds adjustments include:

- **Flood Control District:** Increased total expenditures and revenues by approximately \$1.3 million. Increases are for Flood Plain Management, construction projects and planning studies.
- **Sanitation Districts:** Increased total expenditures and revenues by approximately \$4.6 million. Increases are for operations, fee and capacity increases associated with the collection and transmission of wastewater to the San Diego Metro Sewer System, and for various capital improvements.
- **Airports:** Increased total expenditures and revenues by approximately \$5.4 million. Increases are for capital projects at the four general aviation airports — Gillespie Field, McClellan-Palomar, Ramona and Borrego Valley.
- **Solid Waste:** Reduced 33.5 staff years and increased total expenditures and revenues by approximately \$22.8 million, as initially recommended by the Interim Solid Waste Commission. Staff reductions were adopted by Board direction mid-year in FY 1993-94 as a cost saving measure to finance capital projects. Adopted increases for FY 1994-95 are primarily for capital projects associated with the Otay, Sycamore, Ramona and San Marcos active landfills and for improvements at various closed landfill sites.

STAFF-YEAR CHANGE BY DEPARTMENT

FUNCTIONAL AREA	1993-94 ADOPTED	1994-95 ADOPTED	STAFF YEAR CHANGES
<u>Public Protection</u>			
Alternate Defense Counsel	21.00	33.00	12.00
Alternate Public Defender	67.00	75.00	8.00
District Attorney	925.17	957.67	32.50
Grand Jury	1.00	1.00	0.00
Marshal	372.50	373.50	1.00
Municipal Court-EDP	2.00	5.00	3.00
Municipal Court-El Cajon	116.00	119.50	3.50
Municipal Court-North County	140.25	144.25	4.00
Municipal Court-San Diego	343.75	346.75	3.00
Municipal Court-South Bay	87.00	92.50	5.50
Municipal Court-Pre-Trial Services	0.00	22.00	22.00
Probation	1131.00	1142.00	11.00
Public Defender	356.00	371.00	15.00
Sheriff	2702.58	2782.58	80.00
Sheriff/Chief Admin. Officer		42.17	42.17
Superior Court	819.00	797.00	-22.00
Total Public Protection	7,084.25	7,304.92	220.67
<u>Health & Social Services</u>			
Area Agency on Aging	78.00	84.00	6.00
Health Services	2397.49	2393.41	-4.08
Social Services	3729.00	3876.25	147.25
Total Health & Social Services	6,204.49	6,353.66	149.17
<u>Community Services</u>			
Agriculture, Weights & Measures	118.75	116.58	-2.17
Animal Control	131.83	144.00	12.17
Cable TV	3.92	3.92	0.00
County Library	171.58	175.58	4.00
Farm Advisor	7.00	8.00	1.00
Housing/Community Development	91.00	91.00	0.00
Medical Examiner	46.67	46.67	0.00
Parks and Recreation	132.00	121.30	-10.70
Planning & Land Use	169.49	157.75	-11.74
Public Administrator	50.75	51.75	1.00
Public Works Road Fund	584.50	566.50	-18.00
Registrar of Voters	99.96	96.42	-3.54
Total Community Services	1,607.45	1,579.47	-27.98

STAFF-YEAR CHANGE BY DEPARTMENT

FUNCTIONAL AREA	1993-94 ADOPTED	1994-95 ADOPTED	STAFF YEAR CHANGES
<u>General Government</u>			
Assessor	279.00	279.00	0.00
Auditor & Controller	488.00	513.50	25.50
Board of Supervisors District 1	8.00	8.00	0.00
Board of Supervisors District 2	10.00	10.00	0.00
Board of Supervisors District 3	10.00	10.00	0.00
Board of Supervisors District 4	10.00	10.00	0.00
Board of Supervisors District 5	10.00	10.00	0.00
Board of Supervisors General	3.00	3.00	0.00
Chief Administrative Officer	76.92	76.50	-0.42
Clerk, Board of Supervisors	32.00	31.00	-1.00
County Counsel	127.00	127.00	0.00
Recorder	114.50	118.50	4.00
Treasurer/Tax Collector	116.25	116.25	0.00
Total General Government	1,284.67	1,312.75	28.08
<u>Support Services</u>			
Civil Service Commission	4.00	4.00	0.00
Department of Human Resources	111.36	111.17	-0.19
Equal Opportunity Management	7.25	7.00	-0.25
General Services	381.25	404.00	22.75
Information Services	272.17	275.17	3.00
Purchasing & Contracting			0.00
Revenue & Recovery			0.00
Total Support services	776.03	801.34	25.31
TOTAL COUNTY	16,956.89	17,352.14	395.25
<u>Special Districts & Enterprise Funds</u>			
Air Pollution Control District	157.50	160.5	3.00
Airport Enterprise fund	26.00	26.50	0.50
Parks Maintenance Districts	2.50	3.35	0.85
Liquid Waste Enterprise Fund	72.00	67.00	-5.00
Solid Waste Enterprise Fund	202.00	168.50	-33.50
Total Spec. Dist. & Enterprise Funds	460.00	425.85	-34.15

NOTE: Special Districts and Enterprise funds are separate from the Family of Funds Budget and detailed in a separate budget document.

ESTIMATED REVENUES

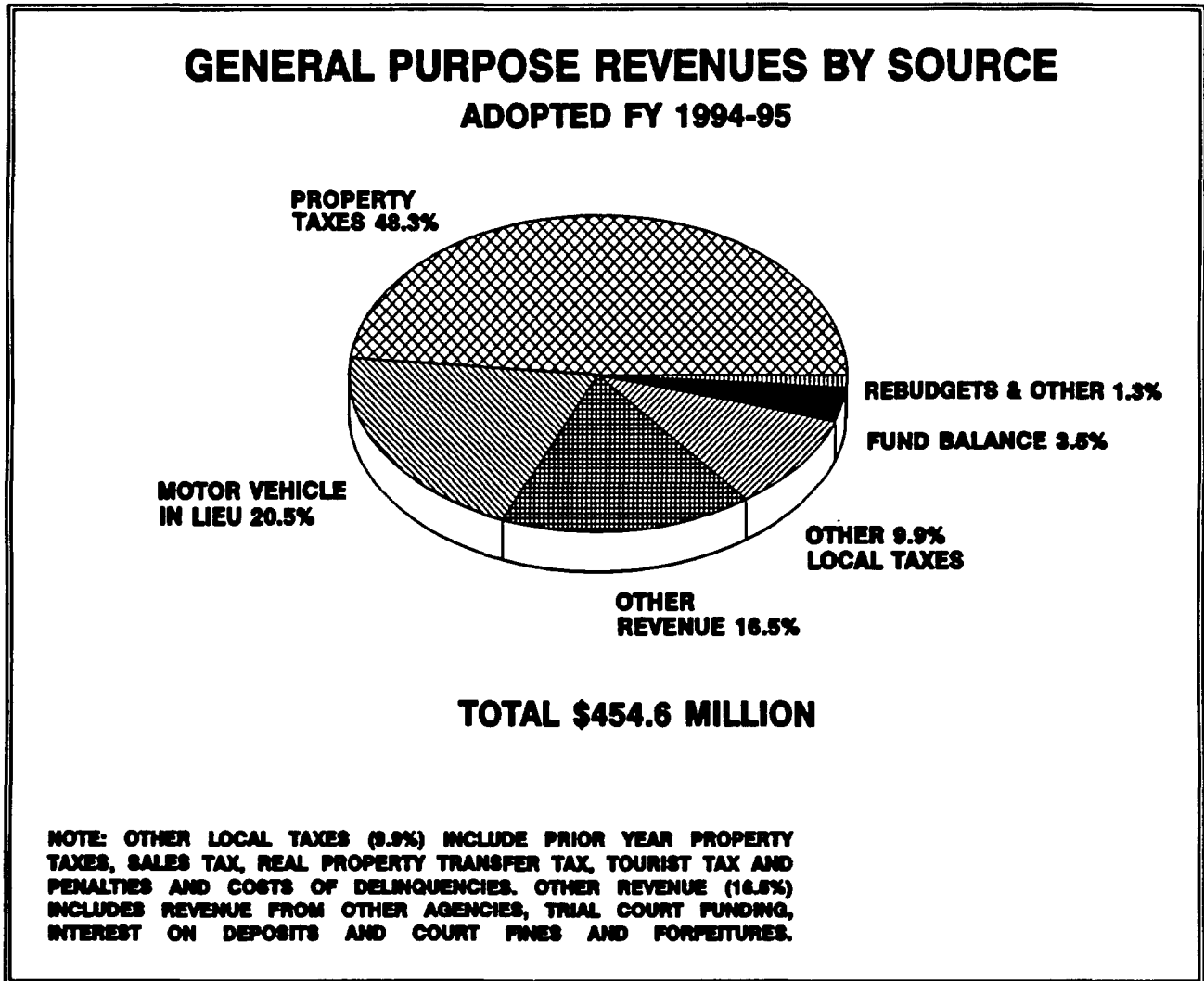
By law, the County must adopt a balanced budget. Therefore, it is important to understand the sources of County revenue. The County's revenues can be classified into three broad categories: program revenues, general purpose revenues, and general fund fund balance.

	<u>% of Total Budget</u>	<u>Change From 1993-94 To 1994-95 (In Millions of Dollars)</u>
Program Revenues	78.21	\$205.5
General Purpose Revenues	20.74	(79.3)
General Fund Fund Balance	1.05	15.2
	———	———
Total	100.0%	\$141.4

Program Revenues which make up about 78.2% of the Budget are derived from State and Federal subventions, grants, charges, or fees earned as a result of operating specific programs. This estimate excludes Trial Court Funding and Property Tax Administration revenues. Program revenues increased approximately \$205.5 million over 1993-94. This change is attributed to two factors. First, the County in FY 1993-94 lost over \$124.6 million in general revenues property taxes to schools. This loss was partially replaced with Proposition 172 revenues (\$105 million) in the form of program revenue for the Sheriff, Probation and District Attorney. Other program revenue increases include: AFDC case load growth (\$19.8 million), AFDC-Foster Care (\$3.5 million) and Food Stamps Program (\$26.5 million), Health (\$12.6 million). Finally, the establishment of Pension Obligation Bonds (\$26.4 million) and Retirement Compensation Reserve (\$10.0 million) are reflected as program revenues.

General Purpose Revenues which make up about 20.7% of the Budget are derived from property taxes, sales taxes, vehicle license fees, court fines and other miscellaneous sources. They may be used for any purpose which is a legal expenditure of County funds. The General Revenues from these sources are projected to be \$79.3 million less than 1993-94. The General Purpose Revenues make up only 20% of the total budget. This is the result (as was indicated above) of the Property Tax Shift from counties to schools, and reduced Trial Court Funding by the State due to the continued sluggish State and local economies. It should be noted that only two years ago in FY 1992-93 the general purpose revenues made up over 28% of the Budget, thus providing more flexibility. Approximately 96.2% of General Purpose Revenues are used to fund mandated services for which there is no other funding source.

The General Fund Fund Balance available to fund the 1994-95 budget is estimated to be \$21.9 million, this includes \$3.7 million for Rebudgets and \$2.4 million for Budget Savings Plan.



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

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

GENERAL REVENUES	1993-94 ADOPTED BUDGET	1994-95 ADOPTED BUDGET	INCREASE/ (DECREASE)
CURRENT PROPERTY TAXES			
SECURED	\$ 266,050	\$ 205,100	\$ (60,950)
UNSECURED	14,200	9,500	(4,700)
SUPPLEMENTAL ROLL (SB813)	3,500	1,500	(2,000)
REDEVELOPMENT AGREEMENTS	<u>3,500</u>	<u>3,500</u>	<u>0</u>
SUBTOTAL CURRENT PROP. TAXES	\$ 287,250	\$ 219,600	\$ (67,650)
OTHER LOCAL TAXES			
PRIOR YEAR UNSECURED	\$ 11,000	\$ 825	\$ (10,175)
PRIOR YEAR SUPPLEMENTAL UNSECURED	4,500	200	(4,300)
PENALTIES & COSTS OF DELINQUENCIES	11,800	22,100	10,300
OTHER TAX - AIRCRAFT	900	900	0
SALES & USE TAX	11,100	11,070	(30)
TOURIST OCCUPANCY TAX	1,800	1,800	0
REAL PROP. TRANSFER TAX	5,500	6,000	500
FRANCHISES	<u>2,250</u>	<u>2,250</u>	<u>0</u>
SUBTOTAL OTHER LOCAL TAXES	\$ 48,850	\$ 45,145	\$ (3,705)
REVENUE FROM OTHER AGENCIES			
HOMEOWNERS' PROP. TAX REDEMPTION	7,130	4,500	(2,630)
TRIAL COURT FUNDING BLOCK GRANT	25,500	25,500	0
TRIAL COURT TRUST FUND	12,200	9,600	(2,600)
STATE MANDATED COST REIMB. (SB90)	1,500	2,000	500
FEDERAL IN-LIEU TAX	300	300	0
OPEN SPACE LAND	100	100	0
MOTOR VEHICLE IN-LIEU TAX	98,800	93,000	(5,800)
SUBTOTAL REVENUE FROM OTHER AGENCIES	\$ 145,530	\$ 135,000	\$ (10,530)
MISCELLANEOUS			
COURT FINES & FORFEITURES	\$ 2,000	\$ 2,000	\$ 0
INTEREST ON DEPOSITS	20,900	16,400	(4,500)
INTERFUND TRANSFERS	2,600	2,164	(436)
OTHER REVS/AB2890/BUSINESS LIC.	3,895	1,950	(1,945)
PROPERTY TAX ADM FEE	0	4,600	4,600
CIVIL ASSESMENT FEE	<u>0</u>	<u>5,908</u>	<u>5,908</u>
SUBTOTAL MISCELLANEOUS	\$ 29,395	\$ 33,022	\$ 3,627
SUBTOTAL GENERAL REVENUES	\$ 511,025	\$ 432,767	\$ (78,258)
FUND BALANCE	5,623	15,773	10,150
TOTAL GENERAL REVENUES	\$ 516,648	448,540	(68,108)
OTHER ADJUSTMENTS			
DESIGNATION DECREASE/REBUDGETS	<u>2,165</u>	<u>6,113</u>	<u>3,948</u>
SUBTOTAL OTHER ADJUSTMENTS	\$ 2,165	\$ 6,113	3,948
TOTAL GENERAL REVENUES & ADJUSTMENTS	\$ 518,813	\$ 454,653	(64,160)

* OTHER ADJUSTMENTS FY 1994-95 INCLUDE: \$3.7M FOR REBUDGETS AND \$2.4M FOR BUDGET SAVINGS PLAN.

DISCRETIONARY REVENUES

The County's 1994-95 Adopted Budget totals \$2,091,339,661. Revenue categories are outlined as follows:

o **Program Revenues** **% of Total Budget**

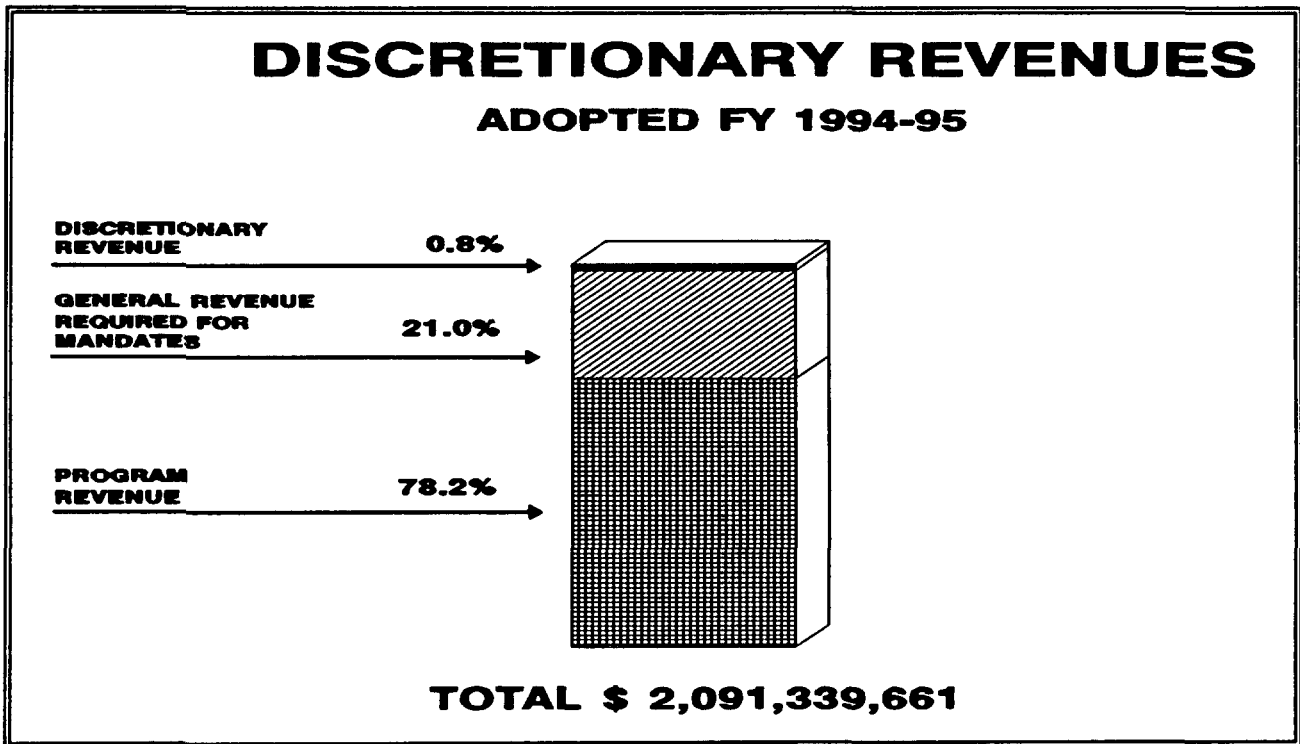
These must be used for specific purposes such as welfare grants, health, mental health, reserve designation and roads. 78.2%

o **General Revenues (including Fund Balance and Trial Court Funding)**

These include:

- Revenues required by Federal and State law to be allocated to mandated programs. 21.0
- Discretionary Revenues available for local programs. 0.8

Total 100.0%



ECONOMIC PERSPECTIVE

It is estimated that the National economy will experience a healthy expansion of 4% of Gross Domestic Product (GDP) in 1994, and a slowdown to 2.0%-2.5% growth is expected in 1995. The California economy is beginning to show signs of recovery. However, Federal actions could forestall the momentum. National, State, and local trends are summarized as follows.

National: The economy continued to forge ahead in 1994, despite the rising of the federal funds rate from 3% (1993) to 5.5%. The Federal Reserve is expected to adjust interest rates in an effort to slow down the economy without stopping growth. Employment will continue to rise at a moderate pace, bringing the unemployment rate to 5.6% (approaching full employment) in November of 1994 versus 6.8% last year at the same time. Inflation remains under control. Inflation bottomed out in 1994 at 2.6% versus 3.0% in 1993. For 1995 and 1996 inflation is expected to remain at about 3.2% to 3.5%. Housing and Business investments have been strong, but the higher interest rates will slow economic activity in late 1995 and early 1996. Negative and positive indicators include the following:

- The first part of 1995, the economy will begin to slow in response to higher interest rates.
- Unemployment occurring during this recession represents permanent job losses.
- The trade deficit will continue to deteriorate as the United States imports are still rising rapidly.
- + The consumer remains confident. Auto sales remain strong, along with other durable goods sales.
- + Inflation is moderate and stable, expected to remain below 3.5%.
- + Jobs are created at a sustainable rate.
- + The U.S. economy is currently strong. A slow down is expected in early spring of 1995, thus preventing any future federal funding rate increases.

State: After four years of downturn, California's economy is beginning to show signs of life, which should become more evident by the end of the year. As has been mentioned before, California's problems are related to the high concentration of defense industries such as aerospace, electronics, and instruments. The reduction in defense related budgets has resulted in the loss of over 800,000 jobs, with little hope for full recovery. The unemployment rate for the 4th quarter of 1994 is estimated at 8.8% versus 9.3% from the 4th quarter of 1993, a good improvement. The State's jobless rate will remain over two percentage points above the national unemployment rate. Overbuilt commercial real estate continues to hurt the State real estate activity.

However, home prices for existing homes showed some stabilization in Southern California. Retail sales have remained flat since 1989, and moderate improvement is forecast for 1995/96. The State's finances continue to require delicate balancing as the State tries to balance a \$3 - \$5 billion deficit in FY 1994-95. Positive and negative indicators include the following:

- Defense spending will continue to fall, leading to additional employment declines in aerospace and civilian defense jobs, with no prospect for stabilization until 1996.
- The rate of unemployment is projected to be 7.8% in 1995 and 7.4% in 1996. This represents two percentage points above the national rate.
- The State has an oversupply of commercial office and retail space.
- In-migration of younger, lower income persons is increasing demands on public services. Significant Federal relief is not expected.
- + Personal income growth will continue to be slow, but the quality of income is improving.
- + 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 categories.

Local:

San Diego's economy is showing a modest recovery in 1994. Residential building permits are showing signs of a small recovery. The County's unemployment rate is averaging 7.3%, lower than the State's unemployment rate of 8.7%. Further layoffs are expected in the defense-related industries. The Real Regional Gross Product had a negative growth of -1.0% in 1993; and estimated growth of 2.0% in 1994. The local economy will show modest growth in 1995. The growth rate will lag behind National growth rates at 4.0% for 1994 and 2.0% in 1995. Positive and negative indicators include the following:

- Depressed construction growth rates are expected for the non-residential sector.
- The unemployment rate in 1994, will remain high at 7.3% in 1994, which is lower than the State (8.7%), but higher than the national rate (6.1%).
- + The local economy can take an international focus.

ECONOMIC/DEMOGRAPHIC DATA
(Percent changes unless otherwise indicated)

	ACTUAL	ESTIMATE	FORECAST	
	1993	1994	1995	1996
<u>GROWTH (Real)</u>				
National	3.1	4.0	2.5	2.0
California	0.2	0.9	1.9	2.1
San Diego County	-0.1	0.9	2.8	2.3
<u>PERSONAL INCOME</u>				
National	4.3	6.1	6.1	5.1
California	1.3	2.4	5.0	5.5
<u>CONSUMER PRICES</u>				
National	3.0	2.6	3.1	3.2
California	2.6	1.6	3.0	3.5
San Diego County	2.9	3.0	3.0	3.5
<u>POPULATION</u>				
National	1.0	1.0	0.9	0.9
California	1.5	1.2	1.1	1.2
San Diego County	1.5	1.7	1.8	1.8
<u>UNEMPLOYMENT RATE</u>				
National	7.4	6.1	5.8	6.0
California	9.2	8.7	7.8	7.4
San Diego County	7.8	7.3	6.7	7.0
<u>INTEREST RATES</u>				
Prime Interest Rate	6.0	7.1	9.4	8.3
Mortgage Rate (conventional)	7.3	8.4	9.3	8.7

OUTLOOK FOR 1994-95 AND FUTURE YEARS

The 1994-95 Adopted Budget totals \$2.09 billion, or about \$141 million higher than the 1993-94 Adopted Budget. The 1994-95 Budget includes a \$26.5 million increase for the Food Stamps Program, \$19.8 million for Aid to Families With Dependent Children (AFDC), \$3.5 million for ADFC/Foster Care, \$3.8 million for Employment Development, all Federally/State offset programs. County costs include \$10.0 million for the Workers' Compensation Reserve, \$3.0 million for Public and Alternate Defender. Excluding these programs, the Adopted Budget is actually at the same level as in the current year. With the exception of Public Protection departments, there are service level reductions in virtually all remaining 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, shifting property taxes to schools. The majority of the fixed asset and maintenance projects are funded through one-time Teeter funds. 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:

- o **General Revenues:** Are made up primarily by property taxes, vehicle license fees, sales taxes, Trial Court funding, and Fines and Forfeitures.
- o **Property Tax Shift:** In FY 1992-93 and FY 1993-94, the State, faced with a \$10.2 billion and \$8.0 billion shortfalls, took \$2.9 billion Statewide in property tax revenues from counties, cities, special districts, and redevelopment agencies. The impact to the County was a permanent loss of \$142.2 million in property taxes. 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 4 years of stagnant economic activity at the State and Local level. The Vehicle License Fee (VLF) revenues for 1994-95 reflect the same amount received in 1993-94 (\$93 million). The general revenues for 1994-95, after adjustments are made for the property tax shift, will be at the FY 1988-89 level.
- o **Proposition 172:** Passage of Proposition 172 in November 1993 provides for an estimated increase in sales tax revenue of \$105 million in FY 1993-94 and a projected \$109 million in FY 1994-95. These revenues are dedicated to offset current costs in the Sheriff, District Attorney, and Probation, and to partially replace the annual property tax loss of over \$142.2 million shifted to schools over the two year period.

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- **Trial Court Funding (TCF):** In 1991-92, the State enacted legislation to increase the level of State funding for trial court operations to 75% by FY 1995-96. Due to the State budget shortfalls in FY 1992-93, TCF was actually reduced by \$8.6 million. Total funding for FY 1994-95, coming from the State will be only 35% of the County's trial court costs.

EXPENDITURES:

The Public Protection/Justice System programs receive over 50% (directly and indirectly) 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:

- **Detention Facility Expenditures:** One of the top priorities of the Board of Supervisors has been the full operation of East Mesa Detention Facility, which the Board approved in 1993-94, to be partially offset by the closure of the East County Detention Facility, and the Las Colinas Men's Detention Facility. The net increase to the County detention system was 600 beds. The 1994-95 Adopted Budget increases detention expenditures by \$6.3 million and 70 staff years.
- **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.
- **Three Strikes potential costs:** The Three Strikes legislation has been in effect since March 1994. Three-Strikes (AB971) requires more severe sentences for persons convicted of repeat felony offenses which results in less plea-bargains, and thus more jury trials and related impacts on criminal justice departments. In October, 1994, Three-Strikes cost increases were estimated at over \$22 million annually. However, this full impact is not being realized yet, and efforts are underway to absorb and minimize increased costs as much as possible. The cost projected so far, for 1994-95, is estimated at about \$5 million.
- **Salary and Benefit Costs:** No general salary increases are included in the Adopted Budget. For two years, County employees accepted up to a 5% salary decrease in the form of Integrated Leave Program (ILP). However, in December of 1994, the County terminated ILP and paid employees back out of one-time Teeter funds. Providing comparative Salaries & Benefits is usually the subject of negotiations each year. There are increased costs in 1994-95 related to workers compensation, step increases, certain bargaining units, the loss of ILP and negotiated increases for certain bargaining units.

**COUNTY OF SAN DIEGO
PROJECTED REVENUE & EXPENDITURE LEVELS
FY 94-95 TO FY 95-96
(MILLIONS OF DOLLARS)**

REVENUES	ADOPTED FY 93-94	ADOPTED FY 94-95	CHANGE FROM ADOPTED	PROJECTION FY 95-96	CHANGE FROM FY 94-95
PROGRAM REVENUES:					
Federal/State Aid	986.6	1,079.0	92.4	1,093.0	14.0
State/Realignment	144.4	144.3	(0.1)	149.2	4.9
Prop. 172 Sales Tax	0.0	109.0	109.0	112.7	3.7
All Other	271.8	274.3	2.5	263.6	(10.7)
SUBTOTAL PROGRAM REVENUE	1,402.8	1,606.6	203.8	1,618.5	11.9
GENERAL REVENUE	474.4	397.7	(76.7)	399.7	2.0
TRIAL COURT FUNDING	37.7	35.1	(2.6)	35.1	0.0
FUND BALANCE/REBUDGETS	6.7	21.9	15.2	10.0	(11.9)
CAPITAL/PROGRAM REVS	10.5	6.5	(4.0)	7.1	0.6
CAPITAL/GENERAL REVS	17.8	23.5	5.7	25.3	1.8
TOTAL REVENUES	\$1,949.9	\$2,091.3	\$141.4	\$2,095.7	\$4.4

EXPENDITURES					
CRIMINAL JUSTICE/PROTECTION	\$395.9	\$414.3	\$18.4	\$414.3	\$0.0
Three-Strikes Impact(Unknown)					
SOCIAL SERVICES/IAAA	916.7	976.3	\$59.6	\$996.2	\$19.9
HEALTH SERVICES	234.1	243.0	\$8.9	\$246.0	\$3.0
GENERAL GOVERNMENT	67.9	66.2	(\$1.7)	\$67.2	\$1.0
COMMUNITY SERVICES	172.6	169.0	(\$3.6)	\$169.0	\$0.0
SUPPORT SERVICES	98.4	105.6	\$7.2	\$107.6	\$2.0
MISCELLANEOUS					
Solid Waste Contributions	\$0.0	\$0.0	\$0.0	\$2.1	\$2.1
Cash Borrowing	\$11.6	\$17.7	\$6.1	\$16.7	(\$1.0)
Workers comp (rate increase)	0.0	10.0	10.0	1.0	(9.0)
Liability Reserves	0	1.5	1.5	2.0	0.5
Retirement Costs(CERS)RATE & OTO	0	0.0	0.0	20.0	20.0
Pension Obligation Bond Debt Services	0	26.5	26.5	26.5	0.0
Contingency Reserve	6.6	7.7	1.1	7.0	(0.7)
One-time exps reduction/ rebudgets			0.0	(4.0)	(4.0)
Step Increase Cost(1)		0.0		1.0	\$1.0
SUBTOTAL EXPENDITURES	1,904	2,038	134.0	2,072.6	34.8
CAPITAL/ DEBT COST	\$23.2	\$29.3	6.1	\$31.1	1.8
CAPITAL PROJECTS	5.1	0.7	(4.4)	0.0	(0.7)
CAPITAL TRANSFERS	17.8	23.5	5.7	25.3	1.8
SUBTOTAL CAPITAL	\$46.1	\$53.5	\$7.4	\$56.4	\$2.9
TOTAL EXPENDITURES	\$1,949.9	\$2,091.3	\$141.4	\$2,129.0	\$37.7
ESTIMATED GAP	(\$0.0)	\$0.0	0.0	(33.3)	(33.3)

MAJOR ASSUMPTIONS: The economy at the State and local level will begin to show signs of recovery in 1995 and 1996.

The expenditures reflect FY 1994-95 ADOPTED Budget with adjustments for one-time revenues and expenditures.

The loss of SB910 \$6.0 m and \$2.0m for Juvenile subsidy is reflected in the revenues but not the expenditures.

The impact of three strikes is not incorporated in the cost estimates for fy 1995-96.

No Salary increases are in the projections, only \$1.0 million for step increases.(1) For FY 1994-95 the cost is in the Depts.

No CPI or Caseload adjustments, unless otherwise, indicated.

SUMMARY OF PROPOSED BUDGET

	1993-94 ADOPTED	1994-95 ADOPTED	INCREASE/ -DECREASE
CRIMINAL JUSTICE FUNCTIONAL AREA			
SALARIES AND BENEFITS	345,005,246	355,832,624	10,827,378
SERVICES AND SUPPLIES	46,075,243	54,297,974	8,222,731
OTHER CHARGES	8,157,656	8,851,509	693,853
FIXED ASSETS	3,760,082	3,836,688	76,606
VEHICLE/COMM. EQUIP.	519,134	273,500	-245,634
REIMBURSEMENTS	-7,640,200	-8,808,472	-1,168,272
CONTINGENCY RESERVE			
RESERVE DESIGNATION INCREASE		14,797	14,797
OPERATING TRANSFERS			
TOTAL EXPENSE	395,877,161	414,298,620	18,421,459
PROGRAM REVENUES	-106,497,046	-208,584,251	-102,087,205
RESERVE DESIGNATION REDUCTION	-470,308		470,308
TOTAL REVENUE	-106,967,354	-208,584,251	-101,616,897
TOTAL CRIMINAL JUSTICE	288,909,807	205,714,369	-83,195,438
STAFF YEARS:	7,084.25	7,304.92	220.67

HEALTH AND SOCIAL SERVICES FUNCTIONAL AREA			
SALARIES AND BENEFITS	236,787,139	244,592,708	7,805,569
SERVICES AND SUPPLIES	220,160,982	241,562,853	21,401,871
OTHER CHARGES	693,559,278	734,808,568	41,249,290
FIXED ASSETS	304,853	1,396,655	1,091,802
VEHICLE/COMM. EQUIP.	16,000	168,066	152,066
REIMBURSEMENTS		-3,183,428	-3,183,428
CONTINGENCY RESERVE			
OPERATING TRANSFERS			
TOTAL EXPENSE	1,150,828,252	1,219,345,422	68,517,170
PROGRAM REVENUES	-1,097,617,650	-1,164,119,422	-66,501,772
TOTAL HEALTH AND SOCIAL SERVICES	53,210,602	55,226,000	2,015,398
STAFF YEARS:	6,204.49	6,353.66	149.17

COMMUNITY SERVICES FUNCTIONAL AREA			
SALARIES AND BENEFITS	70,933,641	70,023,689	-909,952
SERVICES AND SUPPLIES	79,898,609	73,438,171	-6,460,438
OTHER CHARGES	18,575,733	18,789,346	213,613
FIXED ASSETS	1,264,990	1,173,037	-91,953
VEHICLE/COMM. EQUIP.	1,500		-1,500
REIMBURSEMENTS			
CONTINGENCY RESERVE			
RESERVE DESIGNATION INCREASE			
OPERATING TRANSFERS	1,923,890	5,566,975	3,643,085
TOTAL EXPENSE	172,598,363	168,991,218	-3,607,145
PROGRAM REVENUES	-142,934,435	-142,242,042	692,393
GENERAL REVENUES			
RESERVE DESIGNATION REDUCTION	-466,135	-67,368	398,767
FUND BALANCE - SPECIAL FUNDS	-13,149,373	-10,859,986	2,289,387
FUND BALANCE - GENERAL FUND			
TOTAL REVENUE	-156,549,943	-153,169,396	3,380,547
TOTAL COMMUNITY SERVICES	16,048,420	15,821,822	-226,598
STAFF YEARS:	1,607.45	1,579.47	-27.98

	1993-94 ADOPTED	1994-95 ADOPTED	INCREASE/ -DECREASE
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GENERAL GOVERNMENT FUNCTIONAL AREA

SALARIES AND BENEFITS	55,131,545	56,530,866	1,399,321
SERVICES AND SUPPLIES	7,364,286	7,777,708	413,422
OTHER CHARGES	5,096,125	1,716,125	-3,380,000
FIXED ASSETS	310,000	213,199	-96,801
VEHICLE/COMM. EQUIP. REIMBURSEMENTS			
CONTINGENCY RESERVE			
RESERVE DESIGNATION INCREASE			
OPERATING TRANSFERS			
TOTAL EXPENSE	67,901,956	66,237,898	-1,664,058
PROGRAM REVENUES	-24,698,176	-18,901,146	5,797,030
RESERVE DESIGNATION REDUCTION	-148,295	-73,295	75,000
FUND BALANCE - SPECIAL FUNDS			
FUND BALANCE - GENERAL FUND			
TOTAL REVENUE	-24,846,471	-18,974,441	5,872,030
TOTAL GENERAL GOVERNMENT	43,055,485	47,263,457	4,207,972
STAFF YEARS:	1,284.67	1,312.75	28.08

SUPPORT SERVICES FUNCTIONAL AREA

SALARIES AND BENEFITS	35,372,623	36,799,137	1,426,514
SERVICES AND SUPPLIES	55,749,957	60,690,709	4,940,752
OTHER CHARGES	5,576,178	3,926,057	-1,650,121
FIXED ASSETS	1,538,500	1,115,200	-423,300
VEHICLE/COMM. EQUIP. REIMBURSEMENTS			
CONTINGENCY RESERVE	-4,345,532	-4,274,922	70,610
OPERATING TRANSFERS			
TOTAL EXPENSE	93,891,726	101,214,181	7,322,455
PROGRAM REVENUES	-13,425,098	-16,591,374	-3,166,276
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS			
FUND BALANCE - GENERAL FUND			
TOTAL REVENUE	-13,425,098	-16,591,374	-3,166,276
TOTAL SUPPORT SERVICES	80,466,628	84,622,807	4,156,179
STAFF YEARS:	776.03	801.34	25.31

CAPITAL FUNCTIONAL AREA

SERVICES AND SUPPLIES			
OTHER CHARGES	23,207,848	29,300,840	6,092,992
FIXED ASSETS	5,056,412	648,100	-4,408,312
REIMBURSEMENTS			
CONTINGENCY RESERVE			
OPERATING TRANSFERS	17,801,560	23,562,215	5,760,655
TOTAL EXPENSE	46,065,820	53,511,155	7,445,335
PROGRAM REVENUES	-28,264,260	-30,029,131	-1,764,871
FUND BALANCE - SPECIAL FUNDS			
FUND BALANCE - GENERAL FUND			
TOTAL REVENUE	-28,264,260	-30,029,131	-1,764,871
TOTAL CAPITAL	17,801,560	23,482,024	5,680,464
STAFF YEARS:			

	1993-94 ADOPTED	1994-95 ADOPTED	INCREASE/ -DECREASE
MISCELLANEOUS FUNCTIONAL AREA			
SALARIES AND BENEFITS			
SERVICES AND SUPPLIES	2,106,504	1,686,760	-419,744
OTHER CHARGES	11,600,000	44,192,355	32,592,355
FIXED ASSETS	1,145,050	1,155,710	10,660
VEHICLE/COMM. EQUIP.	125,000	60,815	-64,185
REIMBURSEMENTS			
CONTINGENCY RESERVE	6,636,250	7,659,392	1,023,142
RESERVE DESIGNATION INCREASE			
OPERATING TRANSFERS	1,177,515	12,986,135	11,808,620
TOTAL EXPENSE	22,790,319	67,741,167	44,950,848
PROGRAM REVENUES	-3,541,254	-30,515,355	-26,974,101
GENERAL REVENUES	-511,025,687	-432,766,925	78,258,762
RESERVE DESIGNATION REDUCTION		-14,337,198	-14,337,198
FUND BALANCE - SPECIAL FUNDS	-1,012,815	-366,420	646,395
FUND BALANCE - GENERAL FUND	-6,703,065	-21,885,748	-15,182,683
TOTAL REVENUE	-522,282,821	-499,871,646	22,411,175
TOTAL MISCELLANEOUS	-499,492,502	-432,130,479	67,362,023
STAFF YEARS:			

	1993-94 ADOPTED	1994-95 ADOPTED	INCREASE/ -DECREASE
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GENERAL FUND SUMMARY BY ACCOUNT

SALARIES AND BENEFITS	708,917,299	729,498,040	20,580,741
SERVICES AND SUPPLIES	348,393,828	380,237,146	31,843,318
OTHER CHARGES	726,413,339	768,592,132	42,178,793
FIXED ASSETS	6,019,535	6,726,080	706,545
VEHICLE/COMM. EQUIP.	536,634	3,399,566	2,862,932
REIMBURSEMENTS	-11,985,732	-16,266,822	-4,281,090
CONTINGENCY RESERVE	6,636,250	7,659,392	1,023,142
RESERVE DESIGNATION INCREASE		14,797	14,797
OPERATING TRANSFERS	18,422,486	39,124,039	20,701,553
TOTAL EXPENSE	1,803,353,639	1,918,984,370	115,630,731
PROGRAM REVENUES	-1,284,540,149	-1,449,853,836	-165,313,687
GENERAL REVENUES	-511,025,687	-432,766,925	78,258,762
RESERVE DESIGNATION REDUCTION	-1,084,738	-14,477,861	-13,393,123
FUND BALANCE - SPECIAL FUNDS			
FUND BALANCE - GENERAL FUND	-6,703,065	-21,885,748	-15,182,683
TOTAL REVENUE	-1,803,353,639	-1,918,984,370	-115,630,731
TOTAL GENERAL FUND			
STAFF YEARS:	16,196.89	16,606.14	409.25

SPECIAL FUNDS SUMMARY BY ACCOUNT

SALARIES AND BENEFITS	34,312,895	34,280,984	-31,911
SERVICES AND SUPPLIES	62,961,753	59,217,029	-3,744,724
OTHER CHARGES	39,359,479	72,992,668	33,633,189
FIXED ASSETS	7,360,352	2,812,509	-4,547,843
VEHICLE/COMM. EQUIP.	125,000	60,815	-64,185
REIMBURSEMENTS			
CONTINGENCY RESERVE			
OPERATING TRANSFERS	2,480,479	2,991,286	510,807
TOTAL EXPENSE	146,599,958	172,355,291	25,755,333
PROGRAM REVENUES	-132,437,770	-161,128,885	-28,691,115
GENERAL REVENUES			
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS	-14,162,188	-11,226,406	2,935,782
FUND BALANCE - GENERAL FUND			
TOTAL REVENUE	-146,599,958	-172,355,291	-25,755,333
TOTAL SPECIAL FUNDS			
STAFF YEARS:	760.00	746.00	-14.00

COUNTY WIDE SUMMARY BY ACCOUNT

SALARIES AND BENEFITS	743,230,194	763,779,024	20,548,830
SERVICES AND SUPPLIES	411,355,581	439,454,175	28,098,594
OTHER CHARGES	765,772,818	841,584,800	75,811,982
FIXED ASSETS	13,379,887	9,538,589	-3,841,298
VEHICLE/COMM. EQUIP.	661,634	3,460,381	2,798,747
REIMBURSEMENTS	-11,985,732	-16,266,822	-4,281,090
CONTINGENCY RESERVE	6,636,250	7,659,392	1,023,142
RESERVE DESIGNATION INCREASE		14,797	14,797
OPERATING TRANSFERS	20,902,965	42,115,325	21,212,360
TOTAL EXPENSE	1,949,953,597	2,091,339,661	141,386,064
PROGRAM REVENUES	-1,416,977,919	-1,610,982,721	-194,004,802
GENERAL REVENUES	-511,025,687	-432,766,925	78,258,762
RESERVE DESIGNATION REDUCTION	-1,084,738	-14,477,861	-13,393,123
FUND BALANCE - SPECIAL FUNDS	-14,162,188	-11,226,406	2,935,782
FUND BALANCE - GENERAL FUND	-6,703,065	-21,885,748	-15,182,683
TOTAL REVENUE	-1,949,953,597	-2,091,339,661	-141,386,064
*TOTAL AREA COUNTY			
STAFF YEARS:	16,956.89	17,352.14	395.25

**ADOPTED FY 1994-95
BUDGET SUMMARY
COUNTY FAMILY OF FUNDS
& ENTERPRISE FUNDS**

COUNTY FUNDS	FUND BALANCE 6-30-94	PRIOR YEAR RESERVES CANCELLED	ESTIMATED ADDITIONAL FINANCING SOURCES	TOTAL AVAILABLE FINANCING	TOTAL FINANCING REQUIRED
COUNTY WIDE FUNDS					
General Fund	\$ 21,885,748	\$ 14,477,861	\$ 1,882,620,761	\$ 1,918,984,370	\$ 1,918,984,370
Capital Outlay	0	0	15,096,608	15,096,608	15,096,608
County Health Complex	0	0	4,456,510	4,456,510	4,456,510
Justice Facility Construction	0	0	10,395,822	10,395,822	10,395,822
Edgemoor Development	25,000	0	57,000	82,000	82,000
Road	2,672,310	0	90,126,514	92,798,824	92,798,824
Survey Monument Preservation	100,000	0	100,000	200,000	200,000
Park Land Dedication	7,411,658	0	896,025	8,307,683	8,307,683
Fish & Game Propagation	21,000	0	35,000	56,000	56,000
Special Aviation	63,032	0	288,253	351,285	351,285
Cable TV	0	0	975,189	975,189	975,189
Pension Obligation Bonds	0	0	26,492,355	26,492,355	26,492,355
TOTAL COUNTY WIDE FUNDS	\$ 32,178,748	\$ 14,477,861	\$ 2,031,540,037	\$ 2,078,196,646	\$ 2,078,196,646

LESS THAN COUNTY WIDE FUNDS					
County Library	\$ 348,986	\$ 0	\$ 8,486,609	\$ 8,835,595	\$ 8,835,595
Sheriff's Asset Forfeit Program	0	0	1,600,000	1,600,000	1,600,000
DA Asset Forfeiture Program	0	0	200,000	200,000	200,000
Probation Asset Forfeiture Program	0	0	0		
Sheriff's Inmate Welfare	341,420	0	2,166,000	2,507,420	2,507,420
TOTAL LESS THAN COUNTY WIDE	\$ 690,406	\$ 0	\$ 12,452,609	\$ 13,143,015	\$ 13,143,015
GRAND TOTAL	\$ 32,869,154	\$ 14,477,861	\$ 2,043,992,646	\$ 2,091,339,661	\$ 2,091,339,661

ENTERPRISE FUNDS					
Airport Enterprise Fund	\$ 2,835,458	\$ 0	\$ 15,136,051	\$ 17,971,509	\$ 17,971,509
Liquid Waste Ent. Fund	0	0	5,636,819	5,636,819	5,636,819
County Transit Ent. Fund	0	0	9,139,419	9,139,419	9,139,419
Solid Waste Enterprise Fund	5,331,860	0	77,518,611	82,850,471	82,850,471
Hillsborough Landfill Maint	180,400	0	0	180,400	180,400
TOTAL ENTERPRISE FUNDS	\$ 8,347,718	\$ 0	\$ 107,430,900	\$ 115,778,618	\$ 115,778,618

FAMILY OF FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
COUNTYWIDE FUNDS			
Beginning Fund Balance	\$ 13,165,367	\$ 19,681,438	\$ 32,421,748
General Fund	1,719,485,885	1,858,132,481	1,882,620,761
Capital Outlay Fund	24,722,901	20,362,230	15,096,608
County Health Complex	2,378,699	3,890,678	4,456,510
Justice Facility Construction	23,898,896	32,327,421	10,395,822
Assessment District 89-1 4-S Ranch	35,205	9,096	0
Edgemoor Development	30,466	60,517	57,000
Road	64,381,903	67,952,227	90,126,514
Survey Monumentation Fund	110,990	122,440	100,000
Park Land Dedication	1,308,418	963,193	896,025
Grazing Lands	7,391	5,896	0
Fish & Game Propagation	21,026	48,621	35,000
Special Aviation	130,940	52,519	288,253
Cable TV	1,098,060	1,126,691	732,189
Cable TV-Interest	74,649	59,470	0
Pension Obligation Bonds	0	1,930,000	26,492,355
Ending Fund Balance	19,681,438	32,421,748	0
Cancellation of Reserves	1,000,000	1,084,738	14,477,861
SUB-TOTAL	\$ 1,871,532,234	\$ 2,040,231,404	\$ 2,078,196,646

FAMILY OF FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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LESS THAN COUNTYWIDE FUNDS

Beginning Fund Balance	\$ 1,313,925	\$ 1,183,815	\$ 690,406
County Library	8,657,597	9,124,788	8,486,609
Sheriff's Asset Forfeiture Fund Program	1,740,195	1,346,130	1,600,000
DA Asset Forfeiture Program	668,032	872,648	200,000
Marshal Asset Forfeiture Program	2,222	7,592	0
Probation Asset Forfeiture Program	32,045	28,581	0
Sheriff's Inmate Welfare Spec. Rev.	1,689,763	2,094,470	2,166,000
Ending Fund Balance	1,183,815	690,406	0
Cancellation of Reserves	0	0	0
SUB-TOTAL	\$ 15,287,594	\$ 15,348,430	\$ 13,143,015
TOTAL	\$ 1,886,819,828	\$ 2,055,579,834	\$ 2,091,339,661

SUMMATION BY FUNDING SOURCE

Beginning Fund Balance	\$ 14,479,292	\$ 20,865,253	\$ 33,112,154
Current Property Taxes	317,387,782	292,189,482	222,891,562
Taxes Other than Current Property	54,507,744	82,222,207	78,254,197
Licenses, Permits & Forfeitures	21,240,141	21,101,599	21,243,461
Fines, Forfeitures & Penalties	25,930,711	19,435,696	21,444,264
Use of Money & Property	29,255,324	41,247,352	22,639,287
Intergovernmental Revenue	1,202,383,739	1,323,052,589	1,456,095,574
Charges from Current Services	146,909,613	157,396,924	174,895,051
Miscellaneous Revenues	12,878,974	17,716,723	14,715,756
Other Financing Sources	39,981,255	46,155,117	31,570,494
Ending Fund Balance	20,865,253	33,112,154	0
Cancellation of Reserves	1,000,000	1,084,738	14,477,861
TOTAL	\$ 1,886,819,828	\$ 2,055,579,834	\$ 2,091,339,661

SUMMATION BY FUNCTIONAL AREA

General Government & Support Services	\$ 619,918,155	\$ 605,138,362	\$ 548,821,189
Fiscal & Public Protection	111,977,281	226,984,982	225,629,654
Health & Social Services	1,051,735,148	1,110,727,307	1,164,119,422
Community Services	103,189,244	112,729,183	152,769,396
TOTAL	\$ 1,886,819,828	\$ 2,055,579,834	\$ 2,091,339,661

FAMILY OF FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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GENERAL FUND

SUMMATION BY FUNDING SOURCE

Beginning Fund Balance	\$ 1,540,788	\$ 6,703,065	\$ 21,885,748
Current Property Taxes	273,121,577	192,025,644	216,100,000
Taxes Other than Current Property	47,479,774	72,148,997	47,785,039
Licenses, Permits & Forfeitures	19,563,916	19,530,539	20,192,862
Fines, Forfeitures & Penalties	16,957,212	11,043,631	15,096,001
Use of Money & Property	24,991,050	36,804,418	18,295,103
State Aid	737,810,007	820,895,491	861,386,999
Federal Aid	448,667,311	530,358,867	544,342,665
Aid from Other Government Agencies	6,357,814	14,732,225	9,112,650
Charges from Current Services	127,131,743	139,173,302	130,103,100
Miscellaneous Revenues	13,048,221	17,951,415	14,401,851
Other Financing Sources	4,357,260	3,467,952	5,804,491
SUB-TOTAL	1,719,485,885	1,858,132,481	1,882,620,761
Ending Fund Balance	6,703,065	21,885,748	0
Cancellation of Reserves	1,000,000	1,084,738	14,477,861
TOTAL	\$ 1,728,729,738	\$ 1,887,806,032	\$ 1,918,984,370

SUMMATION BY EXPENDITURE OBJECT

Salaries & Benefits	\$ 650,929,633	\$ 708,152,664	\$ 729,498,040
Services & Supplies	321,319,423	335,461,404	380,237,146
Other Charges	728,783,363	783,478,980	768,592,132
Fixed Assets	7,101,178	6,939,112	10,125,646
Expenditure Transfers & Reimbursements	(4,294,050)	(13,087,296)	(16,266,822)
Total Reserves	9,249,817	45,524,710	7,674,189
Operating Transfers	15,640,374	21,336,458	39,124,039
TOTAL	\$ 1,728,729,738	\$ 1,887,806,032	\$ 1,918,984,370

FAMILY OF FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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CAPITAL OUTLAY FUND

SUMMATION BY FUNDING SOURCE

Taxes Other than Current Property	\$ 665,645	\$ 2,902,149	\$ 0
Fines, Forfeitures & Penalties	33,850	13,316	0
Use of Money & Property	215,805	139,586	0
State Aid	11,422,076	2,265,517	0
Federal Aid	564,917	308,657	0
Aid from Other Government Agencies	225,714	1,565,532	0
Charges from Current Services	143,832	39,045	298,100
Miscellaneous Revenues	16,965	4,802	0
Other Financing Sources	11,434,097	13,123,626	14,798,508
SUB-TOTAL	\$ 24,722,901	\$ 20,362,230	\$ 15,096,608

Fund Balance	(30,961)	(79,711)	0
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TOTAL	\$ 24,691,940	\$ 20,282,519	\$ 15,096,608
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SUMMATION BY EXPENDITURE OBJECT

Other Charges	\$ 7,654,872	\$ 9,637,917	\$ 14,798,508
Fixed Assets	16,759,868	10,644,602	298,100
Operating Transfers	277,200	0	0
TOTAL	\$ 24,691,940	\$ 20,282,519	\$ 15,096,608

COUNTY HEALTH COMPLEX

SUMMATION BY FUNDING SOURCE

Use of Money & Property	\$ 56,620	\$ 7,562	\$ 0
AB75 Capital Outlay Revenue	0	615,000	0
Miscellaneous Revenues	319	0	0
Other Financing Sources	2,321,760	3,268,116	4,456,510
SUB-TOTAL	\$ 2,378,699	\$ 3,890,678	\$ 4,456,510

Fund Balance	693,642	(19,878)	0
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TOTAL	\$ 3,072,341	\$ 3,870,800	\$ 4,456,510
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SUMMATION BY EXPENDITURE OBJECT

Other Charges	\$ 2,321,760	\$ 3,868,116	\$ 4,456,510
Fixed Assets	84,833	0	0
Operating Transfers	665,748	2,684	0
TOTAL	\$ 3,072,341	\$ 3,870,800	\$ 4,456,510

FAMILY OF FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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JUSTICE FACILITY CONSTRUCTION

SUMMATION BY FUNDING SOURCE

Fines, Forfeitures & Penalties	\$ 6,957,607	\$ 6,540,780	\$ 4,705,763
Use of Money & Property	136,606	121,042	0
Aid From State	158,644	0	0
Aid From Other Governmental Agencies	399,111	3,167,331	0
Charges for Current Services	1,013,201	(16,961)	0
Miscellaneous Revenues	1,800	912	0
Other Financing Sources	15,231,927	22,514,317	5,690,059
SUB-TOTAL	\$ 23,898,896	\$ 32,327,421	\$ 10,395,822

Fund Balance	(589,507)	(140,775)	0
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TOTAL	\$ 23,309,389	\$ 32,186,646	\$ 10,395,822
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SUMMATION BY EXPENDITURE OBJECT

Other Charges	\$ 9,032,119	\$ 8,858,276	\$ 10,045,822
Fixed Assets	14,027,270	23,328,370	350,000
Operating Transfers	250,000	0	0
TOTAL	\$ 23,309,389	\$ 32,186,646	\$ 10,395,822

ASSESSMENT DISTRICT 89-1 4-S RANCH

SUMMATION BY FUNDING SOURCE

Use of Money & Property	\$ 35,205	\$ 9,096	0
SUB-TOTAL	\$ 35,205	\$ 9,096	0

Fund Balance	501,703	(9,096)
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TOTAL	\$ 536,908	\$ 0	0
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SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 0	\$ 0	0
Fixed Assets	536,908	0	0
TOTAL	\$ 536,908	\$ 0	0

FAMILY OF FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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EDGEMOOR DEVELOPMENT

SUMMATION BY FUNDING SOURCE

Use of Money & Property	\$ 30,466	\$ 60,517	\$ 57,000
SUB-TOTAL	\$ 30,466	\$ 60,517	\$ 57,000

Fund Balance	25,076	10,421	25,000
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TOTAL	\$ 55,542	\$ 70,938	\$ 82,000
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SUMMATION BY EXPENDITURE OBJECT

Special Department Expense	\$ 0	\$ 0	17,000
Operating Transfers	55,542	70,938	65,000
TOTAL	\$ 55,542	\$ 70,938	\$ 82,000

ROAD

SUMMATION BY FUNDING SOURCE

Taxes Other than Current Property	\$ 5,506,145	\$ 6,437,602	\$ 30,402,158
Licenses, Permits & Forfeitures	43,120	40,685	47,762
Fines, Forfeitures & Penalties	12,829	11,044	7,500
Use of Money & Property	1,389,101	1,500,772	1,725,400
State Aid	31,522,788	35,218,891	33,920,000
Federal Aid	2,207,472	6,907,060	2,639,409
Aid from Other Government Agencies	366,796	63,854	4,123,065
Charges from Current Services	17,749,391	17,187,625	17,050,220
Miscellaneous Revenues	(395,007)	(368,541)	11,000
Other Financing Sources	5,979,268	953,235	200,000
SUB-TOTAL	\$ 64,381,903	\$ 67,952,227	\$ 90,126,514

Fund Balance	(2,784,136)	339,764	2,672,310
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TOTAL	\$ 61,597,767	\$ 68,291,991	\$ 92,798,824
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SUMMATION BY EXPENDITURE OBJECT

Salaries & Benefits	\$ 28,426,188	\$ 28,434,133	\$ 28,650,758
Services & Supplies	31,986,421	33,461,820	53,645,672
Other Charges	715,271	5,848,619	9,755,000
Fixed Assets	176,083	389,140	545,199
Operating Transfers	293,804	158,279	202,195
TOTAL	\$ 61,597,767	\$ 68,291,991	\$ 92,798,824

FAMILY OF FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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SURVEY MONUMENT PRESERVATION

SUMMATION BY FUNDING SOURCE

Charges for Current Services	\$ 110,990	\$ 122,440	\$ 100,000
SUB-TOTAL	\$ 110,990	\$ 122,440	\$ 100,000

Fund Balance	41,477	23,101	100,000
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TOTAL	\$ 152,467	\$ 145,541	\$ 200,000
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SUMMATION BY EXPENDITURE OBJECT

Operating Transfers	\$ 152,467	\$ 145,541	\$ 200,000
TOTAL	\$ 152,467	\$ 145,541	\$ 200,000

PARK LAND DEDICATION

SUMMATION BY FUNDING SOURCE

Licenses, Permits & Forfeitures	\$ 536,685	\$ 410,013	\$ 270,648
Fines, Forfeitures & Penalties	772,533	616,880	625,377
Miscellaneous Revenues	(800)	(109,600)	0
Operating Transfer From Park Land Dedication	0	45,900	0
SUB-TOTAL	\$ 1,308,418	\$ 963,193	\$ 896,025

Fund Balance	(160,684)	1,384,046	7,411,658
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TOTAL	\$ 1,147,734	\$ 2,347,239	\$ 8,307,683
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SUMMATION BY EXPENDITURE OBJECT

Other Charges	\$ 69,973	\$ 29,507	\$ 7,373,973
Operating Transfers	1,077,761	2,317,732	933,710
TOTAL	\$ 1,147,734	\$ 2,347,239	\$ 8,307,683

FAMILY OF FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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GRAZING LANDS

SUMMATION BY FUNDING SOURCE

Use of Money & Property	\$ 7,391	\$ 5,896	\$ 0
SUB-TOTAL	\$ 7,391	\$ 5,896	\$ 0

Fund Balance	1,449	51,632	0
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TOTAL	\$ 8,840	\$ 57,528	\$ 0
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SUMMATION BY EXPENDITURE OBJECT

Other Charges	\$ 8,840	\$ 57,528	\$ 0
TOTAL	\$ 8,840	\$ 57,528	\$ 0

FISH & GAME PROPAGATION

SUMMATION BY FUNDING SOURCE

Fines, Forfeitures & Penalties	\$ 21,026	\$ 46,621	\$ 35,000
SUB-TOTAL	\$ 21,026	\$ 46,621	\$ 35,000

Fund Balance	11,318	(20,018)	21,000
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TOTAL	\$ 32,344	\$ 26,603	\$ 56,000
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SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 0	\$ 0	\$ 3,500
Other Charges	32,344	26,603	52,500
TOTAL	\$ 32,344	\$ 26,603	\$ 56,000

FAMILY OF FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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SPECIAL AVIATION

SUMMATION BY FUNDING SOURCE

Use of Money & Property	\$ 9,172	\$ 4,409	\$ 27,467
Intergovernmental Revenue	111,911	33,781	260,786
Charges for Current Services	9,857	14,329	0
SUB-TOTAL	\$ 130,940	\$ 52,519	\$ 288,253

Fund Balance	74,104	35,418	63,032
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TOTAL	\$ 205,044	\$ 87,937	\$ 351,285
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SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 205,044	\$ 87,937	\$ 351,285
TOTAL	\$ 205,044	\$ 87,937	\$ 351,285

CABLE TV

SUMMATION BY FUNDING SOURCE

Licenses, Permits & Franchises	\$ 1,096,420	\$ 1,120,362	\$ 732,189
Miscellaneous Revenues	1,640	1,875	0
Other Financing Sources	0	4,454	0
SUB-TOTAL	\$ 1,098,060	\$ 1,126,691	\$ 732,189

Fund Balance	(211,995)	(664,314)	243,000
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TOTAL	\$ 886,065	\$ 462,377	\$ 975,189
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SUMMATION BY EXPENDITURE OBJECT

Salaries & Benefits	\$ 152,280	\$ 164,742	\$ 216,003
Services & Supplies	44,779	41,644	128,940
Other Charges	5,809	23,818	18,000
Fixed Assets	116,994	56,253	443,000
Operating Transfers	566,203	175,920	169,246
TOTAL	\$ 886,065	\$ 462,377	\$ 975,189

FAMILY OF FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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CABLE TV INTEREST			
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SUMMATION BY FUNDING SOURCE

Use of Money & Property	\$ 74,649	\$ 59,470	0
SUB-TOTAL	\$ 74,649	\$ 59,470	0

Fund Balance	113,701	(59,470)	
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TOTAL	\$ 188,350	\$ 0	0
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SUMMATION BY EXPENDITURE OBJECT

Operating Transfers	\$ 188,350	\$ 0	0
TOTAL	\$ 188,350	\$ 0	0

PENSION OBLIGATION BONDS			
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SUMMATION BY FUNDING SOURCE

Charges for Current Services	\$ 0	\$ 0	26,492,355
SUB-TOTAL	\$ 0	\$ 0	26,492,355

Fund Balance	0	0	0
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TOTAL	\$ 0	\$ 0	26,492,355
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SUMMATION BY EXPENDITURE OBJECT

Interest on Notes & Warrants	\$ 0	\$ 0	26,492,355
TOTAL	\$ 0	\$ 0	26,492,355

FAMILY OF FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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COUNTY LIBRARY

SUMMATION BY FUNDING SOURCE

Current Property Taxes	\$ 6,458,745	\$ 6,715,790	\$ 6,791,562
Taxes Other than Current Property	856,180	733,459	67,000
Use of Money & Property	44,882	82,095	52,940
Intergovernmental Revenue	376,638	368,431	310,000
Charges from Current Services	340,610	375,805	341,276
Miscellaneous Revenues	4,881	1,691	302,905
Other Financing Sources	575,661	847,517	620,926
SUB-TOTAL	\$ 8,657,597	\$ 9,124,788	\$ 8,486,609

Fund Balance	(495,489)	(918,395)	348,986
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TOTAL	\$ 8,162,108	\$ 8,206,393	\$ 8,835,595
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SUMMATION BY EXPENDITURE OBJECT

Salaries & Benefits	\$ 5,398,990	\$ 5,152,984	\$ 5,414,223
Services & Supplies	2,718,517	3,053,409	3,400,872
Other Charges	0	0	0
Fixed Assets	41,027	0	20,500
Operating Transfers	3,574	0	0
TOTAL	\$ 8,162,108	\$ 8,206,393	\$ 8,835,595

SHERIFF'S ASSET FORFEITURE FUND

SUMMATION BY FUNDING SOURCE

Fines, Forfeitures & Penalties	\$ 1,447,314	\$ 1,015,041	\$ 1,400,000
Use of Money & Property	195,507	105,644	200,000
Miscellaneous Revenues	97,374	225,445	0
SUB-TOTAL	\$ 1,740,195	\$ 1,346,130	\$ 1,600,000

Fund Balance	983,497	361,025	0
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TOTAL	\$ 2,723,692	\$ 1,707,155	\$ 1,600,000
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SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 221,377	\$ 198,753	\$ 350,000
Other Charges	1,000,000	0	0
Fixed Assets	733,626	735,621	578,865
Operating Transfers	768,689	772,781	671,135
TOTAL	\$ 2,723,692	\$ 1,707,155	\$ 1,600,000

FAMILY OF FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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DA ASSET FORFEITURE PROGRAM

SUMMATION BY FUNDING SOURCE

Fines, Forfeitures & Penalties	\$ 471,246	\$ 740,573	\$ 200,000
Use of Money & Property	115,504	132,075	0
Other Financing Sources	81,282	0	0
SUB-TOTAL	\$ 668,032	\$ 872,648	\$ 200,000

Fund Balance	(556,510)	(498,135)	
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TOTAL	\$ 111,522	\$ 374,513	\$ 200,000
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SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 100,000	\$ 39,020	\$ 0
Fixed Assets	11,522	335,493	200,000
Operating Transfers	0	0	0
TOTAL	\$ 111,522	\$ 374,513	\$ 200,000

MARSHAL ASSET FORFEITURE FUND

SUMMATION BY FUNDING SOURCE

Use of Money & Property	\$ 1,330	\$ 1,341	\$ 0
Miscellaneous Revenues	892	6,251	0
SUB-TOTAL	\$ 2,222	\$ 7,592	\$ 0

Fund Balance	(2,222)	(7,592)	0
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TOTAL	\$ 0	\$ 0	\$ 0
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SUMMATION BY EXPENDITURE OBJECT	\$ 0	\$ 0	\$ 0
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TOTAL	\$ 0	\$ 0	\$ 0
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FAMILY OF FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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PROBATION ASSET FORFEITURE PROGRAM

SUMMATION BY FUNDING SOURCE

Fines, Forfeitures & Penalties	\$ 29,627	\$ 24,690	0
Use of Money & Property	2,418	3,891	0
SUB-TOTAL	\$ 32,045	\$ 28,581	0

Fund Balance	(32,045)	(28,581)	
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TOTAL	\$ 0	\$ 0	0
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SUMMATION BY EXPENDITURE OBJECT	\$ 0	\$ 0	0
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TOTAL	\$ 0	\$ 0	0
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SHERIFF'S INMATE WELFARE SPECIAL REVENUE

SUMMATION BY FUNDING SOURCE

Use of Money & Property	\$ 1,177,085	\$ 1,592,658	1,656,000
Charges for Current Services	409,989	501,339	510,000
Miscellaneous Revenues	102,689	473	0
SUB-TOTAL	\$ 1,689,763	\$ 2,094,470	2,166,000

Fund Balance	2,936	43,903	341,420
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TOTAL	\$ 1,692,699	\$ 2,138,373	2,507,420
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SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 1,613,364	\$ 1,603,282	1,319,760
Fixed Assets	79,335	135,091	437,660
Operating Transfers	0	400,000	750,000
TOTAL	\$ 1,692,699	\$ 2,138,373	2,507,420

ENTERPRISE FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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AIRPORT ENTERPRISE FUND

SUMMATION BY FUNDING SOURCE

Use of Money and Property	\$ 3,771,294	\$ 3,723,982	\$ 3,274,548
Intergovernmental Revenue	325,105	1,857,326	11,687,077
Charges for Current Services	152,376	152,376	152,376
Miscellaneous Revenue	5,560	2,143	22,050
Other Financing Sources	(654)	(1,449)	0
Fund Balance/Reserve Decrease	(202,258)	(2,462,693)	2,835,458
TOTAL	\$ 4,051,423	\$ 3,271,685	\$ 17,971,509

SUMMATION BY EXPENDITURE OBJECT

Salaries & Benefits	\$ 1,107,384	\$ 1,076,295	\$ 1,303,781
Services & Supplies	1,707,167	2,170,418	2,693,922
Other Charges	730,952	530,892	734,626
Net Income Over (Under) Expenses	505,920	(505,920)	13,239,180
TOTAL	\$ 4,051,423	\$ 3,271,685	\$ 17,971,509

LIQUID WASTE

SUMMATION BY FUNDING SOURCE

Taxes Other Than Current Property	\$ 159	\$ 38	\$ 0
Use of Money & Property	17,576	62,200	20,000
Intergovernmental Revenue	882,017	229,747	0
Charges for Current Services	5,363,875	5,487,316	5,616,819
Miscellaneous Revenue	(47,333)	(85,075)	0
Other Financing Sources	(2,260)	62,657	0
Fund Balance/Reserve Decrease	(572,422)	0	0
TOTAL	\$ 5,641,612	\$ 5,756,883	\$ 5,636,819

SUMMATION BY EXPENDITURE OBJECT

Salaries & Benefits	\$ 3,580,910	\$ 3,302,385	\$ 3,517,892
Services & Supplies	2,032,301	1,821,780	1,952,677
Other Charges	28,401	22,293	50,000
Net Income Over (Under) Expenses	0	610,425	116,250
TOTAL	\$ 5,641,612	\$ 5,756,883	\$ 5,636,819

ENTERPRISE FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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COUNTY TRANSIT ENTERPRISE FUNDS

SUMMATION BY FUNDING SOURCE

Taxes Other Than Current Property	\$ 5,255,685	\$ 5,235,915	\$ 7,803,814
Use of Money & Property	153,695	91,520	0
Intergovernmental Revenue	0	244,759	0
Charges For Current Services	1,246,610	1,402,916	1,335,605
Miscellaneous Revenues	2,963	9,155	0
Other Financing Sources	26,157	0	0
TOTAL	\$ 6,685,110	\$ 6,984,265	\$ 9,139,419

SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 6,685,110	\$ 6,984,265	\$ 7,772,019
Net Income Over (Under) Expenses	0	0	1,367,400
TOTAL	\$ 6,685,110	\$ 6,984,265	\$ 9,139,419

SOLID WASTE ENTERPRISE FUND

SUMMATION BY FUNDING SOURCE

Current Property Taxes	\$ 3,354	\$ 0	\$ 0
Taxes Other Than Current Property	7,712	(15,888)	0
Licenses, Permits & Franchises	54,525	126,200	89,000
Use of Money & Property	1,727,245	2,067,092	1,913,826
Intergovernmental Revenue	698,170	468,389	845,600
Fines, Forfeitures & Penalties	0	15	0
Charges For Current Services	44,183,342	61,289,846	74,670,185
Miscellaneous Revenues	944,861	63,273	0
Other Financing Sources	(8,651)	35,310	0
Fund Balance/Reserve Decrease	3,439,682	(5,641,998)	5,331,860
TOTAL	\$ 51,050,240	\$ 58,392,239	\$ 82,850,471

SUMMATION BY EXPENDITURE OBJECT

Salaries & Benefits	\$ 7,565,041	\$ 7,564,743	\$ 7,287,650
Services & Supplies	42,823,759	49,667,388	59,723,221
Other Charges	618,285	1,235,930	814,000
Net Income Over (Under) Expenses	43,155	(75,822)	15,025,600
TOTAL	\$ 51,050,240	\$ 58,392,239	\$ 82,850,471

ENTERPRISE FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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SOLID WASTE ENTERPRISE FUND - BALANCE RESERVES

SUMMATION BY FUNDING SOURCE

Use of Money & Property	\$ 163,390	\$ 631,159	\$ 0
Fund Balance	0	(631,159)	
TOTAL	\$ 163,390	\$ 0	0

SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 163,390	\$ 0	\$ 0
TOTAL	\$ 163,390	\$ 0	0

SOLID WASTE ENTERPRISE FUND - FACILITIES RESERVE

SUMMATION BY FUNDING SOURCE

Use of Money & Property	\$ 1,064,437	\$ 197,818	\$ 0
Other Financing Sources	0	0	0
TOTAL	\$ 1,064,437	\$ 197,818	0

SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 1,203,885	\$ 336,521	\$ 0
Net Income Over (Under) Expenses	(139,448)	(138,703)	0
TOTAL	\$ 1,064,437	\$ 197,818	0

SOLID WASTE - LANDFILL CLOSURE RESERVE

SUMMATION BY FUNDING SOURCE

Use of Money & Property	\$ 0	\$ 0	\$ 0
Fund Balance	849,652	(849,652)	
TOTAL	\$ 849,652	\$ (849,652)	0

SUMMATION BY EXPENDITURE OBJECT

Fixed Assets	\$ 849,652	\$ (849,652)	\$ 0
TOTAL	\$ 849,652	\$ (849,652)	0

ENTERPRISE FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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HILLSBOROUGH LANDFILL MAINTENANCE

SUMMATION BY FUNDING SOURCE

Use of Money & Property	\$ 231,358	\$ 0	\$ 0
Miscellaneous Revenues	1,183,250	(44,439)	0
Fund Balance/Reserve Decrease	(154,765)	434,035	180,400
TOTAL	\$ 1,259,843	\$ 389,596	\$ 180,400

SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 1,259,843	\$ 389,596	\$ 180,400
Net Income Over (Under) Expenses	0	0	0
TOTAL	\$ 1,259,843	\$ 389,596	\$ 180,400

INTERNAL SERVICE FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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EMPLOYEE BENEFITS FUND

SUMMATION BY FUNDING SOURCE

Charges for Current Services	0	0	14,583,000
Other Financing Sources	0	0	10,000,000
Fund Balance/Reserve Decrease	0	0	600,000
TOTAL	\$ 63,549,938	\$ 63,179,945	\$ 116,700,024

SUMMATION BY EXPENDITURE OBJECT

Salaries and Benefits	\$ 0	\$ 0	\$ 11,960,000
Other Charges	0	0	3,223,000
Net Income Over (Under) Expenses	0	0	10,908,604
TOTAL	\$ 0	\$ 0	\$ 26,091,604

PUBLIC LIABILITY INSURANCE

SUMMATION BY FUNDING SOURCE

Charges for Current Services	\$ 0	\$ 0	\$ 7,500,000
Other Financing Sources	0	0	1,500,000
TOTAL	\$ 0	\$ 0	\$ 9,000,000

SUMMATION BY EXPENDITURE OBJECT

Salaries and Benefits	\$ 0	\$ 0	\$ 2,000,000
Other Charges	0	0	5,500,000
Net Income Over (Under) Expenses	0	0	1,500,000
TOTAL	\$ 0	\$ 0	\$ 9,000,000

INTENAL SERVICE FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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PURCHASING

SUMMATION BY FUNDING SOURCE

Miscellaneous Revenues	\$ 14,181,485	\$ 16,567,916	\$ 21,684,000
TOTAL	\$ 14,181,485	\$ 16,567,916	\$ 21,684,000

SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 19,732,599	\$ 21,449,914	\$ 28,384,000
Net Income Over (Under) Expenses	(5,551,114)	(4,881,998)	(6,700,000)
TOTAL	\$ 14,181,485	\$ 16,567,916	\$ 21,684,000

JAIL STORE COMMISSARY

SUMMATION BY FUNDING SOURCE

Miscellaneous Revenues	\$ 1,676,598	\$ 1,749,212	\$ 1,957,800
TOTAL	\$ 1,676,598	\$ 1,749,212	\$ 1,957,800

SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 1,659,768	\$ 1,734,748	\$ 1,840,800
Other Charges	17,637	12,004	0
Net Income Over (Under) Expenses	(807)	2,460	117,000
TOTAL	\$ 1,676,598	\$ 1,749,212	\$ 1,957,800

ADULT INSTITUTIONS

SUMMATION BY FUNDING SOURCE

Miscellaneous Revenues	\$ 123,164	\$ 100,803	\$ 286,168
TOTAL	\$ 123,164	\$ 100,803	\$ 286,168

SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 123,164	\$ 100,803	\$ 139,676
Net Income Over (Under) Expenses	0	0	146,492
TOTAL	\$ 123,164	\$ 100,803	\$ 286,168

INTERNAL SERVICE FUNDS

	1992-93 ACTUAL	1993-94 ACTUAL	1994-95 BUDGET
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DPW EQUIPMENT ACQUISITION

SUMMATION BY FUNDING SOURCE

Use of Money & Property	\$ 8,937,538	\$ 8,270,490	\$ 7,231,150
Intergovernmental Revenue	0	0	100,000
Charges for Current Services	1,302,908	1,311,006	1,951,391
Miscellaneous Revenue	27,719	27,013	3,000
Other Financing Sources	(667,960)	(444,436)	126,490
Fund Balance/Reserve	(504,503)	(1,420,888)	5,560,112
TOTAL	\$ 9,095,702	\$ 7,743,185	\$ 14,972,143

SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 6,701,870	\$ 6,311,754	\$ 8,129,693
Other Charges	1,593,832	1,431,431	1,831,300
Net Income Over (Under) Expenses	800,000	0	5,011,150
TOTAL	\$ 9,095,702	\$ 7,743,185	\$ 14,972,143

EDGEMOOR HOSPITAL

SUMMATION BY FUNDING SOURCE

Miscellaneous Revenues	\$ 109	\$ 0	\$ 4,000
Fund Balance/Reserve	0	9,100	0
TOTAL	\$ 109	\$ 9,100	\$ 4,000

SUMMATION BY EXPENDITURE OBJECT

Services & Supplies	\$ 0	\$ 0	\$ 4,000
Other Charges	0	0	0
Net Income Over (Under) Expenses	109	9,100	0
TOTAL	\$ 109	\$ 9,100	\$ 4,000

PUBLIC PROTECTION

ALTERNATE DEFENSE COUNSEL

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Conflicts Administration	\$12,753,892	\$8,728,748	\$9,750,241	\$6,617,884	\$6,400,002	\$(217,882)	(3.3)
TOTAL DIRECT COST	\$12,753,892	\$8,728,748	\$9,750,241	\$6,617,884	\$6,400,002	\$(217,882)	(3.3)
PROGRAM REVENUE	(630,277)	(617,585)	(1,041,428)	(638,627)	(721,893)	(83,266)	13.0
NET GENERAL FUND COST	\$12,123,615	\$8,111,163	\$8,708,813	\$5,979,257	\$5,678,109	\$(301,148)	(5.0)
STAFF YEARS	15.00	16.00	19.00	21.00	33.00	12.00	57.1

MISSION

To manage and administer the providing of mandated legal services to ensure competent/quality representation in the most cost effective manner.

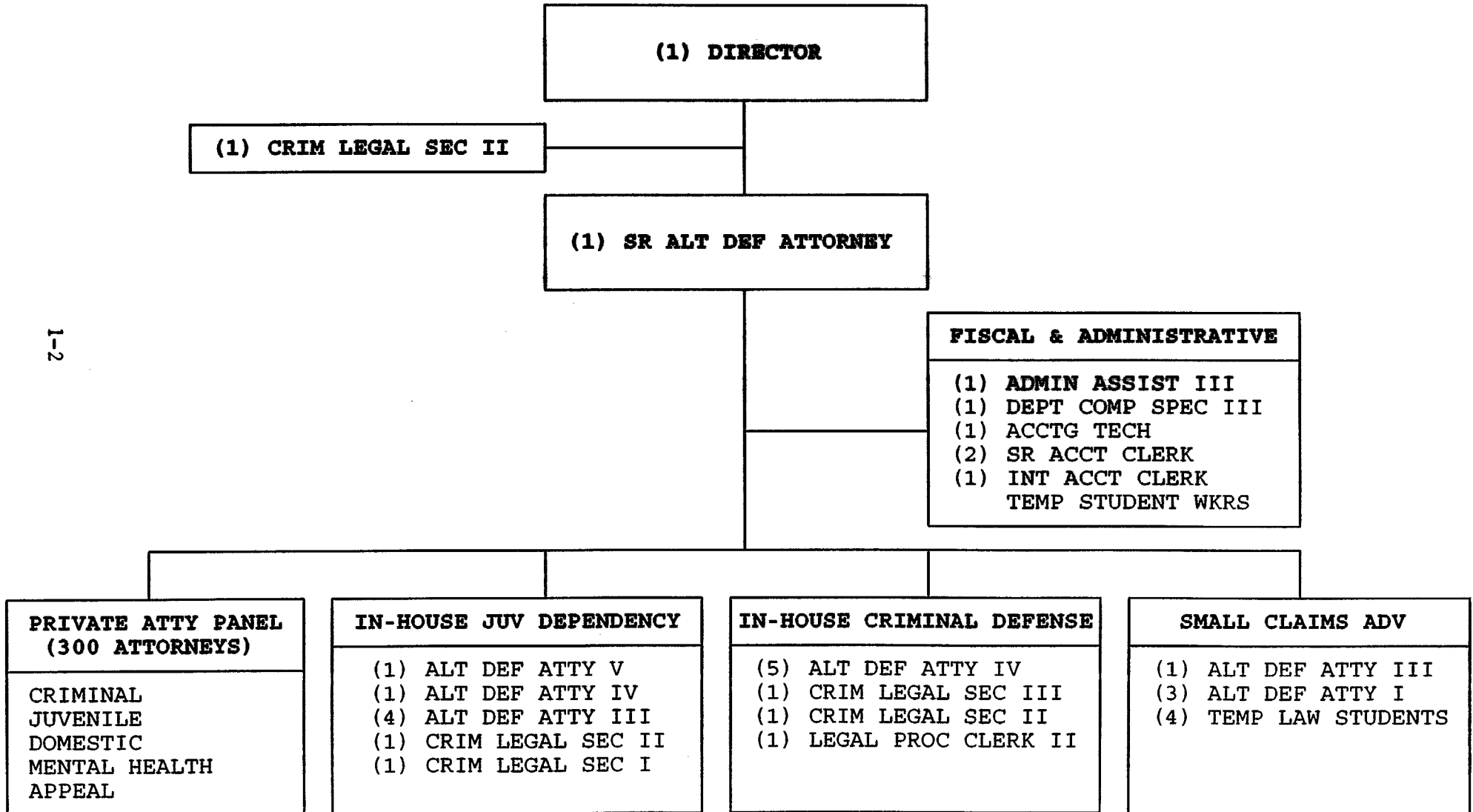
1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. To provide quality representation to indigents at reasonable cost.
2. To fully utilize 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.
3. To continue to research, develop and design new and different cost effective programs for the handling of representation of indigent clients.
4. To discover, encourage and develop each employee's skills, abilities and interest for personal advancement and maximum department achievement.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. Provide qualified/competent attorneys to the Courts of four judicial districts for the representation of 2,161 indigents.
2. Provide legal services to 2,630 cases involving dependency, delinquency, domestic, appeal and mental health matters.
3. Cost avoidance by hiring additional attorneys to handle serious criminal cases and dependency matters.

**ALTERNATE DEFENSE COUNSEL
ORGANIZATIONAL CHART
FY 94-95**



1-2

PROGRAM #: 13021
 MANAGER: ELLIOT G. LANDE

ORGANIZATION #: 2990
 REFERENCE: 1994-95 Proposed Budget - Pg. 1-3

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$588,495	\$748,783	\$939,829	\$1,013,498	\$1,956,741	93.1
Services & Supplies	12,115,228	7,979,965	8,804,589	5,576,086	4,340,371	(22.2)
Other Charges	0	0	0	18,500	63,140	241.3
Fixed Assets	50,169	0	5,823	9,800	39,750	305.6
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	\$12,753,892	\$8,728,748	\$9,750,241	\$6,617,884	\$6,400,002	(3.3)
PROGRAM REVENUE	(630,277)	(617,585)	(1,041,428)	(638,627)	(721,893)	13.0
NET GENERAL FUND CONTRIBUTION	\$12,123,615	\$8,111,163	\$8,708,813	\$5,979,257	\$5,678,109	(5.0)
STAFF YEARS	15.00	16.00	19.00	21.00	33.00	57.1

PROGRAM MISSION

To manage and administer the providing of mandated legal services to designated persons to ensure competent/quality representation in the most cost-effective manner and; to assist, counsel, advise and inform participants in the Small Claims judicial system.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The Department's actual expenses for FY 1993-94 exceeded the budget by \$3,132,357 (47%). This can be attributed to the following:

- The actual number of case assignments exceeded the budget by 100%.
- Insufficient funding was provided for carryover cases.
- With the same budgeted workload as FY92-93, amount budgeted for FY93-94 was further reduced from the FY92-93 budget by \$844,385. (cost avoidance anticipated from the hiring of two In-house attorneys).

ACHIEVEMENT OF 1993-94 OBJECTIVES

- Hired two attorneys and handled 42 serious/complex criminal cases In-house. (Budgeted for 20 cases only).
- Provided representation to 2,380 indigent clients in four judicial district.
- Provided legal services to 7,231 indigent clients in dependency, delinquency, domestic, appeals and mental health matters.
- Counseled 17,633 clients and responded to 47,314 calls involving small claims court matters.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. To coordinate the assignment of cases and workload with Public Defender's office and Alternate Public Defender to assure that the maximum number of priority class cases are assigned to public law offices.
2. To staff sufficiently with qualified attorneys to bring In-house the most serious/complex (e.g., most expensive) criminal cases that cannot be handled by other public law offices.
3. To fully use and continue to develop the automated auditing system to monitor assignments, to prevent payments of unallowable and excessive billings; to provide reliable and timely reports for management decisions.
4. To provide the public, Courts and Courts' staff, attorneys and attorney-supervised advisors, to assist, counsel, inform and advise in the policies and procedures of the Small Claims judicial system.
5. To plan, develop and design educational and informative materials, phone tree messages, brochures, pamphlets, forms and other literature for public information and awareness of Small Claims policies and procedures.
6. To evaluate, propose and recommend legislative changes.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Provide qualified/competent attorneys to the Courts of four judicial districts for the representation of 2,108 indigents where the Public Defender or Alternate Public Defender are unavailable.
2. Provide legal services in dependency, delinquency, domestic, appeal and mental health matters with new assignments projected at 1,933 cases in addition to carryover cases from prior years.
3. \$311,432 in costs avoidance by hiring additional attorneys to handle serious criminal cases and dependency matters.
4. Meeting with and counseling an average of 100 members of the community per day as well as responding to an average of 350 phone calls a day from the public requesting information on their rights and assistance on legal procedures in Small Claims Court.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Legal Representation [25.00 SY=; E = \$6,056,981; R = \$299,643]
 - a. Private Panel Attorneys (SY=8; E=\$4,425,625; R= \$239,714) including support is:
 - o Mandated/Discretionary Service Level.
 - o Coordinate, provide, review and present applications from attorneys seeking placement on the private attorney panels.
 - o Audit and pay attorney billings for approximately 307 attorneys in the panels.
 - o Approve, monitor and pay ancillary services used by attorneys on behalf of assigned clients.
 - o Provide Revenue and Recovery with collection information on time in order to increase revenue collection.
 - b. In-House Attorneys (SY=17; E=\$1,631,356; R= \$59,929) including support is:
 - o Mandated/Discretionary Service Level.
 - o Provide legal representation to assigned clients accused of serious criminal matters and dependency issues.
 - o Hire investigators, experts and other technical service providers to ensure competent and qualified representation of assigned clients.
 - o Maintain qualified legal clerical staff; develop and maintain legal reference and research materials.

- Train, supervise and use Law Students and Legal Procedures Clerk to provide paralegal services to assigned clients and Pro Per defendants.
2. Small Claims Advisory [8.00 SY; E =343,021; R = \$422,250] including support personnel is:
- Mandated/Discretionary Service Level.
 - Advise/Counsel the public over the phone or in person on their rights and legal procedures in Small Claims Courts.
 - Provide the public with information on commonly asked questions involving Small Claims through an automated telephone system, brochures, pamphlets and other literature.
 - Providing Advisors in Clairemont Mesa, El Cajon, South Bay and Escondido Small Claims Courts.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Reimbursement of costs for legal services	\$540,532	\$299,643	\$299,643	\$0
Small Claims filing fees	\$500,896	\$338,984	\$422,250	\$83,266
Sub-Total	\$1,041,428	\$638,627	\$721,893	\$83,266
Total	\$1,041,428	\$638,627	\$721,893	\$83,266

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$8,708,813	\$5,979,257	\$5,678,109	\$(301,148)
Total	\$8,708,813	\$5,979,257	\$5,678,109	\$(301,148)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Small Claims filing fees are deposited into a trust fund which reimburses 100% of Small Claims Advisory Program expenses.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment-General	1	lot	\$7,000
Data Processing Equipment	1	lot	32,750
Total			\$39,750

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Indigent Defense					
% OF RESOURCES: 94.7%					
<u>WORKLOAD- PRIVATE PANEL</u>					
Serious felony cases	330	446	347	176	385
Felony cases	959	904	698	641	500
Misdemeanor cases	1,507	2,477	1,282	1,324	1,200
Juvenile delinquency cases	1,076	2,517	2,613	1,000	800
Juvenile Dependency cases	3,018	2,301	3,778	1,630	356
Miscellaneous cases			832	0	0
<u>WORKLOAD-IN-HOUSE</u>					
Serious felony cases			42	20	47
Felony cases			7	0	0
Misdemeanor cases			4	0	0
Juvenile Dependency cases			0	0	648
<u>EFFICIENCY/OUTPUT</u>					
Not Applicable	0	0	0	0	0
<u>EFFECTIVENESS/OUTCOME</u>					
Not Applicable	0	0	0	0	0
ACTIVITY B:					
Small Claims Advisory Services					
% OF RESOURCES: 5.3%					
<u>WORKLOAD</u>					
Phone inquiries received	103,963	75,636	47,314	75,000	30,000
Walk-in clients	1,138	9,875	17,633	10,000	18,000
<u>EFFICIENCY/OUTPUT</u>					
Not Applicable	0	0	0	0	0
<u>EFFECTIVENESS/OUTCOME</u>					
Not Applicable	0	0	0	0	0

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2207	Director	1	1.00	1	1.00	\$90,350	\$90,350
2403	Accounting Tech.	1	1.00	1	1.00	26,000	26,666
2302	Admin. Assist. III	1	1.00	1	1.00	44,101	46,163
2306	Admin. Trainee	0	0.00	1	1.00		25,068
2493	Inter. Account Clerk	3	3.00	1	1.00	61,553	20,798
2510	Senior Account Clerk	2	2.00	1	1.00	47,301	23,949
2776	Criminal Legal Sec. II	2	2.00	3	3.00	59,162	87,926
2775	Criminal Legal Sec. I	0	0.00	1	1.00	0	25,298
2777	Criminal Legal Sec. III	0	0.00	1	1.00	0	29,214
2907	Legal Procedures Clerk II	1	1.00	1	1.00	22,052	22,052
3120	Dept. Computer Spec. III	0	0.00	1	1.00	0	34,434
3916	Alt. Defense Attorney IV	2	2.00	6	6.00	144,284	452,921
3917	Sr. Alternate Defense Atty	1	1.00	2	2.00	94,900	174,951
8801	Sr. Small Claims Counsel	0	0.00	1	1.00	0	61,050
3938	Small Claims Counsel	3	3.00	3	3.00	122,275	122,286
8802	Alt. Defense Atty. III	0	0.00	4	4.00	0	244,200
9999	Temp. Extra Help	10	4.00	10	4.00	89,157	104,020
Total		27	21.00	39	33.00	\$801,135	\$1,591,346
Salary Adjustments:						32,578	(20,475)
Premium/Overtime Pay:						0	0
Employee Benefits:						207,833	406,188
Salary Savings:						(28,048)	(20,318)
Total Adjustments						\$212,363	\$365,395
Program Totals		27	21.00	39	33.00	\$1,013,498	\$1,956,741

ALTERNATE PUBLIC DEFENDER

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Conflicts Defense	\$3,170,910	\$3,685,414	\$4,569,603	\$4,715,327	\$5,660,342	\$945,015	20.0
TOTAL DIRECT COST	\$3,170,910	\$3,685,414	\$4,569,603	\$4,715,327	\$5,660,342	\$945,015	20.0
PROGRAM REVENUE	(1,122)	(44,399)	(39,552)	(0)	(10,000)	(10,000)	100.0
NET GENERAL FUND COST	\$3,169,788	\$3,641,015	\$4,530,051	\$4,715,327	\$5,650,342	\$935,015	19.8
STAFF YEARS	43.97	50.35	59.11	67.00	75.00	8.00	11.9

MISSION

To provide legal counsel to adult or minor indigent defendants formally charged with a public offense, for which the possibility of time in custody exists and to parents or guardians who are the subject of a dependency petition. The Alternate Public Defender is only appointed on those cases where the client cannot be represented by the Public Defender due to a conflict of interest.

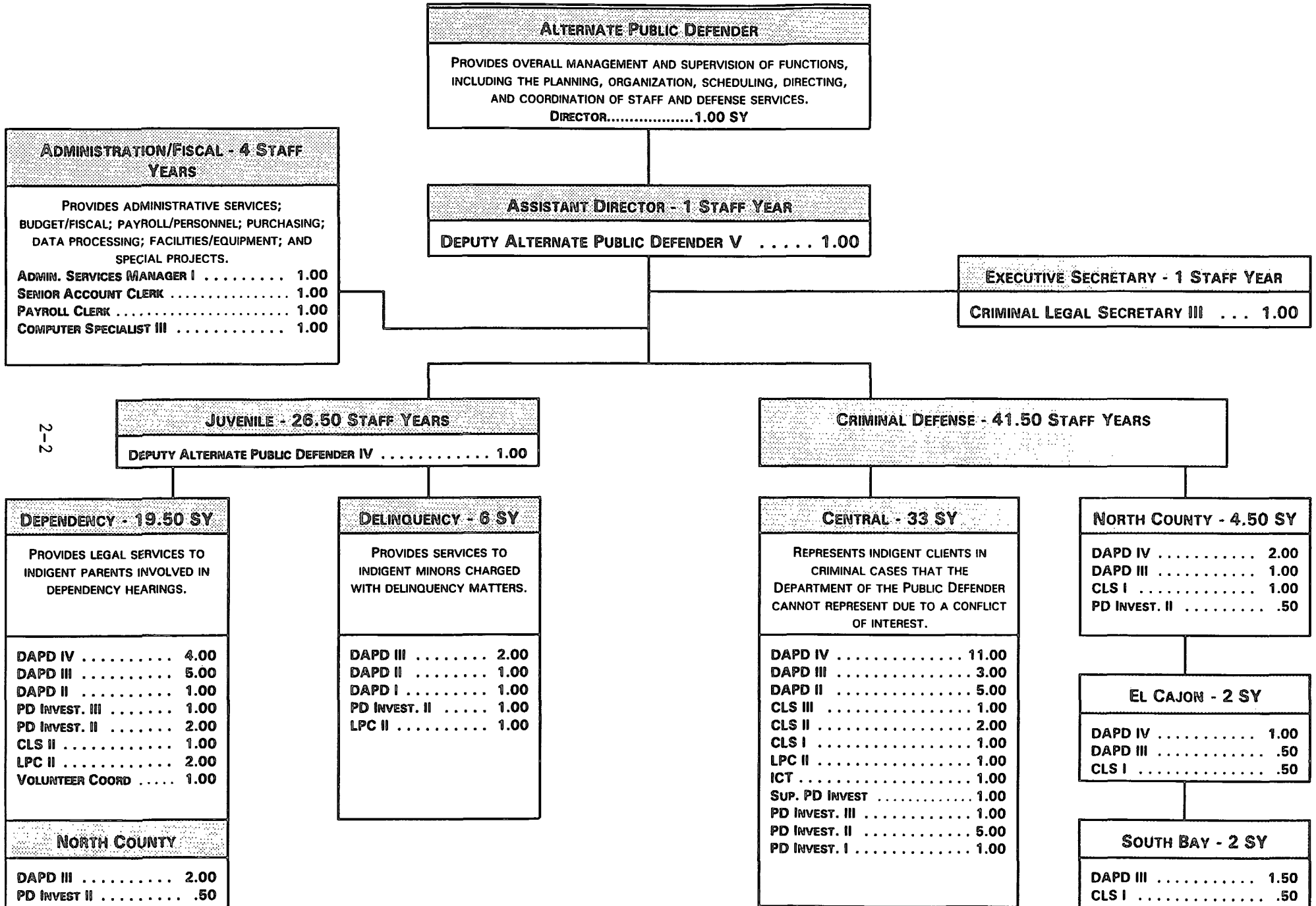
1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

To deliver quality legal representation while meeting department specified caseload standards.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

To provide long term cost containment to the county by accepting all cases to which this department may be legally appointed thereby avoiding assignment of cases to the more costly private bar.

DEPARTMENT OF THE ALTERNATE PUBLIC DEFENDER



2-2

PROGRAM: Conflicts Defense

DEPARTMENT: ALTERNATE PUBLIC DEFENDER

PROGRAM #: 13050
MANAGER: Loren I. Mandel

ORGANIZATION #: 3000
REFERENCE: 1994-95 Proposed Budget - Pg. 2-1

AUTHORITY: This program was developed for the purpose of complying with Section 710 to Section 717 of the San Diego County Administrative Code which defines the Director's duties and responsibilities in providing legal representation to indigent defendants when 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,850,848	\$3,283,265	\$4,072,088	\$4,230,748	\$5,146,989	21.7
Services & Supplies	305,888	394,556	453,840	424,589	503,553	18.6
Other Charges	0	0	0	0	0	0
Fixed Assets	14,174	7,593	43,675	59,990	9,800	(83.6)
TOTAL DIRECT COST	\$3,170,910	\$3,685,414	\$4,569,603	\$4,715,327	\$5,660,342	20.0
PROGRAM REVENUE	(1,122)	(44,399)	(39,552)	(0)	(10,000)	100
NET GENERAL FUND CONTRIBUTION	\$3,169,788	\$3,641,015	\$4,530,051	\$4,715,327	\$5,650,342	19.8
STAFF YEARS	43.97	50.35	59.11	67.00	75.00	11.9

PROGRAM MISSION

To provide legal counsel to adult or minor indigent defendants formally charged with a public offense, for which the possibility of time in custody exists, and to represent parents or guardians in Juvenile Court who are the subject of a dependency petition. The Alternate Public Defender is only appointed on those cases where the client cannot be represented by the Public Defender due to a conflict of interest.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The type of cases handled by the Alternate Public Defender dictates the necessity to hire experienced felony attorneys. When hired, most attorneys are carrying caseloads which need to be disposed of prior to starting employment with this office, a process which can take upwards of two months. Salaries and Benefits were \$158,660 under budget due to the delay caused by the hiring freeze, and the length of time between the hire and start date of new staff.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. The Alternate Public Defender provided quality representation to 2,012 felony and serious felony cases; 647 parents in juvenile dependency cases; and 247 minors in delinquency cases in 1993-94.
2. The Alternate Public Defender has continued to work with other agencies in developing procedures to reduce costs and to resolve mutual issues informally and timely.
3. The use of "video conferencing" by the County public law offices is still being implemented and should be fully operational in December of 1994.
4. The South Bay office has been operational since January of 1994, and the Alternate Public Defender is taking all felony cases which the office is eligible to take.
5. LawDesk has been installed and is operational and on the network. First-level training has been completed.

1994-95 ADOPTED PROGRAM OBJECTIVES

To deliver quality legal representation while meeting department specified caseload standards.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

To provide long term cost containment to the county by accepting all cases to which this department may be legally appointed, thereby avoiding assignment of cases to the more costly private bar.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [7.00 SY; E = \$496,060; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Provide department-wide budgeting, accounting, personnel, payroll and automation/EDP interface.
 - o Added Computer Specialist III position and deleted Administrative Secretary III position.
2. Juvenile Dependency [20.00 SY; E = \$1,445,405; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Represent parents or guardians in Juvenile Court proceedings.
 - o 5 staff attorney positions have been added and will be hired with the expected result being that the Department will accept all cases which may legally be appointed to this office.
 - o A 2nd staff attorney has been assigned to the North County Dependency Court.
3. Juvenile Delinquency [6.00 SY; E = \$388,653; R = \$5,000] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Represent minors in delinquency cases that the existing Department of Public Defender cannot represent due to a conflict of interest.
 - o 2.00 Staff Years were transferred to the Criminal Program in FY92/93 to be assigned to the more serious felony cases. 3.00 Staff Years have now been re-assigned to the Delinquency Program and will remain in that division unless the impact of the 3 Strikes Legislation forces the Department to transfer those attorneys to the more serious and costly felony cases.
4. Criminal [42.00 SY; E = \$3,330,224; R = \$5,000] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Represent clients in criminal cases that the existing Department of Public Defender cannot represent due to a conflict of interest.
 - o The South Bay branch office was opened with 1 staff attorney in FY93/94. One additional Central Office felony attorney and one secretary have been assigned to work part-time in El Cajon and part-time in South Bay thus maximizing our resources while accepting appointment on all cases this office can legally accept.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES: Recovered Expenditures	\$39,552	\$0	\$10,000	\$10,000
Sub-Total	\$39,552	\$0	\$10,000	\$10,000
Total	\$39,552	\$0	\$10,000	\$10,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$4,530,051	\$4,715,327	\$5,650,342	\$935,015
Sub-Total	\$4,530,051	\$4,715,327	\$5,650,342	\$935,015
Total	\$4,530,051	\$4,715,327	\$5,650,342	\$935,015

EXPLANATION/COMMENT ON PROGRAM REVENUES

In October of 1992, the three indigent defense agencies agreed to standardize rates for all categories of criminal representation. Although in FY92/93 this effort resulted in the collection of \$44,399 in unanticipated revenue for this department, in FY93/94 Revenue and Recovery experienced a 14% drop in their collection rate resulting in only \$39,552 in unanticipated revenue.

The Alternate Public Defender is budgeting \$10,000 in revenue and will continue to monitor the collection of attorney fees so that the budgeted amount may be increased when reimbursements collected stabilize. Since the indigent agencies have no control over either the court ordering payment of attorney fees or Revenue and Recoveries collection practices, it is extremely difficult to accurately project anticipated revenue.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Data Processing Equipment	1	Lot	\$9,800
Total			\$9,800

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Indigent Defense - Criminal					
<u>% OF RESOURCES:</u> 75%					
<u>WORKLOAD</u>					
Death Penalty Cases (New)	5	3	1	4	3
Number of serious Felony Cases	421	425	401	466	***466
Number of Felony Cases	1,642	*1411	1,610	1,580	***1,580
Number of Misdemeanor Cases	483	403	692	450	600
<u>EFFICIENCY/OUTPUT</u>					
Not Applicable	0	0	0	0	0
<u>EFFECTIVENESS/OUTCOME</u>					
Not Applicable	0	0	0	0	0
ACTIVITY B: Indigent Defense - Juvenile					
<u>% OF RESOURCES:</u> 25%					
<u>WORKLOAD</u>					
Number of Juvenile Delinquency Cases	1,163	**48	247	1,200	***720
Number of Juvenile Dependency Cases	905	810	647	720	1,300
<u>EFFICIENCY/OUTPUT</u>					
Not Applicable	0	0	0	0	0
<u>EFFECTIVENESS/OUTCOME</u>					
Not Applicable	0	0	0	0	0

* 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.

*** The implementation of AB971 Three Strikes Legislation makes it difficult to project the number of adult and minor criminal cases the Alternate Public Defender will be able to accept appointment on because it is still unknown how this Legislation will impact District Attorney filing and disposition policy and what effect this will have on the courts themselves.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2127	Director	1	1.00	1	1.00	\$101,057	\$101,058
2368	Admin. Service Manager I	1	1.00	1	1.00	52,156	52,156
2494	Payroll Clerk	1	1.00	1	1.00	21,758	21,757
2510	Senior Account Clerk	1	1.00	1	1.00	23,950	23,949
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,091	19,826
2758	Admin. Secretary III	1	1.00	0	0.00	26,707	0
2775	Criminal Legal Secretary I	3	3.00	3	3.00	57,174	78,510
2776	Criminal Legal Secretary II	2	2.00	3	3.00	61,375	90,771
2777	Criminal Legal Secretary III	2	2.00	2	2.00	69,282	69,282
2907	Legal Procedures Clk. II	4	4.00	4	4.00	87,208	82,018
3120	Computer Specialist III	0	0.00	1	1.00	0	34,434
3918	Deputy Alternate P.D. I	1	1.00	1	1.00	40,051	43,930
3919	Deputy Alternate P.D. II	7	7.00	7	7.00	409,697	407,994
3920	Deputy Alternate P.D. III	11	11.00	15	15.00	756,390	1,020,837
3921	Deputy Alternate P.D. IV	17	17.00	19	19.00	1,232,255	1,450,617
3922	Deputy Alternate P.D. V	1	1.00	1	1.00	94,900	94,900
5750	Supervising P.D. Investigator	1	1.00	1	1.00	50,468	50,467
5764	Public Defender Invest. I	1	1.00	1	1.00	33,254	36,589
5765	Public Defender Invest. II	8	8.00	9	9.00	280,636	341,149
5766	Public Defender Invest. III	2	2.00	2	2.00	79,054	81,237
6344	Coordinator, Volunteer Services	1	1.00	1	1.00	20,026	27,361
9999	Temporary Help	10	0.00	10	0.00	0	0
Total		77	67.00	85	75.00	\$3,516,489	\$4,128,842
Salary Adjustments:						(141,668)	15,791
Premium/Overtime Pay:						5,819	5,819
Employee Benefits:						910,916	1,071,888
Salary Savings:						(60,808)	(75,351)
Total Adjustments						\$ 714,259	\$ 1,018,147
Program Totals		77	67.00	85	75.00	\$4,230,748	\$5,146,989

DISTRICT ATTORNEY

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
General Criminal Prosc.	23,102,564	22,866,171	23,003,960	23,707,082	24,534,826	827,744	3.5
Juvenile Court Serv.	3,458,782	3,472,639	3,696,768	3,870,806	3,976,142	105,336	2.7
Specialized Criminal Prosc.	12,424,652	14,530,851	16,320,949	12,705,545	14,272,138	1,566,593	12.3
Family Support Enf.	5,885,913	8,369,866	6,654,045	10,379,177	8,888,902	(1,490,275)	(14.4)
Department Overhead	2,078,166	2,118,288	2,567,648	2,047,758	2,285,224	237,466	11.6
Public Assistance Fraud	0	848,627	(637,199)	(677,515)	(940,080)	(262,565)	38.8
TOTAL DIRECT COST	\$46,950,077	\$52,206,442	\$51,606,171	\$52,032,853	\$53,017,152	\$984,299	1.9
PROGRAM REVENUE	(18,324,995)	(20,869,305)	(43,053,199)	(20,888,975)	(42,611,176)	(21,722,201)	104.0
NET GENERAL FUND COST	\$28,625,082	\$31,337,137	\$8,552,972	\$31,143,878	\$10,405,976	\$(20,737,902)	(66.6)
STAFF YEARS	754.68	781.19	888.03	925.17	957.67	32.50	3.5

MISSION

The District Attorney preserves public safety and enhances the quality of life in San Diego County by investigating crime, by prosecuting criminals, by assisting victims and survivors of crime. He is an officer of the court and a public official with an independent duty to represent the People of California in criminal matters.

Pursuant to constitutional and statutory law, the District Attorney is the public prosecutor, with responsibility for prosecution of all felony and misdemeanor crimes committed anywhere in San Diego County. Under a provision of the San Diego City Charter, the San Diego City Attorney also prosecutes misdemeanors committed within the City of San Diego.

Police agencies bear primary responsibility for investigation of most criminal activity. However, the District Attorney also conducts criminal case investigations involving official corruption, organized crime including violent, drug-dealing gangs), or "white collar" crime. Pursuant to specific statutes the District Attorney prosecutes selected civil cases involving anti-trust law, unfair business practices, child abduction, the failure to pay child support, the forfeiture of assets that were the proceeds of crime, and the psychiatric condition of certain people who are dangerous to themselves and the citizens of San Diego County.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

To preserve and improve the quality of life for San Diego County's residents by successfully prosecuting crimes.

To preserve and improve the quality of life for San Diego County's residents by successfully investigating crime.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

To maintain the highest felony conviction rate in the State of California. *

* As measured by California Judicial Council annual reports on the disposition of felonies in California's largest Superior Courts.

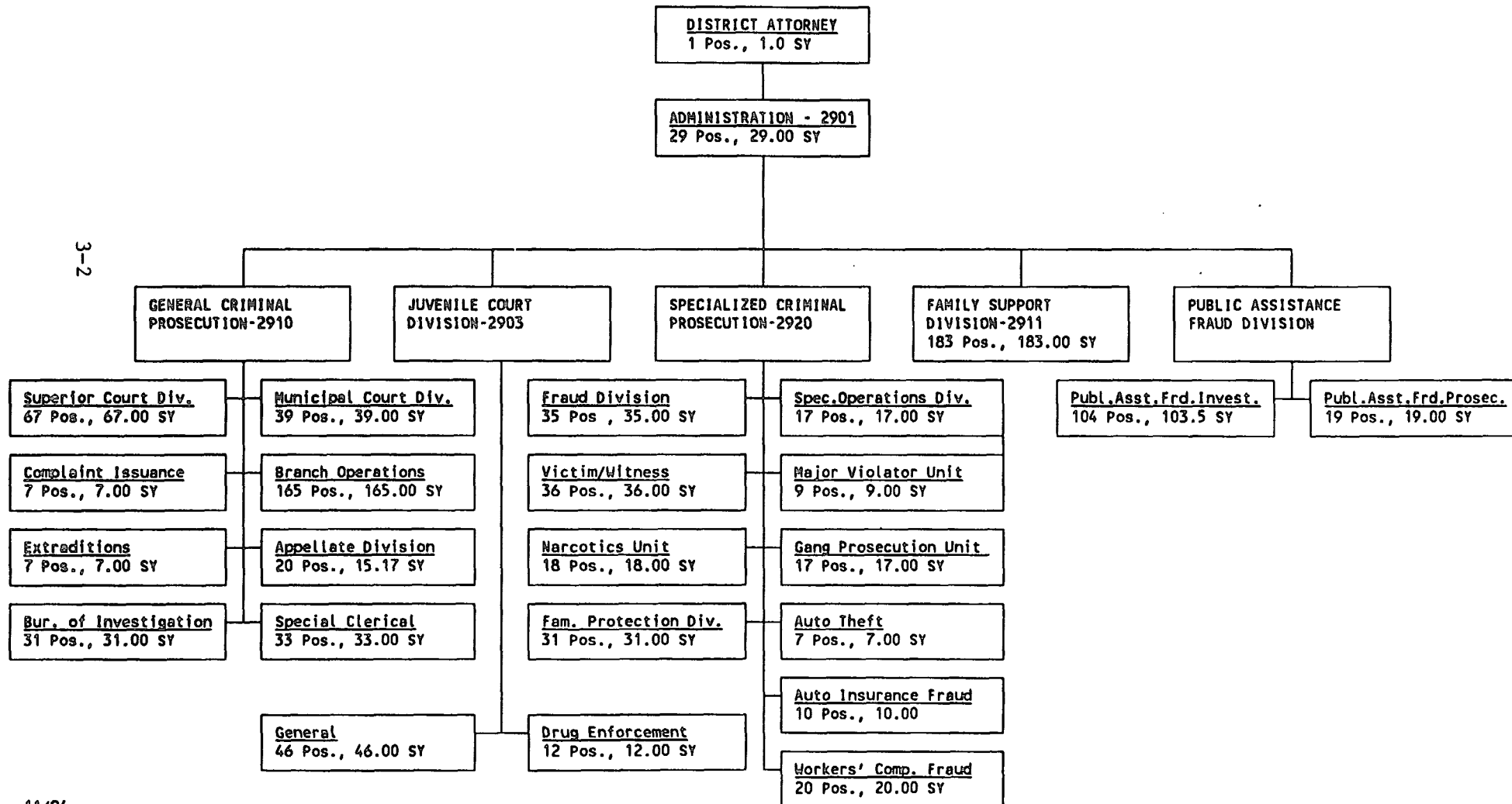
OFFICE OF THE DISTRICT ATTORNEY

NOTE: Staff Year Changes are as follows:

DIVISION	STAFF YRS.
Workers' Compensation	11.0
Auto Insurance Fraud	2.0
Family Support	4.0
Public Assistance Fraud	16.5
Administration	(1.0)

1994-95 CAO PROPOSED PROGRAM BUDGET		
OFFICE OF THE DISTRICT ATTORNEY - 2900		
	Positions	Staff Years
Total Permanent	958	956.5
Non Permanent	5	1.17
TOTAL DEPT. EMPLOYEES	963	957.67

3-2



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

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$20,965,404	\$20,752,436	\$21,074,187	\$21,695,519	\$22,514,497	3.8
Services & Supplies	1,947,123	1,850,306	1,861,109	1,813,563	1,822,329	0.5
Other Charges	114,458	2,046	67,069	198,000	198,000	0.0
Fixed Assets	75,579	261,383	1,595	0	0	0.0
TOTAL DIRECT COST	\$23,102,564	\$22,866,171	\$23,003,960	\$23,707,082	\$24,534,826	3.5
PROGRAM REVENUE	(423,352)	(258,323)	(244,319)	(263,306)	(14,601,479)	5,445.4
NET GENERAL FUND CONTRIBUTION	\$22,679,212	\$22,607,848	\$22,759,641	\$23,443,776	\$9,933,347	(57.6)
STAFF YEARS	360.11	346.50	346.51	364.17	364.17	0.0

PROGRAM MISSION

To preserve public safety and enhance the quality of life in San Diego County by investigating crime, by prosecuting criminals and by assisting victims and survivors of crime.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual expenditures are within budgeted levels. Actual expenditures include adjustments for the elimination of the Integrated Leave Program.

1994-95 ADOPTED PROGRAM OBJECTIVES

- To preserve and improve the quality of life for San Diego County's residents by successfully prosecuting crimes.
- To preserve and improve the quality of life for San Diego County's residents by successfully investigating crime.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

To contribute to the District Attorney's felony conviction rate, the highest felony conviction rate in the State of California.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Superior Court [67.00 SY; E = \$5,581,359; R = \$3,300,486] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Able to prosecute all criminal matters set for trial and undertakes any civil matters which the law requires be litigated by the District Attorney in the Superior Court of San Diego County.
 - o Responsible for budget/administrative actions which include:
 - Decreasing services and supplies a mid-year decrease of \$5,830 in the travel budget.
2. Municipal Court [39.00 SY; E = \$2,723,894; R = \$1,631,664] including support personnel is:

- o Mandated/Discretionary Service Level.
 - o Able to present evidence at preliminary hearings of felony cases filed in the San Diego Municipal Court. Evaluates all felony cases filed in San Diego Municipal Court for the purpose of arriving at a disposition prior to transfer of the case to the Superior Court and to select out those cases to be retained in the Municipal Court for final determination.
3. Branch Offices [165.00 SY; E = \$10,725,166; R = \$6,306,761] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Able to issue and prosecute all cases set for trial in the Superior and Municipal Courts located in East County, North County and South Bay.
 - o Responsible for budget/administrative actions which include:
 - Decreasing services and supplies due to a mid-year decrease of \$844 in the travel budget.
 - Adding one Legal Assistant II and one Investigative Specialist III and deleting two Investigative Specialists II to align budget and the compensation ordinance and reflect prior year reclassifications.
4. Complaint Issuance [7.00 SY; E = \$700,590; R = \$403,701] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for the issuance and review of all felony cases submitted to the main office for prosecution. Drafts search warrants and processes emergency daytime telephone search warrants.
5. Extradition Division [7.00 SY; E = \$548,428; R = \$407,320] including support personnel is:
- o Mandated/Mandated Service Level.
 - o Responsible for the extradition of fugitives from and to the State of California.
 - o Responsible for budget/administrative actions which include:
 - Decreasing services and supplies due to a mid-year decrease of \$377 in the travel budget.
6. Appellate Division [15.17 SY; E = \$1,312,930; R = \$778,021] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for providing appellate support to the District Attorney's Office and other law enforcement agencies in San Diego County. This division prepares and handles pre-trial motions and other extraordinary motions involving constitutional and non-routine legal questions before the Superior and Appellate Courts; prepares and handles writs before the Superior and United States District Courts; and provides timely legal training and instruction to the District Attorney staff and other County of San Diego law enforcement agencies.
 - o Responsible for budget/administrative actions which include:
 - Decreasing services and supplies due to a mid-year decrease of \$2,740 in the travel budget.
7. Bureau of Investigation [31.00 SY; E = \$1,854,440; R = \$1,143,571] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Able to provide all types of services required in the investigation of misdemeanor and felony crimes and in the trial preparation and presentation of such crimes. The Bureau is divided into five areas: Fraud, Family Support, Pre-Trial, Special Investigations and Technical, and consists of a staff of professional investigators.
 - o Responsible for budget/administrative actions which include:
 - Decreasing services and supplies due to a mid-year decrease of \$705 in the travel budget.

8. Special Clerical Support [33.00 SY; E = \$1,088,019; R = \$629,955] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Providing clerical support including criminal records filing, subpoena issuance, and stenographic assistance to operating divisions of the office.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
INTERGOVERNMENTAL REVENUE:				
Public Protection Sales Tax (Prop 172)	\$0	\$0	\$14,338,173	\$14,338,173
Adult Deferred Prosecution	\$46,637	\$0	\$0	
Sub-Total	\$46,637	\$0	\$14,338,173	\$14,338,173
CHARGES FOR CURRENT SERVICES:				
Extradition	141,492	200,000	200,000	0
Training Peace Officers - POST	22,430	14,000	14,000	0
Other Miscellaneous	33,760	49,306	49,306	0
Sub-Total	\$197,682	\$263,306	\$263,306	\$0
OTHER REVENUE:				
Other Miscellaneous	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$244,319	\$263,306	\$14,601,479	\$14,338,173

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$22,759,641	\$23,443,776	\$9,933,347	\$(13,510,429)
Total	\$22,759,641	\$23,443,776	\$9,933,347	\$(13,510,429)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1994-95 Budget includes a total of \$22,203,300 in Public Protection Sales Tax revenue which replaces an equal amount of General Fund support dollars. A portion of that revenue is displayed in this program.

A total of \$46,637 was reimbursed for prosecution costs associated with the Donovan State Prison.

POST reimbursement was slightly higher than budgeted. Extradition costs and offsetting revenues were below budget.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
General Criminal Prosecution					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Misdemeanor Cases Issued	70,996	68,649	56,949	69,856	60,000
Felony Cases Issued	16,831	16,473	16,704	16,992	16,992
Preliminary Hearings Set	9,859	11,536	12,910	11,756	11,756
Superior Court Jury Trials	481	484	596	580	800*
Contested Hearings & Motions	3,679	3,783	2,730	3,900	3,900

* Assumes increased Three-Strike trial activity for January through June, 1995 only.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
3925	Deputy DA V	37	37.00	37	37.00	\$3,158,541	\$3,158,541
3926	Deputy DA IV	35	35.00	35	35.00	2,820,352	2,961,584
3927	Deputy DA III	63	63.00	63	63.00	3,994,290	4,194,308
3928	Deputy DA II	14	14.00	14	14.00	800,037	729,644
5760	DA Investigator, Forensic	1	1.00	1	1.00	50,564	51,198
2302	Admin Asst III	1	1.00	1	1.00	39,108	46,163
5753	DA Investigator IV	12	12.00	12	12.00	652,117	707,127
5754	DA Investigator III	32	32.00	32	32.00	1,612,724	1,615,786
5755	DA Investigator II	1	1.00	1	1.00	43,160	46,967
2896	Superv Legal Services Clerk	1	1.00	1	1.00	27,927	27,932
5733	Crime Scene Reconstr.	1	1.00	1	1.00	50,564	50,574
2324	Dept Public Affairs Officer	1	1.00	1	1.00	45,081	45,081
2770	Legal Supp Svcs Div Mgr I	1	1.00	1	1.00	36,101	36,100
2899	Legal Supp Svcs Div Mgr	3	3.00	3	3.00	125,148	119,237
5768	Supv Investigative Spec	1	1.00	1	1.00	35,119	30,491
5749	Investigative Specialist III	11	11.00	12	12.00	330,553	368,154
5751	Investigative Specialist II	18	18.00	16	16.00	540,005	480,607
3119	Dept Computer Specialist II	1	1.00	1	1.00	27,033	34,724
3936	Legal Assistant II	1	1.00	2	2.00	33,052	63,185
2777	Criminal Legal Sec III	5	5.00	5	5.00	149,484	153,499
2776	Criminal Legal Sec II	5	5.00	5	5.00	160,455	158,952
2775	Criminal Legal Sec I	5	5.00	5	5.00	142,513	131,604
2906	Legal Procedures Clerk III	13	13.00	13	13.00	353,475	344,061
2907	Legal Procedures Clerk II	84	84.00	84	84.00	2,001,445	1,991,622
2903	Legal Procedures Clerk I	11	11.00	11	11.00	232,843	221,737
2800	Radio/Telephone Operator	1	1.00	1	1.00	23,635	23,635
5725	International Case Coord	1	1.00	1	1.00	58,653	58,653
5762	Process Server	2	2.00	2	2.00	42,892	40,173
5236	Departmental Aide	1	1.00	1	1.00	12,508	13,140
9999	Temporary Extra Help	5	1.17	5	1.17	40,000	40,000
Total		368	364.17	368	364.17	\$17,639,379	\$17,944,479
Salary Adjustments:						(446,333)	0
Integrated Leave Program:						(633,676)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						5,531,245	4,937,717
Salary Savings:						(395,096)	(367,699)
Total Adjustments						\$4,056,140	\$4,570,018
Program Totals		368	364.17	368	364.17	\$21,695,519	\$22,514,497

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,700,226	\$2,927,887	\$3,008,673	\$3,192,460	\$3,471,870	8.8
Services & Supplies	92,471	145,506	177,206	112,725	110,229	(2.2)
Other Charges	666,085	389,420	510,889	565,621	394,043	(30.3)
Fixed Assets	0	9,826	0	0	0	0.0
TOTAL DIRECT COST	\$3,458,782	\$3,472,639	\$3,696,768	\$3,870,806	\$3,976,142	2.7
PROGRAM REVENUE	(1,670,924)	(1,329,055)	(1,705,709)	(1,575,378)	(2,878,584)	82.7
NET GENERAL FUND CONTRIBUTION	\$1,787,858	\$2,143,584	\$1,991,059	\$2,295,428	\$1,097,558	(52.2)
STAFF YEARS	49.96	51.34	53.20	58.00	58.00	0.0

PROGRAM MISSION

To preserve public safety and enhance the quality of life in San Diego County by investigating juvenile crime, by prosecuting juvenile criminals, and by assisting victims and survivors of juvenile crime.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual expenditures include adjustments for the elimination of the Integrated Leave Program.

1994-95 ADOPTED PROGRAM OBJECTIVES

To preserve and improve the quality of life for San Diego County's residents by successfully prosecuting juvenile crimes.

To preserve and improve the quality of life for San Diego County's residents by successfully investigating juvenile crime.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

To contribute, when appropriate, to the District Attorney's felony conviction rate, the highest felony conviction rate in the State of California.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Juvenile Court Division [58.00 SY; E = \$3,976,142; R = \$2,878,584] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for the prosecution of juveniles accused of criminal mistreatment/neglect or who are physically dangerous to the public. Vertically prosecutes juvenile gang members involved with drugs through the JUDGE unit.
 - o Providing budget/administrative actions implementing the above activity, which include:
 - Decreasing services and supplies in recognition of the \$2,496 reduction in the travel budget.
 - Increasing salaries and benefits in recognition of the elimination of the Integrated Leave Program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
INTERGOVERNMENTAL REVENUE:				
Federal Grants	\$1,274,403	\$1,108,266	\$1,003,965	\$(104,301)
Public Protection Sales Tax (Prop 172)		0	1,407,507	1,407,507
Sub-Total	1,274,403	1,108,266	2,411,472	1,303,206
CHARGES FOR CURRENT SERVICES:				
Other Miscellaneous	\$496	0	0	0
Sub-Total	\$496	\$0	\$0	\$0
REALIGNMENT:				
Social Services - Sales Tax	\$430,810	\$467,112	\$467,112	0
Sub-Total	\$430,810	\$467,112	\$467,112	\$0
Total	\$1,705,709	\$1,575,378	\$2,878,584	\$1,303,206

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$1,991,059	\$2,295,428	\$1,097,558	\$(1,197,870)
Total	\$1,991,059	\$2,295,428	\$1,097,558	\$(1,197,870)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1994-95 Budget includes a total of \$22,203,300 in Public Protection Sales Tax revenue which replaces an equal amount of General Fund support dollars. A portion of that revenue is displayed in this program.

Revenue for the 1994-95 JUDGE grant is budgeted lower than prior year level and reflects decreases for all participating agencies after the required approvals from the advisory committee.

Social Services Realignment Sales Tax of \$430,810 was allocated to the District Attorney in FY 1993-94 to partially fund AB-90 activities.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Juvenile Court Services					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
602 Petitions/Prepared and Filed	5,732	6,515	6,948	6,736	6,736
602 Cases/Prepared for Trial	3,188	3,697	4,665	3,964	3,964
Hearings Attended	22,401	22,696	23,804	23,580	23,580

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
3925	Deputy DA V	3	3.00	3	3.00	\$284,700	\$284,700
3926	Deputy DA IV	7	7.00	7	7.00	502,444	531,575
3927	Deputy DA III	15	15.00	15	15.00	989,881	1,047,273
5754	DA Investigator III	2	2.00	2	2.00	102,602	107,232
2899	Legal Supp Svc Div Mgr II	1	1.00	1	1.00	41,716	41,716
2770	Legal Supp Svc Div Mgr I	1	1.00	1	1.00	36,101	31,768
5751	Invest Spec II	4	4.00	4	4.00	118,155	117,671
5749	Investigative Specialist III	1	1.00	1	1.00	32,675	30,380
5752	Investigative Specialist I	1	1.00	1	1.00	26,828	24,027
2776	Criminal Legal Sec II	1	1.00	1	1.00	31,823	30,898
2771	Criminal Legal Sec I	1	1.00	1	1.00	29,980	29,981
2906	Legal Procedures Clerk III	1	1.00	1	1.00	27,227	27,226
2907	Legal Procedures Clerk II	18	18.00	18	18.00	428,099	426,974
2903	Legal Procedures Clerk I	2	2.00	2	2.00	39,053	41,340
Total		58	58.00	58	58.00	\$2,691,284	\$2,772,761
Salary Adjustments:						(163,770)	0
Integrated Leave Program						(92,314)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						822,520	755,506
Salary Savings:						(65,260)	(56,397)
Total Adjustments						\$501,176	\$699,109
Program Totals		58	58.00	58	58.00	\$3,192,460	\$3,471,870

PROGRAM: Specialized Criminal Prosecution

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13032

ORGANIZATION #: 2900

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

REFERENCE: 1994-95 Proposed Budget - Pg. 3-13

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$11,779,266	\$13,232,185	\$14,447,399	\$10,936,130	\$12,152,869	11.1
Services & Supplies	593,549	557,865	886,512	747,459	908,378	21.5
Other Charges	1,398	632,849	922,245	988,244	1,201,891	21.6
Fixed Assets	50,439	26,670	64,793	33,712	9,000	(73.3)
Operating Transfers	0	81,282	0	0	0	0.0
TOTAL DIRECT COST	\$12,424,652	\$14,530,851	\$16,320,949	\$12,705,545	\$14,272,138	12.3
PROGRAM REVENUE	(2,178,064)	(3,798,111)	(4,791,552)	(4,290,973)	(10,512,414)	145.0
NET GENERAL FUND CONTRIBUTION	\$10,246,588	\$10,732,740	\$11,529,397	\$8,414,572	\$3,759,724	(55.3)
STAFF YEARS	177.81	195.25	216.73	187.00	200.00	7.0

PROGRAM MISSION

To preserve public safety and enhance the quality of life in San Diego County by investigating crime, by prosecuting criminals and by assisting victims and survivors of crime.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual expenditures are higher than budgeted due to the elimination of the Integrated Leave Program and mid-year additions to the Auto Insurance Fraud and Worker's Compensation programs and the new Federal Money Laundering grant.

Actual expenditures include adjustments for the elimination of the Integrated Leave Program.

1994-95 ADOPTED PROGRAM OBJECTIVES

To preserve and improve the quality of life for San Diego County's residents by successfully prosecuting crimes through specialized units.

To preserve and improve the quality of life for San Diego County's residents by successfully investigating crime through specialized units.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

To contribute to the District Attorney's felony conviction rate, the highest felony conviction rate in the State of California.

Maximize the use of grant funds for specialized units in order to provide increased service to the public without increased local costs.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Fraud Division [35.00 SY; E = \$2,383,736; R = \$1,499,425] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o 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.
 - o Responsible for Budget/administrative action implementing the above activity which includes:
 - Increases in appropriations and offsetting revenue for the two-year Levi Strauss Grant approved on mid-year (11/9/93 [5]). Approved by the Board was \$70,000 in services and supplies, \$4,000 of which was for travel.
 - Reclass one Associate Accountant to a Principal Accountant, approved in change letter in order to qualify as an expert witness in complex fraud cases.
2. Special Operations Division [17.00 SY; E = \$1,256,132; R = \$768,824]
 - o Mandated/Discretionary Service Level.
 - o Responsible for bringing to the attention of the District Attorney and the County of San Diego Grand Jury substantive information concerning organized crime, criminal cases which are likely to attract notoriety and become highly publicized, and those cases referred for prosecution from the Intelligence and Special Prosecution units of the office.
3. Victim/Witness Assistance [36.00 SY; E = \$1,309,077; R = \$962,096] including support personnel is:
 - o Mandated/Discretionary Service Level
 - o Providing comprehensive services to victims and witnesses of crime. These services include crisis intervention, emergency assistance, orientation to the criminal justice system, restitution assistance and collection of compensation claims.
4. Major Violator Unit [9.00 SY; E = \$807,784; R = \$593,778] including support personnel is:
 - o Mandated/Mandated Service Level
 - o Responsible for speedy prosecution of career criminals whose criminal histories indicate repeated commission of dangerous criminal acts in the area of robbery and robbery-related homicides.
5. Narcotics Prosecution Unit [18.00 SY; E = \$1,310,346; R = \$867,449] including support personnel is:
 - o Mandated/Mandated Service Level
 - o Responsible for the prosecution of intermediate and high level narcotic distributors and drug abatement enforcement. The ultimate goal is to help reduce the flow of narcotics from and through San Diego County.
 - o Providing budget/administrative actions implementing the above activity which include:
 - Adjustments associated with the federal money laundering grant awarded to San Diego County. The Board approved this grant on December 14, 1993 (#6). The District Attorney and State Attorney General staff are working jointly to identify local money laundering operations and to train other agencies in California. Included in the services and supplies adjustment is \$7,154 in Board approved travel.
6. Gang Prosecution Unit [17.00 SY; E = \$1,279,229; R = \$709,217] including support personnel is:
 - o Mandated/Mandated Service Level
 - o Responsible for vigorously prosecuting gang-related crimes which will ultimately reduce gang association and criminal activities.

- o • Reduction in federal funding in change letter for the multi-agency Weed & Seed Program. This program is designed to "weed" from a targeted neighborhood (Southeast) criminal offenders engaged in drug crimes and other violent offenses, and "seed" that neighborhood with housing, employment and social service programs.
7. Family Protection Division [31.00 SY; E = \$2,260,194; R = \$1,329,153] including support personnel is:
- o Mandated/Discretionary Service Level
 - o Providing for enhanced prosecution of child abuse cases through vertical prosecution and ultimately hopes to reduce incidents of such abuse. The unit issues complaints in disputed custody and child stealing matters and responds to violent behavior in the home as criminal behavior that will not be tolerated.
8. Regional Auto Theft Unit (RATT) [7.00 SY; E = \$1,663,455; R = \$1,670,347] including support personnel is:
- o Mandated/Mandated Service Level
 - o 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.
 - o Offset 100% by program revenue.
 - o Responsible for budget/administrative actions implementing the above activity which include:
 - Increases associated with the mid-year augmentation (12/14/93 [4]) to the revenue offset Auto Theft Team. Funding will reimburse the cost of two police investigators at the Chula Vista Police Department and one police investigator at the San Diego Police Department.
 - Increases approved in change letter to augment the San Diego Police Department with one Investigator. Also added were fixed assets and \$4,000 for travel.
9. Auto Insurance Fraud [10.00 SY; E = \$708,973; R = \$719,930]
- o Mandated/Mandated Service Level
 - o Responsible for the investigation and prosecution of criminal automobile insurance fraud.
 - o Offset 100% by program revenue.
 - o Responsible for budget/administrative actions implementing the above activity which include:
 - Increases associated with a mid-year change to the budget (March 22, 1994 [1]). This included 2.00 District Attorney Investigator III positions with associated costs.
10. Workers' Comp Fraud [20.00 SY; E = \$1,293,212; R = \$1,392,195]
- o Mandated/Mandated Service Level
 - o Responsible for the investigation and prosecution of criminal Workers' Compensation Fraud.
 - o Offset 100% by program revenue.
 - o Responsible for budget/administrative actions implementing the above activity which include:
 - Increases associated with a mid-year change to the budget (March 22, 1994 [1]). This included 2.00 District Attorney Investigators III, 2.00 Investigative Specialists III and 1.00 Criminal Legal Secretary II with associated costs.
 - Increases associated with a mid-year adjustment (December 14, 1993 [5]). New positions included 3.00 Deputies District Attorney III; 2.00 Criminal Legal Secretaries II; and 1.00 Investigative Specialist II.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
FINES, FORFEITURES:				
Fines and Other Penalties	\$215,276	\$0	\$0	\$0
Sub-Total	\$215,276	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUE:				
Public Protection Sales Tax (Prop 172)	\$0	\$0	\$5,118,633	\$5,118,633
Auto Insurance Fraud	744,577	532,961	\$733,330	200,369
Regional Auto Theft	1,187,388	1,454,594	1,670,347	215,753
Workers' Compensation Fraud	1,026,469	680,007	1,378,795	698,788
Narcotic Prosecution Grant	150,000	147,471	147,471	0
Major Violator Grant (10% required match)	277,326	271,650	271,650	0
Victim/Witness Assistance	1,064,328	981,386	962,096	(19,290)
Weed and Seed	56,341	92,904	7,784	(85,120)
Money Laundering Grant	0	0	92,308	
Sub-Total	\$4,506,429	\$4,160,973	\$10,382,414	\$6,221,441
CHARGES FOR CURRENT SERVICES:				
Damages for Fraud	10,500	70,000	\$70,000	0
Miscellaneous	\$19,616	\$0	\$0	0
Sub-Total	\$30,116	\$70,000	\$70,000	\$0
OTHER REVENUE:	\$39,731	\$60,000	\$60,000	\$0
Sub-Total	\$39,731	\$60,000	\$60,000	\$0
Total	\$4,791,552	\$4,290,973	\$10,512,414	\$6,221,441

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
INTERGOVERNMENTAL REVENUE:	\$0	\$27,165	\$0	\$(27,165)
Sub-Total	0	\$27,165	0	\$(27,165)
GENERAL FUND SUPPORT COSTS:	11,529,397	\$8,387,407	3,579,724	\$(4,807,683)
Sub-Total	\$11,529,397	\$8,387,407	\$3,579,724	\$(4,807,683)
Total	\$11,529,397	\$8,414,572	\$3,759,724	\$(4,834,848)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1994-95 Budget includes a total of \$22,203,300 in Public Protection Sales Tax revenue which replaces an equal amount of General Fund support dollars. A portion of that revenue is displayed in this program.

Realized fines and forfeitures of \$215,276 are unanticipated revenue resulting from case settlements.

FY 1993-94 actual and 1994-95 revenues in the Auto Insurance Fraud and Worker's Compensation programs increased substantially. The State augmented both programs in recognition of superior performance.

The total of \$92,308 is budgeted for the Federal Money Laundering Grant, a mid-year award approved by the Board on December 14, 1993 (#6).

The Weed & Seed Grant, a sub-grant from the City of San Diego, is drastically reduced in FY 1994-95.

FIXED ASSETS

Item	Quantity Unit	Total Cost
Specialized Departmental & Safety Equipment	Lot	\$9,000
Total		\$9,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity Unit	Total Cost
Total		\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Specialized Criminal Prosecution					
<u>% of Resources:</u> 100%					
<u>WORKLOAD</u>					
Fraud Investigations Undertaken	1,221	1,292	1,331	1,088	1,088
Preliminary Hearing Bindovers	624	788	856	732	732
Court/Jury Trials	28/140	10/139	7/158	8/180	8/180*
Contested Hearings & Motions	2,661	7,255	5,769	4,468	4,468

* Jury trials are assumed to continue at the prior budgeted level. While actual jury trials department-wide will increase by an undetermined number due to Three Strike activity, the split between General Criminal and Special Criminal has not been determined.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
3925	Deputy DA V	13	13.00	13	13.00	\$1,184,462	\$1,184,462
3926	Deputy DA IV	11	11.00	11	11.00	907,033	978,262
3927	Deputy DA III	41	41.00	44	44.00	2,705,686	2,918,162
5753	DA Investigator IV	6	6.00	6	6.00	324,684	356,454
2413	Analyst III	1	1.00	1	1.00	46,162	46,163
5754	DA Investigator III	25	25.00	29	29.00	1,270,399	1,462,461
2497	Principal Accountant	0	0.00	1	1.00	0	42,916
2425	Associate Accountant	2	2.00	1	1.00	74,248	37,125
3931	VW Program Manager	1	1.00	1	1.00	44,830	44,829
5768	Supv Investigative Spec	2	2.00	2	2.00	70,238	70,238
5749	Investigative Spec III	11	11.00	13	13.00	309,411	379,910
5751	Investigative Spec II	20	20.00	21	21.00	603,078	613,912
3119	Dept Computer Spec II	1	1.00	1	1.00	33,066	30,216
2777	Criminal Legal Sec III	2	2.00	2	2.00	63,852	64,712
2776	Criminal Legal Sec II	18	18.00	21	21.00	520,965	646,042
2775	Criminal Legal Sec I	7	7.00	7	7.00	201,997	184,535
2907	Legal Procedures Clerk II	16	16.00	16	16.00	367,010	370,172
2903	Legal Procedures Clerk I	2	2.00	2	2.00	40,373	37,058
5742	V/W Claims Technician	6	6.00	6	6.00	137,022	140,600
2700	Intern Clerk Typist	2	2.00	2	2.00	41,338	41,340
Total		187	187.00	200	200.00	\$8,945,854	\$9,649,569
Salary Adjustments:						(297,822)	0
Integrated Leave Program:						(298,127)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						2,805,698	2,704,094
Salary Savings:						(219,473)	(200,794)
Total Adjustments						\$1,990,276	\$2,503,300
Program Totals		187	187.00	200	200.00	\$10,936,130	\$12,152,869

PROGRAM: Family Support Enforcement

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13017

ORGANIZATION #: 2900

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

REFERENCE: 1994-95 Proposed Budget - Pg. 3-19

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,567,728	\$6,034,724	\$5,990,001	\$6,982,407	\$7,214,049	3.3
Services & Supplies	309,600	2,327,369	633,291	1,896,440	1,615,356	(14.8)
Other Charges	1,398	0	23,969	0	0	0.0
Fixed Assets	7,187	7,773	6,784	1,500,330	44,700	(97.0)
Reserve Designation	0	0	0	0	14,797	100.0
TOTAL DIRECT COST	\$5,885,913	\$8,369,866	\$6,654,045	\$10,379,177	\$8,888,902	(14.4)
PROGRAM REVENUE	(14,002,628)	(14,748,828)	(15,011,202)	(14,759,318)	(13,279,712)	(10.0)
NET GENERAL FUND CONTRIBUTION	\$(8,116,715)	\$(6,378,962)	\$(8,357,157)	\$(4,380,141)	\$(4,390,810)	0.2
STAFF YEARS	142.10	148.91	145.71	179.00	183.00	2.2

PROGRAM MISSION

To enforce state and federal laws relating to child support.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual expenditures (and associated revenues) are lower than budgeted because the 1993-94 automation contract encumbrances will not be paid until deliverables are provided by the contractor.

Actual expenditures include adjustments for the elimination of the Integrated Leave Program.

1994-95 ADOPTED PROGRAM OBJECTIVES

Collect and distribute child support monies using civil and criminal laws for both welfare and non-welfare families.

Improve case management systems in order to more effectively serve an expanding client population.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Begin the implementation of the Statewide Automated Child Support System (SACCS).

Complete the conversion of 130,000 manual files to an automated database.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Family Support Division [183.00 SY; E = \$8,888,902; R = \$13,279,712] including support personnel is:

- o Mandated/Discretionary Service Level.
- o Responsible for obtaining child support from non-supporting absent parents through all available means, both civil and criminal. This responsibility continues during the minority of the children.
- o Offset 100% by program revenue.
- o Responsible for budget/administrative actions which include:

- Increasing salaries and benefits primarily due to the elimination of the Integrated Leave Program.
- Decreasing services and supplies and fixed assets due to the planned completion of the 1993-94 automation contract and the mid-year decrease in the travel budget.
- Increasing the designation by \$14,797 to reflect child support excess incentives for fiscal 1992-93.
- Decreasing fixed assets by \$1,500,330 for one-time only expenditures.
- Increasing revenue offset expenditures to implement the last stage of child support automation which will lead to the statewide link to SACSS (Statewide Automated Child Support System). Added are one Principal Systems Analyst, one Staff Development Specialist and two Assistant Analysts as well as fixed assets.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
FUND BALANCE/RESERVE DECREASE				
Fund Balance				
Reserve Designation Decrease	\$0	\$470,308	\$0	(470,308)
Sub-Total	\$0	\$470,308	\$0	\$(470,308)
INTERGOVERNMENTAL REVENUE:				
State SEIF	\$3,814,284	\$3,700,000	\$3,150,000	\$(550,000)
IV-D Administrative Claim (34% required match)	9,955,096	9,379,651	9,267,666	(111,985)
Prior Year Revenue	10,790	0	0	0
Sub-Total	\$13,780,170	\$13,079,651	\$12,417,666	\$(661,985)
CHARGES FOR CURRENT SERVICES:				
Blood Testing Fees Recovered	\$37,135	\$43,606	\$43,606	\$0
FSD Recovered Costs	826,067	878,440	818,440	(60,000)
AFDC Fraud & Food Stamp Fraud Prosecution	367,231	287,313	0	(287,313)
Other Miscellaneous	599	0	0	0
Sub-Total	\$1,231,032	\$1,209,359	\$862,046	\$(347,313)
Total	\$15,011,202	\$14,759,318	\$13,279,712	\$(1,479,606)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
INTERGOVERNMENTAL REVENUE:				
IV-D Administrative Claim (34% Budgeted Match)	\$5,128,383	\$4,831,941	\$4,774,252	\$(57,689)
Sub-Total	\$5,128,383	\$4,831,941	\$4,774,252	\$(57,689)
GENERAL FUND SUPPORT COSTS:				
	(13,015,232)	(9,212,082)	(9,165,062)	47,020
Sub-Total	\$(13,015,232)	\$(9,212,082)	\$(9,165,062)	\$47,020
Total	\$(7,886,849)	\$(4,380,141)	\$(4,390,810)	(10,669)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The implementation of AB 1033, effective January 1, 1992, revised the payment structure of incentives for child support collection. In fiscal 1992-93 Federal and State SEIF were combined into one state SEIF account. FY 1993-94 incentives were computed at the base rate of 8% of disbursed child support collections, while FY 1994-95 incentives are budgeted at the required 7% level.

The IV-D Administrative Claim revenue reflects the deferred expenditure of funds for 1993-94 automation expenses as well as prior year revenue in this account. The 1993-94 reserve designation adjustment was also budgeted as the 34% match for these expenses.

AFDC and Food Stamp fraud revenues of \$367,231 were realized for prior year expenditures in this program; FY 1994-95 appropriations and revenues are reflected in a separate program.

FIXED ASSETS

Item	Quantity Unit	Total Cost
Data Processing Equipment	Lot	\$44,700
Total		\$44,700

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity Unit	Total Cost
Total		\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Family Support Enforcement					
% OF RESOURCES: 100%					
WORKLOAD					
Cases Referred	44,887	29,226	52,598	39,548	39,548
Legal Actions Filed	19,264	16,750	11,182	16,750	16,750

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
3925	Deputy DA V	1	1.00	1	1.00	\$94,900	\$94,900
3927	Deputy DA III	9	9.00	9	9.00	594,583	559,047
3928	Deputy DA II	2	2.00	2	2.00	115,758	104,456
2499	Principal Systems Analyst	0	0.00	1	1.00	0	48,512
2525	Senior Systems Analyst	1	1.00	1	1.00	54,748	54,747
2427	Assoc Systems Analyst	3	3.00	3	3.00	133,825	149,016
2426	Asst Systems Analyst	0	0.00	2	2.00	0	70,580
2528	Database Specialist II	1	1.00	1	1.00	42,076	49,672
5754	DA Investigator III	7	7.00	7	7.00	306,765	346,352
5717	Sr Field Investigator	2	2.00	2	2.00	76,129	76,136
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	41,716	41,716
2405	Asst Accountant	1	1.00	1	1.00	29,920	29,921
2365	Staff Development Spec	0	0.00	1	1.00	0	34,434
5773	Fam Supp Compliance Rev Spec	2	2.00	2	2.00	75,281	75,878
2770	Lgl Supp Svc Div Mgr I	1	1.00	1	1.00	31,343	33,108
5768	Supv Invest Specialist	8	8.00	8	8.00	276,318	280,952
5749	Invest Specialist III	5	5.00	5	5.00	154,721	151,900
5751	Invest Specialist II	42	42.00	42	42.00	1,268,072	1,238,111
5752	Invest Specialist I	6	6.00	6	6.00	161,196	161,222
3008	Sr Word Processor Oper	1	1.00	1	1.00	25,602	25,602
2776	Criminal Legal Sec II	3	3.00	3	3.00	73,797	93,377
2775	Criminal Legal Sec I	1	1.00	1	1.00	19,963	26,040
3009	Word Processor Oper	1	1.00	1	1.00	19,124	20,670
2906	Legal Procedures Clk III	5	5.00	5	5.00	128,871	132,554
2907	Legal Procedures Clk II	55	55.00	55	55.00	1,256,500	1,256,002
2903	Legal Procedures Clk I	3	3.00	3	3.00	64,020	64,017
2660	Storekeeper I	1	1.00	1	1.00	19,512	19,667
2760	Stenographer	1	1.00	1	1.00	18,248	14,974
2700	Intermediate Clerk	8	8.00	8	8.00	159,788	150,290
2800	Radio Telephone Operator	1	1.00	1	1.00	23,635	23,635
5758	Investigative Technician	3	3.00	3	3.00	100,240	107,233
3936	Legal Assistant II	1	1.00	1	1.00	32,416	33,053
2650	Stock Clerk	1	1.00	1	1.00	19,812	19,812
5236	Department Aide	1	1.00	1	1.00	14,351	12,463
Total		179	179.00	183	183.00	\$5,469,959	\$5,636,778
Salary Adjustments:						(87,125)	0
Integrated Leave Program						(129,659)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						1,872,039	1,802,922
Salary Savings:						(142,807)	(225,651)
Total Adjustments						\$1,512,448	\$1,577,271
Program Totals		179	179.00	183	183.00	\$6,982,407	\$7,214,049

PROGRAM: District Attorney Overhead

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 92101

ORGANIZATION #: 2900

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

REFERENCE: 1994-95 Proposed Budget - Pg. 3-25

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,673,802	\$1,714,094	\$2,030,337	\$1,771,167	\$1,939,950	9.5
Services & Supplies	404,364	404,194	537,311	276,591	345,274	24.8
Other Charges	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,078,166	\$2,118,288	\$2,567,648	\$2,047,758	\$2,285,224	11.6
PROGRAM REVENUE	(50,027)	(0)	(21,294,126)	(0)	(1,338,987)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$2,028,139	\$2,118,288	\$(18,726,478)	\$2,047,758	\$946,237	(53.8)
STAFF YEARS	24.70	25.80	32.25	31.00	30.00	(3.2)

PROGRAM MISSION

To provide administrative direction and operational support to divisions which preserve public safety and enhance the quality of life in San Diego County by investigating crime, by prosecuting criminals and by assisting victims and survivors of crime.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual salary and benefit expenditures are higher than budgeted due to the mid-year elimination of the Integrated Leave Program.

1994-95 ADOPTED PROGRAM OBJECTIVES

To effectively manage the expenditure of funds and the collection of program revenues.

To convert the District Attorney's automated systems from the existing platform to the new AS400 platform.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Complete the 1994-95 fiscal year within the budgeted General Fund cost.

Complete the conversion of the automated system by the end of fiscal 1994-95.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [30.00 SY; E = \$2,285,224; R = \$1,338,987] including support personnel is:

- o Mandated/Discretionary Service Level
- o Prosecuting, on behalf of the People of California, those individuals who commit misdemeanor and felony offenses throughout San Diego County. Provides administrative and fiscal control, and program management support to departmental divisions.
- o Providing budget/administrative actions which include:
 - Implementing an administrative consolidation to deal with increased complexities. Deleted are one Administrative Secretary IV, two Administrative Assistants I, one Administrative Services Manager II and one Administrative Services Manager I. Added are one Legal Assistant II, one Analyst II and two Assistant Operations Officers. The net result is a decreased cost of \$1,764 and a decrease of 1 staff year.
 - Increasing salaries and benefits to recognize the elimination of the Integrated Leave Program.
 - Decreasing services and supplies to recognize the \$12,431 mid-year reduction in the travel budget.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Public Protection Sales Tax (Prop 172)	\$21,293,350	\$0	\$1,338,987	\$1,338,987
Miscellaneous	\$776	\$0	\$0	0
Sub-Total	\$21,294,126	\$0	\$1,338,987	\$1,338,987
Total	\$21,294,126	\$0	\$1,338,987	\$1,338,987

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$(18,726,478)	\$2,047,758	\$946,237	\$(1,101,521)
Sub-Total	\$(18,726,478)	\$2,047,758	\$946,237	\$(1,101,521)
Total	\$(18,726,478)	\$2,047,758	\$946,237	\$(1,101,521)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The Board of Supervisors added \$21,293,350 in Public Protection Sales Tax revenue to the District Attorney's budget as a mid-year adjustment in 1993-94, replacing General Fund support dollars. All of that 1993-94 revenue is displayed in this program budget.

The 1994-95 Budget includes a total of \$22,203,300 in Public Protection Sales Tax revenue which replaces an equal amount of General Fund support dollars. A portion of that revenue is displayed in this program; the remainder is spread to other programs in the District Attorney's budget.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0140	District Attorney	1	1.00	1	1.00	\$125,778	\$125,778
0240	Assistant District Attorney	1	1.00	1	1.00	114,342	114,342
0245	Chief Deputy District Attorney	1	1.00	1	1.00	110,620	110,620
0342	Special Investigator	2	2.00	2	2.00	153,920	154,558
0343	Confidential Investigator	1	1.00	1	1.00	46,162	54,747
0344	Chief Investigator	1	1.00	1	1.00	74,835	77,457
0345	Asst Chief Invest	1	1.00	1	1.00	66,712	66,712
8801	Asst Ops Officer, DA	0	0.00	2	2.00	0	115,048
2369	Admin Svcs Mgr II	1	1.00	0	0.00	46,377	0
2368	Admin Svcs Mgr I	1	1.00	0	0.00	44,186	0
2499	Principal Systems Analyst	1	1.00	1	1.00	58,942	58,942
2469	Dept EDP Coordinator	1	1.00	1	1.00	44,515	44,515
2525	Senior Systems Analyst	1	1.00	1	1.00	45,046	46,386
2427	Assoc Systems Analyst	1	1.00	1	1.00	40,869	49,672
2426	Asst Systems Analyst	1	1.00	1	1.00	35,290	36,327
3120	Dept Computer Spec II	1	1.00	1	1.00	40,506	33,073
2302	Administrative Asst III	1	1.00	1	1.00	46,162	46,163
2412	Analyst II	0	0.00	1	1.00	0	34,434
2304	Admin Assistant I	2	2.00	0	0.00	65,881	0
2307	Dept Personnel Officer III	1	1.00	1	1.00	46,162	46,163
2899	Legal Supp Svcs Div Mgr	1	1.00	1	1.00	41,716	41,716
0346	Confidential Secretary	1	1.00	1	1.00	38,317	38,729
2759	Admin Secretary IV	1	1.00	0	0.00	28,744	0
3936	Legal Assistant II	0	0.00	1	1.00	0	27,888
2777	Criminal Legal Sec III	1	1.00	1	1.00	34,641	34,641
2776	Criminal Legal Sec II	1	1.00	1	1.00	30,717	28,331
2775	Criminal Legal Sec I	1	1.00	1	1.00	29,980	26,040
2403	Accounting Technician	1	1.00	1	1.00	23,141	23,949
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	25,056
2320	Personnel Aide	1	1.00	1	1.00	27,622	27,622
2661	Storekeeper/Evid Tech	1	1.00	1	1.00	26,646	26,646
2730	Senior Clerk	1	1.00	1	1.00	23,950	19,457
Total		31	31.00	30	30.00	\$1,536,835	\$1,535,012
Salary Adjustments:						(214,937)	12,016
Integrated Leave Program						(38,315)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						520,216	425,445
Salary Savings:						(32,632)	(32,523)
Total Adjustments						\$234,332	\$404,938
Program Totals		31	31.00	30	30.00	\$1,771,167	\$1,939,950

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).

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$696,128	\$4,571,042	\$5,315,018	\$5,573,051	4.9
Services & Supplies	0	143,815	657,176	1,538,667	1,577,799	2.5
Other Charges	0	0	0	84,000	84,000	0.0
Fixed Assets	0	8,684	158,922	25,000	303,848	1,115.4
Reimbursements	0	0	(6,024,339)	(7,640,200)	(8,478,778)	11.0
TOTAL DIRECT COST	\$0	\$848,627	\$(637,199)	\$(677,515)	\$(940,080)	38.8
PROGRAM REVENUE	\$0	\$(734,988)	\$(6,291)	\$0	\$0	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$113,639	\$(643,490)	\$(677,515)	\$(940,080)	38.8
STAFF YEARS	0.00	13.39	93.63	106.00	122.50	15.6

PROGRAM MISSION

To investigate allegations of public assistance fraud and carry out fraud prevention activities. To carry out internal investigations of allegations of employee fraud and to assist in the design and evaluation of systems to prevent internal fraud. To prosecute appropriate cases of criminal public assistance fraud.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual expenditures in this new program were lower than budgeted due to the hiring freeze and to delays in obtaining a permanent facility to house investigative staff. These savings decreased cost applied reimbursements. Reimbursements were also lower than budgeted because of a new state requirement that District Attorney claims be billed before the close of the quarter. This will mean that salary and benefit costs for the last three weeks in June will not be reimbursed until fiscal 1994-95.

Actual expenditures include adjustments for the elimination of the Integrated Leave Program.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Completed 41,684 referrals for investigations of alleged public assistance fraud.
2. Filed 1,632 criminal charges in referrals involving public assistance fraud.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. To conduct investigations of referrals of alleged public assistance fraud.
2. To focus on preventing fraud at the point persons apply for public assistance.
3. To conduct internal investigations of employee fraud.
4. To maximize the deterrent impact of the Public Assistance Fraud program through the prosecution of appropriate cases of criminal public assistance fraud.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Achieve a ratio of 1 Early Fraud Investigator for every 300 applications for AFDC and Food Stamp Assistance.
2. Investigate all allegations of Public Assistance Fraud.
3. To prosecute all appropriate cases of criminal public assistance fraud.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Public Assistance Fraud Investigation [103.50 SY; E = \$(763,817); R = \$0]
 - o Mandated/Mandated Service Level
 - o Offset by cost applied funding.
 - o Responsible for investigation of criminal public assistance fraud and early fraud detection and prevention.
 - o Investigation staff are added to bring the staffing level to the current state recommended ratio of 1 investigator for every 300 applicants. By class, additions are 7 Public Assistance Fraud Investigators II, 1 Public Assistance Fraud Investigator Supervisor, 1 Supervising Investigative Specialist, 1 Investigative Specialist II and 1 Legal Procedures Clerk III. A total of 5 pool cars are added including two four-wheel drive vehicles for use in rural areas of the county. Also added is a large shredder for the planned investigative office.
 - o Staff are added to work in specialized full field investigations. The additions include four Public Assistance Fraud Investigators II, one District Attorney Investigator IV and one-half SY Intermediate Clerk Typist. Also included is the equipment necessary to link these investigators to the automated system which processes referrals of suspected welfare fraud. Also included is a total of five pooled cars for use by staff.
 - o Implementing the DHR reclassification of one Analyst II to an Administrative Assistant III to more accurately reflect the duties performed.

2. Public Assistance Fraud Prosecution [19.00 SY; E = \$(176,263); R = \$0]
 - o Mandated/Mandated Service Level
 - o Offset by cost applied funding.
 - o Responsible for prosecution of criminal public assistance fraud.
 - o Responsible for budget and administrative action implementing the above activities in Investigation and Prosecution.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
INTERGOVERNMENTAL REVENUE:	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$6,291	\$0	\$0	\$0
Sub-Total	\$6,291	\$0	\$0	\$0
Total	\$6,291	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$(643,490)	\$(677,515)	\$(940,080)	\$(262,565)
Sub-Total	\$(643,490)	\$(677,515)	\$(940,080)	\$(262,565)
Total	\$(643,490)	\$(677,515)	\$(940,080)	\$(262,565)

EXPLANATION/COMMENT ON PROGRAM REVENUES

No revenues are budgeted in this program because the State requires that cost applied accounting be used between the District Attorney's Office and the Department of Social Services. FY 1993-94 actual amount of \$6,291 includes a prior year adjustment and miscellaneous revenue.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment		Lot	\$43,000
Data Processing Equipment		Lot	41,775
Electronic Equipment		Lot	45,473
Specialized Department & Safety Equipment		Lot	2,600
Total			\$132,848

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Transportation Equipment		Lot	\$171,000
Total			\$171,000

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
WORKLOAD					
Investigations					
Referrals for Investigation	N/A	34,103	41,841	43,368	41,841
Referrals Completed	N/A	27,971	41,684	43,828	41,684
Prosecutions					
Referrals from Investigation	455	431	1,009	1,248	1,700
Referrals Resulting in Criminal Charges Filed	398	340	1,632	1,216	1,760
EFFICIENCY					
Referrals for Investigation (Per Budgeted Program Investigator Staff Year)			820	818	675
Referrals from Investigation (Per Budgeted Program Attorney Staff Year)			202	250	340
EFFECTIVENESS					
Progress Towards State Approved Target of One investigator for Every 300 Applications for AFDC and Food Stamp Assistance (Percent of Goal Achieved)			75%	75%	100%
Cumulative Projected Long Term Costs Avoided as a Result of the Early Fraud Detection and Prevention Program			\$68 million	N/A	Long Term Costs Avoided Since Inception of Program of \$136 million

EXPLANATION/COMMENTS:

The source of this data is the "Fraud Investigation Activity Report" to the California Department of Social Services which counts referrals and activities separately by aid type.

Because this program has just completed its first full year of operation, the 1994-95 activity levels have been based on prior year actual levels.

STAFFING SCHEDULE

Class	Title	1993-94	1993-94	1994-95	1994-95	1993-94	1994-95
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
3925	Deputy DA V	2	2.00	2	2.00	\$160,098	\$179,191
3927	Deputy DA III	5	5.00	5	5.00	308,963	329,404
0332	Deputy Chief Investigator	1	1.00	1	1.00	81,055	68,505
5753	DA Investigator IV	3	3.00	4	4.00	129,654	224,857
2302	Admin Assist III	0	0.00	1	1.00	0	37,986
2412	Analyst II	1	1.00	0	0.00	34,434	0
5754	DA Investigator III	10	10.00	10	10.00	389,980	476,618
5728	Public Asst Investigator II	45	45.00	56	56.00	1,535,162	1,830,090
5729	Public Asst Supv Investigator	8	8.00	9	9.00	304,516	378,144
5758	Investigative Technician	1	1.00	1	1.00	31,229	32,148
2405	Assistant Accountant	1	1.00	1	1.00	28,462	29,295
2427	Assoc Systems Analyst	1	1.00	1	1.00	40,869	45,018
2899	Legal Supp Svcs Div Mgr	1	1.00	1	1.00	35,186	41,716
5768	Supv Investigative Specialist	0	0.00	1	1.00	0	29,622
5721	Forensics Documents Examiner	1	1.00	1	1.00	42,869	44,130
5751	Investigative Specialist II	1	1.00	2	2.00	25,623	53,288
2777	Criminal Legal Sec. III	1	1.00	1	1.00	29,211	32,091
2776	Criminal Legal. Sec II	2	2.00	2	2.00	54,142	59,844
2907	Legal Procedures Clerk II	19	19.00	19	19.00	385,471	429,774
2906	Legal Procedures Clerk III	2	2.00	3	3.00	45,938	75,987
2660	Storekeeper I	1	1.00	1	1.00	18,958	19,517
2700	Inter Clerk Typist	0	0.00	1	.50	0	8,888
Total		106	106.00	123	122.50	\$3,681,820	\$4,426,113
Salary Adjustments:						590,505	(50,067)
Integrated Leave Program						(68,818)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						1,220,609	1,350,011
Salary Savings:						(109,098)	(153,006)
Total Adjustments						\$1,633,198	\$1,146,938
Program Totals		106	106.00	123	122.50	\$5,315,018	\$5,573,051

GRAND JURY

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Grand Jury Proceedings	\$259,127	\$220,177	\$381,746	\$207,736	\$205,087	\$(2,649)	(1.3)
TOTAL DIRECT COST	\$259,127	\$220,177	\$381,746	\$207,736	\$205,087	\$(2,649)	(1.3)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0
NET GENERAL FUND COST	\$259,127	\$220,177	\$381,746	\$207,736	\$205,087	\$(2,649)	(1.3)
STAFF YEARS	0.98	1.01	0.00	1.00	1.00	0.00	0.0

MISSION

Protect and safeguard the citizens of San Diego County from corrupt and inefficient governmental programs of the County, cities and special districts by investigating the operations of these agencies and reporting its findings.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

Review, prioritize, and investigate all significant complaints, issues and other county matters of civil concern brought forward to the Grand Jury.

Assemble criminal juries, in a timely manner, in response to criminal matters pursued by the District Attorney.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULT:

Submit final reports to the Presiding Judge, the Board of Supervisors, and/or other responsible agencies, when applicable, as required by law (see Penal Code §933).

Return criminal indictments when warranted, and prepare other reports and declarations as required by law (see Penal Code §939.8 et.seq.).

PROGRAM: GRAND JURY PROCEEDINGS

DEPARTMENT: GRAND JURY

PROGRAM #: 13003
MANAGER: Grand Jury Foreman

ORGANIZATION #: 2700
REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$53,266	\$54,351	\$53,646	\$52,771	\$50,047	(5.2)
Services & Supplies	192,371	164,456	307,229	154,965	155,040	0.0
Fixed Assets	13,490	1,370	20,871	0	0	0.0
TOTAL DIRECT COST	\$259,127	\$220,177	\$381,746	\$207,736	\$205,087	(1.3)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$259,127	\$220,177	\$381,746	\$207,736	\$205,087	(1.3)
STAFF YEARS	0.98	1.01	0.99	1.00	1.00	0.0

PROGRAM MISSION

See department mission.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Mid-year adjustments to the 1993-94 Adopted Budget include a \$200,000 transfer from the budget of the District Attorney (by Board action in December 1993) for a special investigation, an Integrated Leave Program adjustment of \$410 and transfer of \$1,500 from Services and Supplies to Salaries and Benefits.

In addition to expenditures to conduct the special investigation, the 1993-94 actual expenditures include costs associated with the mandated functions of hearing criminal matters brought by the District Attorney, issuing indictments when warranted, and transcribing these criminal proceedings, and prior year costs.

The discrepancy between FY 1993-94 actuals and budget reflects the ongoing underfunding of this program since the passage of AB607 in 1991, that resulted in the seating of separate criminal Grand Juries and special investigations conducted throughout the year.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- FY 1993-94 Grand Jury reviewed 122 non-criminal complaints and issued 14 major reports.
- Criminal Grand Jury issued 190 criminal indictments.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives on the green sheet.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

See departmental outcome results on the green sheet.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Grand Jury Proceedings [1.00 SY; E = \$205,087; R = \$0] involves:
 - o Mandated/Discretionary Service Level
 - o Responsible for investigating operations of governmental agencies of San Diego County and reporting its findings.
 - o Responsible for hearing evidence presented by the District Attorney and issuing criminal indictments.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 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	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$0	\$207,736	\$205,087	\$(2,649)
Sub-Total	\$0	\$207,736	\$205,087	\$(2,649)
Total	\$0	\$207,736	\$205,087	\$(2,649)

EXPLANATION/COMMENT ON PROGRAM REVENUES

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

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 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:						210	210
Premium/Overtime Pay:						0	0
Employee Benefits:						14,455	11,731
Salary Savings:						(0)	(0)
Total Adjustments						\$14,665	\$11,941
Program Totals		1	1.00	1	1.00	\$52,771	\$50,047

MARSHAL

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
MARSHAL	\$18,337,423	\$18,664,510	\$18,256,653	\$18,340,788	\$18,131,921	\$(208,867)	(1.1)
TOTAL DIRECT COST	\$18,337,423	\$18,664,510	\$18,256,653	\$18,340,788	\$18,131,921	\$(208,867)	(1.1)
PROGRAM REVENUE	(2,172,831)	(2,835,807)	(3,054,578)	(3,126,405)	(2,900,480)	225,925	(7.2)
NET GENERAL FUND COST	\$16,164,592	\$15,828,703	\$15,202,075	\$15,214,383	\$15,231,441	\$17,058	0.1
STAFF YEARS	359.04	364.7	348.0	372.5	373.5	1.00	0.3

MISSION

To provide for the safety and security of the Municipal and Superior Courts of San Diego County and to serve all process delivered by the courts.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

To ensure the safety and security of the courts, employees and the public through weapons screening of all persons entering our facilities, by providing security in each courtroom as needed and by ensuring that all prisoners are adequately controlled while in the court facility.

To provide for the efficient operation of the courts by ensuring that warrants of arrest and civil process brought to us for service by the courts, other agencies and the public are served in a timely and efficient manner.

To maintain the county-wide warrant repository, thereby allowing for the timely and efficient service of warrants by the Marshal and other law enforcement agencies in the county.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Confiscation of weapons being brought into the court facilities.

Proper and timely service of civil process with no delay of court proceedings.

Arrest of defendants with outstanding warrants.

DEPARTMENT OF THE MARSHAL
 (Headquarters Location: San Diego County Courthouse)
 FY 94-95

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

<u>ADMINISTRATIVE SERVICES</u>	
	<u>Staff Years</u>
Admin Serv Mgr II	1.0
Admin Asst I	1.0
Senior Systems Anal	1.0
Systems Anal	3.0
Senior Clerk	2.0
Accounting Tech	1.0
Dept Comp Spec	1.0
Extra Help	<u>1.0</u>
TOTAL	11.0

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

<u>COURT SERVICES</u>	
	<u>Staff Years</u>
Captain	1.4
Lieutenant	2.0
Sergeant	8.0
Deputy Marshal	125.0
Court Serv Off.	88.0
Field Serv Off.	<u>6.0</u>
TOTAL	230.4

<u>OFFICE SERVICES/PERSONNEL</u>	
	<u>Staff 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	<u>1.0</u>
TOTAL	50.8

TOTAL: 373.5

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PROGRAM: MARSHAL

DEPARTMENT: MARSHAL

PROGRAM #: 01000
MANAGER: Michael Sgobba

ORGANIZATION #: 2500
REFERENCE: 1994-95 Proposed Budget - Pg. 5-3

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$18,039,291	\$18,247,109	\$17,768,578	\$17,326,962	\$17,171,333	(0.9)
Services & Supplies	265,007	367,519	381,882	498,546	445,308	(10.7)
Fixed Assets	33,125	49,882	106,193	515,280	515,280	0.0
TOTAL DIRECT COST	\$18,337,423	\$18,664,510	\$18,256,653	\$18,340,788	\$18,131,921	(1.1)
PROGRAM REVENUE	(2,172,831)	(2,835,807)	(3,054,578)	(3,126,405)	(2,900,480)	(7.2)
NET GENERAL FUND CONTRIBUTION	\$16,164,592	\$15,828,703	\$15,202,075	\$15,214,383	\$15,231,441	0.1
STAFF YEARS	359.04	364.7	348.0	372.5	373.5	0.3

PROGRAM MISSION

See department mission on the green sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

1993-94 estimated actual salaries and benefits are greater than budgeted as a result of several factors. They include the elimination of the Integrated Leave Program, the addition of two staff for the new Oceanside Juvenile Dependency facility, the addition of two staff for two temporary superior court judges added in March and May, and the unanticipated retirement costs of two senior employees.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Provide bailiffs to all courtrooms as mandated by Government Code Section 71264
 - The department provided bailiffs to all courtrooms as mandated.
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.
 - The department processed 128,236 prisoners through the courts without any major safety or security incident.
3. To limit the occurrence of violence in county court facilities by providing non-courtroom security during business hours.
 - During calendar year 1993, 9,131 weapons and other contraband including drugs were seized at the seven county locations that have implemented security screening.
4. To process almost 100,000 civil process, 200,000 warrants and 90,000 criminal subpoenas as mandated by Government Code Section 71264.
 - Department employees served 88,500 civil process, cleared 255,770 warrants, and served 86,200 criminal subpoenas.
5. Coordinate with the Department of Information Services and the Sheriff the development and implementation of mobile display terminals in our field vehicles.
 - We are currently working with DIS and the Sheriff in development of the 800 mh radio system.
6. Utilizing imaging technology, replace storage and retrieval of hard copy documents.
 - We developed an RFP and are currently evaluating all responses.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives on the green sheet.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

See departmental outcome results on the green sheet.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administrative Services [14.0 SY; E = \$1,561,586; R = \$751,080]
 - o Mandated/Discretionary Service Level.
 - o Includes Marshal and Assistant Marshal and related support staff.
 - o Provides payroll, purchasing, budgeting, accounting, and clerical activities for personnel and training for department staff.
 - o Includes all services and supplies, other charges, and fixed asset expenditures.
2. Court Services [230.4 SY; E = \$10,629,055; R = \$0]
 - o Mandated/Discretionary Service Level
 - o Includes bailiff services to 144 courts in twelve locations throughout the County for a total of more than 30,000 court days per year.
 - o Includes court security and prisoner control.
 - o Processes in excess of 125,000 prisoners through the courts per year.
3. Field Services [78.3 SY; E = \$3,605,979; R = \$2,145,400]
 - o Mandated/Discretionary Service Level
 - o Includes enforcement of warrants of arrest, temporary restraining orders, mental health protection orders and execution of civil process, including subpoenas, levies and wage garnishments.
 - o Receives in excess of 88,000 civil process, 51,000 felony warrants, and 86,000 criminal subpoenas for service per year.
4. Office/Personnel Services [50.8 SY; E = \$2,335,301; R = \$4,000.]
 - o Mandated/Discretionary Service Level
 - o Provides clerical and technical processing support for field activities.
 - o Maintains the county-wide Want/Warrant repository.
 - o Includes personnel and training responsibilities.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Civil Process Service	\$2,241,795	\$2,143,000	\$2,143,000	\$0
Federal Warrant Service	4,408	4,000	4,000	0
Failure to Provide Warrants	3,581	2,400	2,400	0
Sub-Total	\$2,249,784	\$2,149,400	\$2,149,400	\$0
OTHER REVENUE:				
Vehicle Code Fine	\$0	\$0	\$0	\$0
Writ Disbursement Fee Fund	106,928	0	116,330	116,330
Automated Warrant Fund	209,635	500,675	334,100	(166,575)
POST Training Reimbursement	17,158	25,000	25,000	0
Other Recovered Expenses	471,073	451,330	275,650	(175,680)
Sub-Total	\$804,794	\$977,005	\$751,080	\$(225,925)
Total	\$3,054,578	\$3,126,405	\$2,900,480	\$(225,925)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$15,202,075	\$15,214,383	\$15,231,441	\$17,058
Total	\$15,202,075	\$15,214,383	\$15,231,441	17,058

EXPLANATION/COMMENT ON PROGRAM REVENUES

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment	1	LOT	\$31,950
Data Processing Equipment	1	LOT	375,000
Communications Equipment	1	LOT	108,330
Total			\$515,280

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Marshal Services					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Number of Courts	144	144	144	144	144
Prisoners Handled	123,915	126,803	128,236	120,500	128,000
Civil Process Received	101,580	104,395	88,458	100,000	88,000
Subpoenas Received	89,554	90,392	86,199	90,000	86,000
Warrants Received	226,493	204,586	141,457	200,000	141,000
Unservd Warrants	679,626	606,022	491,735	600,000	400,000
Item to Field	232,462	245,150	190,171	245,000	190,000
<u>EFFICIENCY/OUTPUT</u>					
Staff Hours/Prisoner Handled	1.14	.97	1.07	.97	1.07
Staff Hours/Field Process	.62	.46	.71	.46	.71
Clerical Hours/Process Served	.47	.47	.49	.47	.49
Clerical Hours/Warrant Served	.12	.04	.10	.04	.10
<u>EFFECTIVENESS/OUTCOME</u>					
Total Civil Process Cleared	101,667	102,580	88,296	102,000	88,000
Total Warrants Cleared	238,767	248,196	255,770	250,000	255,000

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0621	Marshal	1	1.00	1	1.00	\$90,994	\$90,995
0622	Assistant Marshal	1	1.00	1	1.00	75,835	75,835
0623	Captain	4	4.00	4	4.00	267,456	279,472
0641	Lieutenant	4	4.00	4	4.00	236,752	309,901
0643	Sergeant	18	18.00	18	18.00	934,914	976,112
0631	Deputy Marshal	170	170.00	170	170.00	7,192,501	7,494,752
0629	Court Service Officer	92	88.00	92	88.00	2,399,644	2,430,009
0628	Field Service Officer	25	25.00	25	25.00	481,477	495,214
0640	Communications Dispatcher II	3	3.00	3	3.00	80,160	81,444
0625	Admin. Service Mgr. II	1	1.00	1	1.00	54,748	54,747
0647	Admin. Assistant I.	1	1.00	1	1.00	35,270	35,269
0624	Accounting Technician	1	1.00	1	1.00	26,666	26,666
0637	Admin. Secretary III	1	1.00	1	1.00	33,847	33,848
0642	Supv. Legal Service Clerk	2	2.00	2	2.00	64,350	62,240
0633	Legal Procedure Clerk III	8	8.00	8	8.00	218,317	210,656
0632	Legal Procedure Clerk II	17	17.00	31	31.	409,143	739,356
0634	Legal Procedure Clerk I	20	19.50	6	5.50	432,218	101,898
0630	Senior Clerk	2	2.00	2	2.00	52,698	52,698
0649	Assistant Systems Analyst	2	2.00	1	1.00	99,346	35,290
0639	Associate Systems Analyst	0	0.00	2	2.00	0	99,344
0644	Senior Systems Analyst	1	1.00	1	1.00	54,748	54,747
1942	Dept. Computer Spec. II	1	1.00	0	0.00	29,878	0
1943	Dept. Computer Spec. III	0	0.00	1	1.00	0	39,096
9999	Temporary Help	2	2.00	2	2.00	43,004	43,004
Total		377	372.50	378	373.50	\$13,313,966	\$13,822,593
Salary Adjustments:						(999,054)	(894,682)
Premium/Overtime Pay:						60,000	60,000
Uniform Allowance:						63,071	180,731
Employee Benefits:						5,259,380	4,375,030
Salary Savings:						(370,401)	(372,339)
Total Adjustments						\$4,012,996	\$3,348,740
Program Totals		377	372.50	378	373.50	\$17,326,962	\$17,171,333

EL CAJON MUNICIPAL COURT

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
El Cajon Municipal Court	\$5,842,184	\$5,879,120	\$6,125,385	\$6,164,017	\$6,298,374	\$134,357	2.2
TOTAL DIRECT COST	\$5,842,184	\$5,879,120	\$6,125,385	\$6,164,017	\$6,298,374	\$ 134,357	2.2
PROGRAM REVENUE	(1,608,467)	(1,338,608)	(1,810,153)	(1,633,741)	(1,204,609)	429,132	(26.3)
NET GENERAL FUND COST	\$4,233,717	\$4,540,512	\$4,315,232	\$4,530,276	\$5,093,765	\$ 563,489	12.4
STAFF YEARS	110.53	115.73	120.58	116.00	119.50	3.50	3.0

MISSION

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.

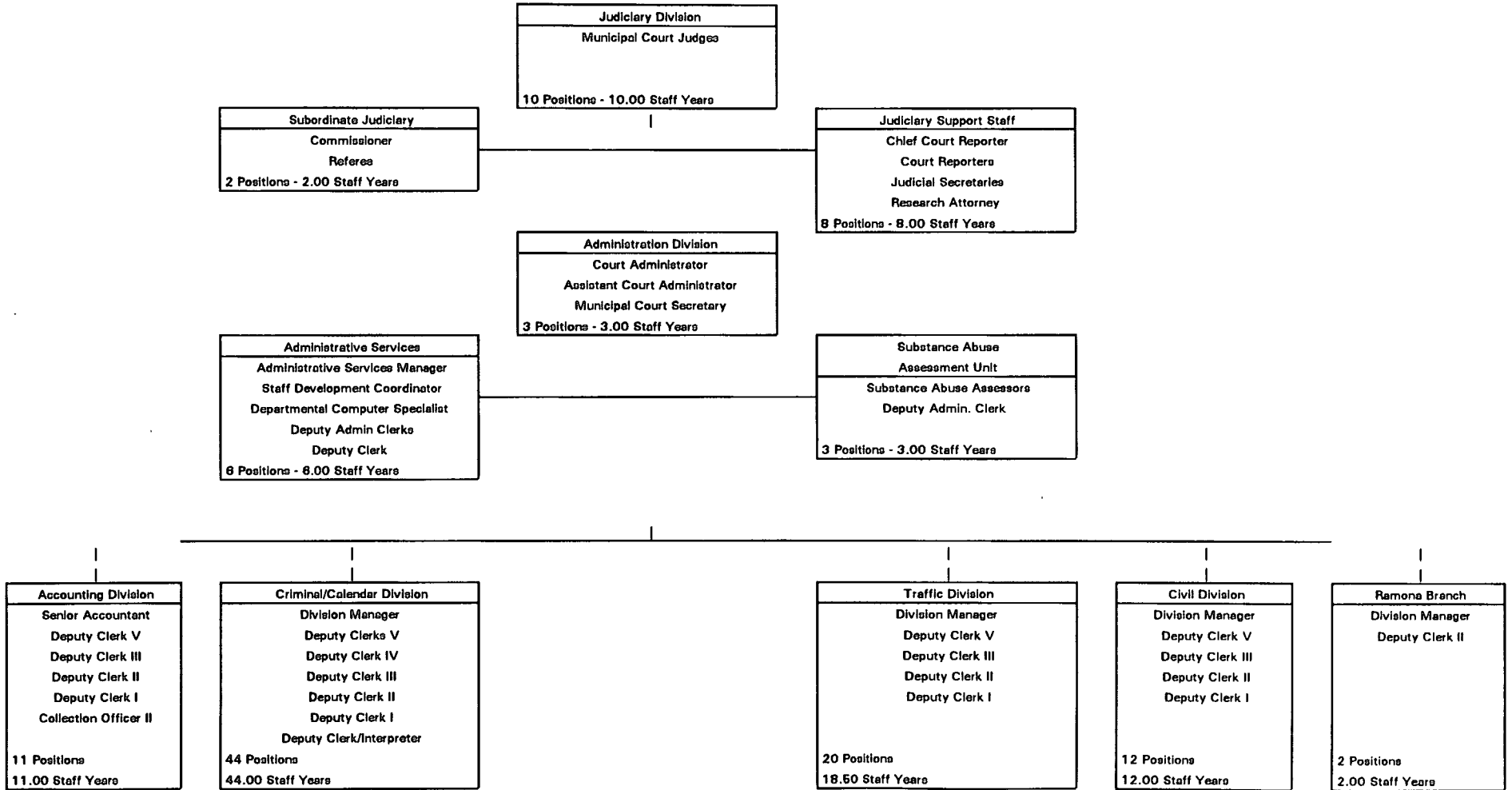
1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

- Continue the implementation of automation strategies that enhance operational productivity and efficiency.
- Continue efforts to enhance court collections.
- Continue to process and adjudicate cases within mandated time standards.
- Continue court coordination efforts in support of the superior court.
- Continue to manage the court in a fiscally responsible manner consistent with state mandates.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

- Completed conversion of DMV access and fiscal applications to Unix platform which is faster and less costly to operate and maintain.
- Completed the Collection Program Pilot Project and implemented the most effective collection program and methods.
- Continue to disposition more cases per judge than 80% of the municipal courts in the state.
- Provided in excess of five (5) judge years of support to the superior court.
- Complete the fiscal year within budgeted net county cost for the 13th consecutive year.

EL CAJON MUNICIPAL COURT



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

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,318,090	\$5,393,395	\$5,559,567	\$5,504,621	\$5,709,029	3.7
Services & Supplies	517,578	467,852	552,618	591,144	572,103	(3.2)
Other Charges	0	0	0	0	0	??
Fixed Assets	6,516	17,873	13,200	68,252	17,242	(74.7)
TOTAL DIRECT COST	\$5,842,184	\$5,879,120	\$6,125,385	\$6,164,017	\$6,298,374	2.2
PROGRAM REVENUE	(1,608,467)	(1,338,608)	(1,810,153)	(1,633,741)	(1,204,609)	(26.3)
NET GENERAL FUND CONTRIBUTION	\$4,233,717	\$4,540,512	\$4,315,232	\$4,530,276	\$5,093,765	12.4
STAFF YEARS	110.53	115.73	120.58	116.00	119.50	3.0

PROGRAM MISSION

See department summary, green sheet, on the face of the previous page.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 actual net county cost was \$215,044 less than the adjusted budget.

ACHIEVEMENT OF 1993-94 OBJECTIVES

All 1993-94 objectives were achieved.

1994-95 ADOPTED PROGRAM OBJECTIVES

See department summary, green sheet, on the face of the previous page.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

See department summary, green sheet, on the face of the previous page.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Municipal Court Services [116.50 SY; E = \$6,097,595; R = \$989,590] including support personnel is:
 - o Mandated Activity/Mandated Service Level
 - o Provides all municipal court services for the El Cajon Judicial District
2. Substance Abuse Assessment Unit [3.00 SY; E = \$155,760; R = \$170,000]
 - o Discretionary Activity/Discretionary Service Level
 - o Responsible for assessing the level of substance abuse involvement of persons convicted of crimes in which alcohol and/or drug abuse was a contributing factor.
 - o Responsible for recommending terms of probation to judges and monitoring offender compliance.

3. Traffic Safety Grant [0.0 SY; E = \$45,019; R = \$45,019]

- Discretionary Activity/Discretionary Service Level
- Pilot project to implement the use of Automated Citation Devices by local law enforcement agencies in order to eliminate redundant data entry of citations by the agencies and the court.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Municipal Court Services-El Cajon					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Total Municipal Court Filings	128,345	113,833	105,434	120,600 ⁽¹⁾	120,000
Municipal Court Judicial Weighted Caseload	617,096	567,051	554,977	615,828	575,000
Total Superior Court Filings	3,411	4,938	5,213	5,500	5,500
Superior Court Judicial Weighted Caseload	436,237	819,898	899,233	925,040	800,000
<u>EFFICIENCY/OUTPUT</u>					
Weighted Municipal Court Caseload Units Per Judge Staff Year(2)	62,207	56,705	55,498	61,583	57,500
Weighted Superior Court Caseload Units Per Judge Staff Year(2)	43,624	81,990	89,233	92,504	80,000
<u>EFFECTIVENESS/OUTCOME</u>					
Combined Municipal and Superior Court Judge Equivalents	14.38	17.67	18.32	19.55	17.58

(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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
9162 Night Court Assessment	\$40,206	\$50,000	\$50,000	\$0
9713 Returned Check Fee	18,111	8,000	8,000	0
9821 Filing Documents	141,409	115,000	129,400	14,400
9822 Jury Fees	6,898	0	0	0
9827 Costs for Courts	316,552	258,781	68,233	(190,548)
9832 Traffic School	250,677	270,000	225,386	(44,614)
9833 Administrative Fee	0	165,000	165,000	0
9967 Duplicating Documents	11,221	9,000	9,000	0
9979 Other Miscellaneous	483,934	465,000	334,383	(130,617)
9995 Other Miscellaneous	0	0	0	0
9996 Sales of Forms	1,320	3,000	3,000	0
9678 Federal Grants	91,641	119,960	45,019	(74,941)
9831 Costs - Other	192,236	0	(2,812)	(2,812)
9164 Substance Abuse Assessment	176,068	170,000	170,000	0
9958 VTO - Cash-in-lieu	2,418	0	0	0
9985 Int. Govt. Rev State Pr Yr	0	0	0	0
9989 Recovered Expenditures	0	0	0	0
9849 Enhanced Collection Recovery	29,462	0	0	0
9169 Assessment on FTA	48,000	0	0	0
Sub-Total	\$1,810,153	\$1,633,741	\$1,204,609	\$(429,132)
Total	\$1,810,153	\$1,633,741	\$1,204,609	\$(429,132)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$4,315,232	\$4,530,276	\$5,093,765	\$563,489
Sub-Total	\$4,315,232	\$4,530,276	\$5,093,765	\$563,489
Total	\$4,315,232	\$4,530,276	\$5,093,765	\$563,489

EXPLANATION/COMMENT ON PROGRAM REVENUES: The difference between the 1993-94 budgeted and the 1993-94 actual revenue is primarily the result of increases in various "court fees and costs" revenues.

The differences between the 1993-94 actuals and the 1994-95 budgeted revenues are primarily attributable to a reduction in federal grant revenues, and the impact of the civil assessment program on program revenues.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment - General	1	lot	\$17,242
Total			\$17,242

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0580	Judges, Municipal Court	10	10.00	10	10.00	\$907,171	\$952,480
0590	Commissioner	1	1.00	1	1.00	72,582	76,507
1508	Traffic Referee	1	1.00	1	1.00	58,962	66,944
0650	Court Administrator	1	1.00	1	1.00	89,808	89,808
0609	Asst. Court Administrator	1	1.00	1	1.00	79,199	79,199
0543	Chief Reporter	1	1.00	1	1.00	63,708	63,708
0544	Court Reporter	3	3.00	3	3.00	158,876	158,886
0690	Admin. Serv. Mgr. I	1	1.00	1	1.00	52,156	52,156
0608	Deputy Clerk V	7	7.00	7	7.00	246,995	252,142
0614	Judicial Secretary	3	3.00	3	3.00	99,405	99,405
0668	Division Manager III	1	1.00	1	1.00	43,985	43,991
0669	Division Manager II	4	4.00	4	4.00	160,417	160,420
0610	Deputy Clerk IV	14	14.00	14	14.00	451,437	456,263
0611	Deputy Clerk III	31	31.00	34	34.00	840,817	901,210
0612	Deputy Clerk II	24	24.00	24	24.00	567,969	568,510
0613	Deputy Clerk I	2	2.00	2	2.00	42,680	42,678
0605	Deputy Clerk-Interpreter	1	1.00	1	1.00	28,367	28,372
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	61,008	61,029
0593	Deputy Admin Clerk II	1	1.00	1	1.00	23,645	23,650
0553	Research Attorney II	1	1.00	1	1.00	58,690	58,691
1742	Dept. Comp. Spec. II	1	1.00	1	1.00	32,943	29,028
0688	D/C Subs. Abuse Assessor II	0	0.00	0	0.00	0	0
0689	D/C Subs. Abuse Assessor I	2	2.00	2	2.00	70,826	70,828
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	43,930
9999	Temporary Extra Help	1	0.00	2	.50	48,579	61,956
Total		117	116.00	121	119.50	\$4,383,878	\$4,521,513
Salary Adjustments:						(71,768)	25,059
Premium/Overtime Pay:						30,000	30,000
Employee Benefits:						1,258,399	1,229,835
Salary Savings:						(95,888)	(97,378)
Total Adjustments						\$1,120,743	\$1,187,516
Program Totals		117	116.00	121	119.50	\$5,504,621	\$5,709,029

NORTH COUNTY MUNICIPAL COURT

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
North County Muni Court	\$7,168,763	\$7,382,037	\$7,424,873	\$7,411,020	\$8,747,688	\$1,336,668	18.0
TOTAL DIRECT COST	\$7,168,763	\$7,382,037	\$7,424,873	\$7,411,020	\$8,747,688	\$1,336,668	18.0
PROGRAM REVENUE	(2,393,630)	(2,338,385)	(2,097,976)	(2,056,802)	(1,812,291)	244,511	(11.9)
NET GENERAL FUND COST	\$4,775,133	\$5,043,652	\$5,326,897	\$5,354,218	\$6,935,397	\$1,581,179	29.5
STAFF YEARS	148.35	148.61	151.04	140.25	144.25	4.00	2.9

MISSION

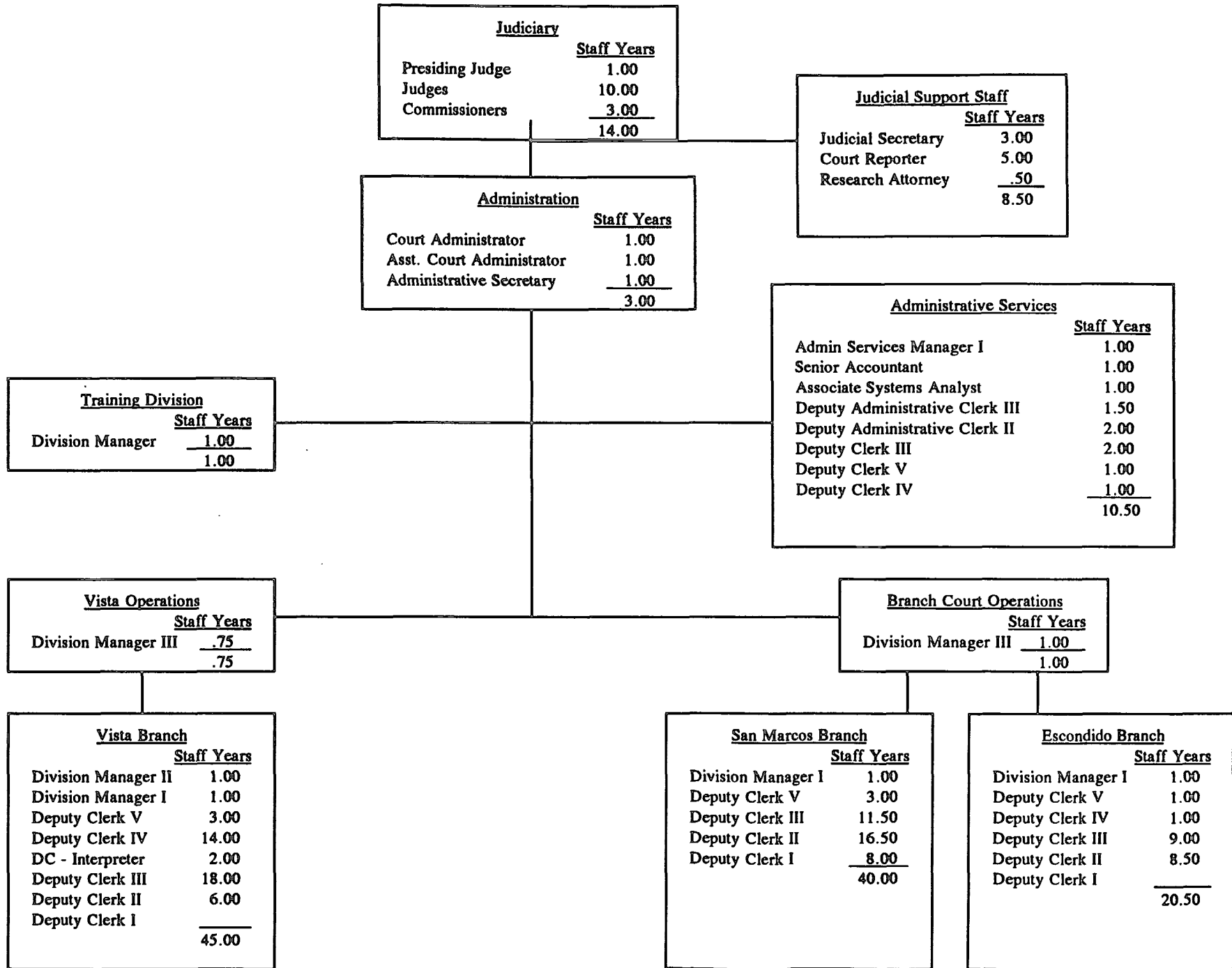
Provide a court environment that is fair, accessible and efficient, and earns the respect of the citizens it serves by being responsive in providing a forum for resolution of criminal and civil matters.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. Process cases within the time standards established by the State Judicial Council.
2. Expand the court's fine collection program to include all new Traffic Failure to Pay cases, and applicable backlog cases.
3. Assist in the design of the new North County Regional Center to ensure a new courthouse that is functional, secure and progressive.
4. Make optimum use of appropriate technology in the performance of judicial functions.
5. With the assistance of grant funding, implement an innovative Docket Management System that will increase efficiency and better serve the court's customers.
6. Continue to provide quality training of staff to improve efficiency and performance in all court operations.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. Continue to exceed the state average in case processing times in Felony, Misdemeanor, Small Claims and Civil cases, as measured by the California Judicial Council Annual Report.
2. As a result of the courts fine collection program, continue to provide annual unanticipated general revenue to the county of over \$1.5 million dollars, and reduce the number of warrants issued by the court by 35%.
3. Have in full operation by December 1994, a fully automated docket management system.
4. Reduce expensive hard-bound law books by 35%, with the implementation of CD-ROM law libraries, and on-line research services.
5. Provide sufficient training so that, on average, each staff member will attend at least two training classes per year that improve proficiency and knowledge of court operations.



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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,284,116	\$6,425,436	\$6,588,806	\$6,549,352	\$6,822,878	4.2
Services & Supplies	796,988	886,889	795,249	842,702	1,905,844	126.2
Fixed Assets	87,659	69,712	40,818	18,966	18,966	0.0
TOTAL DIRECT COST	\$7,168,763	\$7,382,037	\$7,424,873	\$7,411,020	\$8,747,688	18.0
PROGRAM REVENUE	(2,393,630)	(2,338,385)	(2,097,976)	(2,056,802)	(1,812,291)	(11.9)
NET GENERAL FUND CONTRIBUTION	\$4,775,133	\$5,043,652	\$5,326,897	\$5,354,218	\$6,935,397	29.5
STAFF YEARS	148.35	148.61	151.04	140.25	144.25	2.9

PROGRAM MISSION

See department mission on the green sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

When the 1993-94 budgeted appropriations are adjusted to reflect the Integrated Leave Program, the court's actual net county cost is \$139,747 less than budgeted.

ACHIEVEMENT OF THE 1993-94 OBJECTIVES

1. Continue to provide quality service to the citizens of the North County Judicial District.
 - * Exceeded the state average in case processing times in Felony, Misdemeanor, Small claims and Civil cases, as measured by the California Judicial Council Annual Report.
 - * Our Mobile Traffic Unit provided service in four locations around the Judicial District--Camp Pendleton, Encinitas, Oceanside and Bonsall, serving 8,026 customers.
2. Work with County Staff in the detailed design of the new County Regional Center Courthouse.
 - * The design phase of the new courthouse was completed, with construction to begin early in 1995.
3. Continue to implement additional provisions of the court's long-term coordination plan.
 - * Increased coordination with the Superior Court, including the coordination of courtroom exhibits, interpreters and using a uniform case numbering system.
 - * Our court heard 1,335 Superior Court cases in FY 1993-94.
4. Receive grant funding for, and fully implement an Automated Docket Management System.
 - * Obtained a grant from the State Justice Institute. Pilot project of the Docket Management System was completed, with full implementation to occur in FY 1994-95.
5. Continue to expand our Fine Collection Program, to include collection of backlog cases.
 - * The court expanded its fine collection program to include backlog cases (62,000 one-to-five year old cases) and traffic failure to pay cases. The program continues to be successful, reducing the number of warrants issued

by 35%, and bringing significant revenue to the county.

6. Continue headway towards implementation of a county-wide criminal justice automated system.

* In coordination with the other criminal justice agencies in the county, the four municipal courts developed a Request for Proposal for an Integrated Justice Information System. This system is scheduled to come on line beginning in 1995.

7. Expand the use of volunteers to enable the court to continue to provide the same level of service despite reduction in budget.

* The court has expanded the use of volunteers beyond their traditional role at the courts information booth. The volunteer program now includes law school interns, public administration interns, hire-a-youth, and volunteers to assist in clerical functions.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives on the green sheet.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

See departmental outcome results on the green sheet.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

North County Municipal Court (144.25 SY; E = \$8,747,688; R = \$1,812,291)

1. JUDICIARY [14 SY; E = \$ 1,539,398; R = \$ 0] is:
 - o Mandated/Mandated Service Level.
 - o Responsible for the adjudication of all cases filed with the court.
2. ADMINISTRATIVE SERVICES [23 SY; E = \$ 1,213,290; R = \$ 0] including support personnel involves accounting, budgeting, payroll, personnel, purchasing services and court reporting services and administrative support to judiciary.
 - o Mandated/Discretionary Service Level.
 - o Provides support to other operating divisions.
3. CIVIL/SMALL CLAIMS [20.50 SY; E = \$ 848,776; R = \$ 210,000] including support personnel.
 - o Mandated/Discretionary Service Level.
 - o Litigant disputes up to \$25,000.00 in Civil and \$5,000.00 in Small Claims.
4. PUBLIC OFFENSES [86.75 SY; E = \$ 5,146,224 R = \$ 1,602,291] including support personnel involves all case processing support for public offenses and includes two major divisions.
 - A. CRIMINAL (45.75 SY; E = \$2,667,905)
 - o Mandated/Discretionary Service Level.
 - o Felony and more serious misdemeanor cases including driving under the influence.
 - B. TRAFFIC/MINOR OFFENSES (41.00 SY; E = \$2,478,319)
 - o Mandated/Discretionary Service Level.
 - o Bail forfeitable misdemeanor cases and both criminal and traffic infractions.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Vehicle Code Fines	\$63,235	\$70,000	\$70,000	\$0
Micro-Automation Fee	0	0	0	0
Return Check Fee	17,364	7,000	7,000	0
Court Fees - Filings	238,126	210,000	65,489	(144,511)
Court Fees - Jury	7,939	10,000	10,000	0
Traffic School Fees	788,774	833,756	733,756	(100,000)
Court Fees Administration	0	0	0	0
Duplication Fees	15,043	11,046	11,046	0
Fed- Other Federal Grants	6,638	0	0	0
Fee for court costs	17,948	0	0	0
Court Fees/Other	942,909	915,000	915,000	0
Miscellaneous Revenues	0	0	0	0
Sub-Total	\$2,097,976	\$2,056,802	\$1,812,291	\$(244,511)
Total	\$2,097,976	\$2,056,802	\$1,812,291	\$(244,511)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$5,326,897	\$5,354,218	\$6,935,397	\$1,581,179
Sub-Total	\$5,326,897	\$5,354,218	\$6,935,397	\$1,581,179
Total	\$5,326,897	\$5,354,218	\$6,935,397	\$1,581,179

EXPLANATION/COMMENT ON PROGRAM REVENUES

The net reduction in budgeted program revenue in the fiscal year 1994-95 budget is directly attributable to the implementation of a comprehensive fine collection program. This collection program will produce significant general revenue in excess of \$1.5 million, but has resulted in a reduction in program revenue of about \$244,511.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office equip. - general	1	lot	\$12,966
modular furniture-equip.	1	lot	3,000
Data processing equip.	1	lot	2,000
Elect equip-audio/video	1	lot	1,000
Total			\$18,966

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: % OF RESOURCES					
% OF RESOURCES:	100%				
<u>WORKLOAD</u>					
Clerical Weighted Caseload	10,747,595	10,400,452	9,732,574	10,936,000	10,867,600
Judicial Weighted Caseload	897,205	897,877	869,982	952,032	949,001
Felonies	3,186	3,610	4,004	4,000	4,000
Misdemeanors Group A	7,643	7,659	7,239	7,500	7,500
Group B	1,159	893	714	1,200	1,200
Group C	5,986	5,849	5,549	6,500	6,500
Group D	20,053	18,799	18,339	20,000	20,000
Criminal Infractions	4,429	3,640	2,868	4,000	4,000
Traffic Infractions	138,110	132,003	118,108	138,000	135,000
Parking	681	760	73	800	0
Civil	11,533	11,189	10,474	11,500	11,500
Small Claims	12,010	11,527	10,055	11,500	11,500
Total Filings	204,790	195,929	177,423	205,000	201,200
<u>EFFICIENCY/OUTPUT</u>					
Direct Cost Per Clerical Weighted Caseload	.67	.71	.76	.68	.81
Net Cost Per Clerical Weighted Caseload	.44	.49	.55	.52	.64
<u>EFFECTIVENESS/OUTCOME</u>					
Clerical Weighted Caseload Per Non Judicial Staff	85,625	88,140	75,423	94,480	91,133
Judicial Weighted Caseload Per Judicial Staff	66,640	64,134	62,142	68,003	67,786

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0580	Judge	13	11.00	11	11.00	\$997,909	\$1,043,199
0587	Traffic Commissioner	1	1.00	1	1.00	72,582	76,212
0591	Commissioner	2	2.00	2	2.00	145,164	152,424
0653	Court Administrator	1	1.00	1	1.00	89,808	89,506
0606	Assistant Court Administrator	1	1.00	1	1.00	79,199	79,489
0544	Court Reporter	5	5.00	5	5.00	269,664	269,676
0602	Judicial Secretary	3	3.00	3	3.00	100,911	100,911
0605	Deputy Clerk Interpreter	0	0.00	1	1.00	0	32,697
0694	D/C Municipal Court Secretary	1	1.00	1	1.00	34,641	34,641
0668	Division Manager III	2	1.75	2	1.75	88,891	90,685
0669	Division Manager II	2	2.00	2	2.00	83,396	83,394
0670	Division Manager I	3	3.00	3	3.00	113,132	113,139
0608	Deputy Clerk V	8	8.00	8	8.00	281,364	283,163
0610	Deputy Clerk IV	16	16.00	16	16.00	514,027	509,297
0611	Deputy Clerk III	38	36.50	42	40.50	975,714	1,108,683
0612	Deputy Clerk II	34	31.00	34	31.00	725,887	756,096
0613	Deputy Clerk I	9	8.00	9	8.00	170,720	117,406
0615	Deputy Clerk Interpreter	3	2.00	2	1.00	45,938	32,697
0592	Deputy Admin. Clerk III	2	1.50	2	1.50	47,280	45,036
0593	Deputy Admin. Clerk II	2	2.00	2	2.00	54,454	54,452
0671	Senior Accountant	1	1.00	1	1.00	45,081	45,081
0663	Dep. Clerk Admin. Assist. III	1	1.00	0	0.00	45,945	0
0678	Research Attorney I	1	.50	1	.50	21,441	21,880
0690	D/C Administrative Svs Manager	0	0.00	1	1.00	0	50,872
2427	Assoc Systems Analyst	1	1.00	1	1.00	49,673	49,672
9999	Extra Help/Student Worker	1	0.00	1	0.00	162,178	162,178
Total		151	140.25	153	144.25	\$5,214,999	\$5,402,486
Salary Adjustments:						26,282	22,000
Integrated Leave Program						(84,013)	
Premium/Overtime Pay:						50,000	50,000
Employee Benefits:						1,465,292	1,480,260
Salary Savings:						(123,208)	(131,868)
Total Adjustments						\$1,334,353	\$1,420,392
Program Totals		151	140.25	153	144.25	\$6,549,352	\$6,822,878

SAN DIEGO MUNICIPAL COURT

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
MUNICIPAL COURT	\$16,782,558	\$17,660,920	\$18,070,038	\$18,058,267	\$18,917,667	\$859,400	4.8
TOTAL DIRECT COST	\$16,782,558	\$17,660,920	\$18,070,038	\$18,058,267	\$18,917,667	\$859,400	4.8
PROGRAM REVENUE	(3,800,401)	(3,769,930)	(2,984,173)	(3,736,575)	(2,968,808)	767,767	(20.6)
NET GENERAL FUND COST	\$12,982,157	\$13,890,990	\$15,085,865	\$14,321,692	\$15,948,859	\$1,627,167	11.4
STAFF YEARS	330.68	331.95	324.1	343.75	346.75	3.00	0.9

MISSION

To provide an independent, quality Judicial forum which Upholds the law and Supports the Timely, Impartial resolution of Civil and criminal matters with Equal access and service to the community.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. To continue to work with the legislature, the Administrative Office of the Courts, and the Trial Court Budget Commission to complete the 1995/96 Trial Court Budget.
2. To work in cooperation with the County to increase general fund revenue by implementing the civil assessment program pursuant to Penal Code 1214.1.
3. To expand the civil assessment program to include failure to appear and failure to pay fine cases pursuant to Board action on July 26, 1994 (#40).
4. To assist in streamlining operations through the cooperation of all criminal justice agencies and the County by further automating the criminal justice process.
5. Continue to develop a strategic plan for the San Diego Municipal Court.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

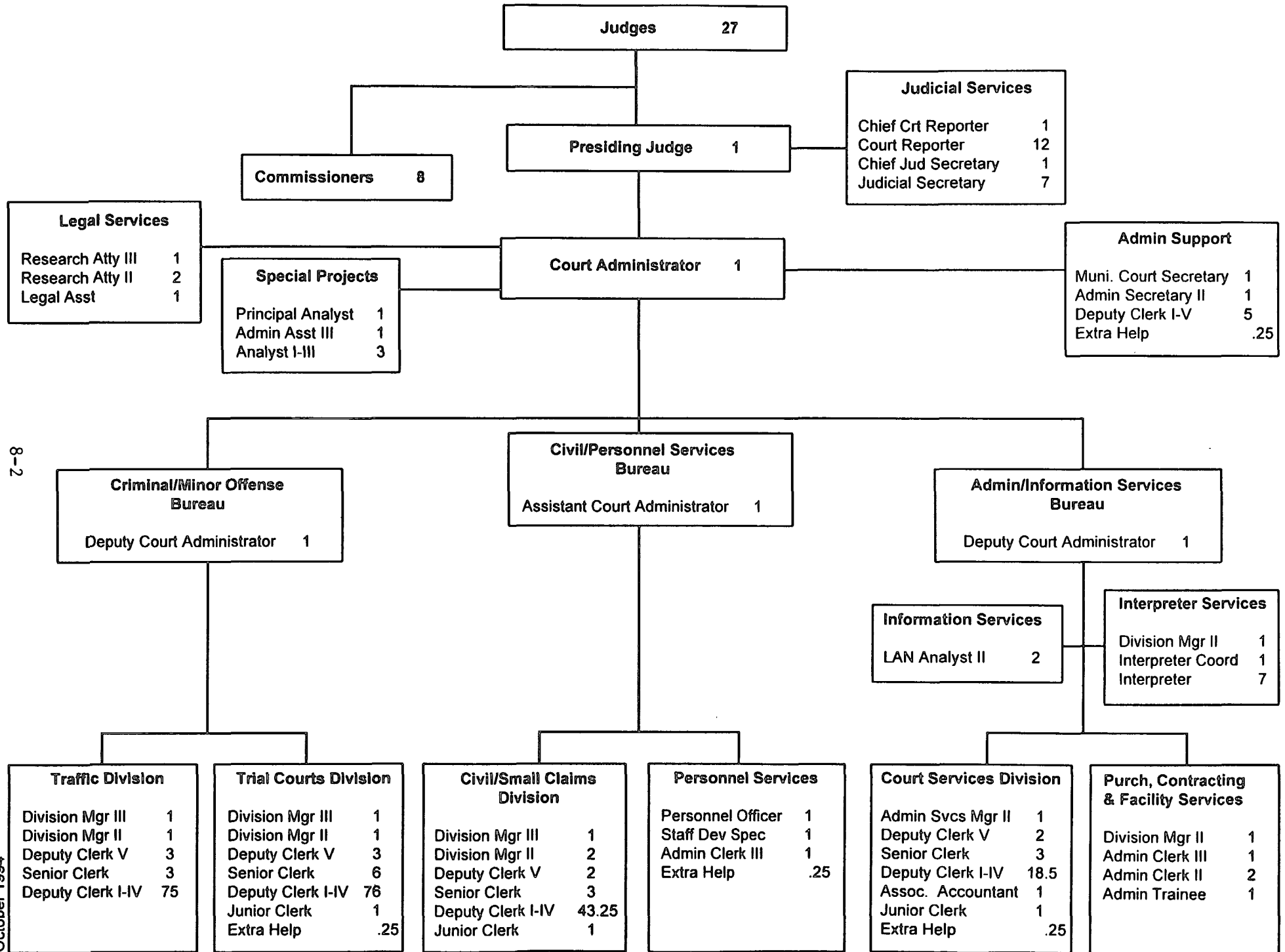
To process the following filing caseload:

- 45,707 Civil and Small Claims Cases
- 205,788 Traffic Infractions
- 32,286 Traffic Misdemeanors
- 15,252 Criminal Infractions
- 9,813 Felonies
- 38,522 Non-Traffic Misdemeanors

To adjudicate the following number of cases:

- 203,000 Traffic Infractions (5,500 By Trial)
- 35,000 Traffic Misdemeanors
- 20,000 Criminal Infractions
- 8,800 Felonies
- 40,000 Non-Traffic Misdemeanors

San Diego Municipal Court



8-2

October 1994

Judges 27

Commissioners 8

Presiding Judge 1

Judicial Services

Chief Crt Reporter	1
Court Reporter	12
Chief Jud Secretary	1
Judicial Secretary	7

Legal Services

Research Atty III	1
Research Atty II	2
Legal Asst	1

Special Projects

Principal Analyst	1
Admin Asst III	1
Analyst I-III	3

Court Administrator 1

Admin Support

Muni. Court Secretary	1
Admin Secretary II	1
Deputy Clerk I-V	5
Extra Help	.25

Civil/Personnel Services Bureau

Assistant Court Administrator 1

Criminal/Minor Offense Bureau

Deputy Court Administrator 1

Admin/Information Services Bureau

Deputy Court Administrator 1

Information Services

LAN Analyst II	2
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Interpreter Services

Division Mgr II	1
Interpreter Coord	1
Interpreter	7

Traffic Division

Division Mgr III	1
Division Mgr II	1
Deputy Clerk V	3
Senior Clerk	3
Deputy Clerk I-IV	75

Trial Courts Division

Division Mgr III	1
Division Mgr II	1
Deputy Clerk V	3
Senior Clerk	6
Deputy Clerk I-IV	76
Junior Clerk	1
Extra Help	.25

Civil/Small Claims Division

Division Mgr III	1
Division Mgr II	2
Deputy Clerk V	2
Senior Clerk	3
Deputy Clerk I-IV	43.25
Junior Clerk	1

Personnel Services

Personnel Officer	1
Staff Dev Spec	1
Admin Clerk III	1
Extra Help	.25

Court Services Division

Admin Svcs Mgr II	1
Deputy Clerk V	2
Senior Clerk	3
Deputy Clerk I-IV	18.5
Assoc. Accountant	1
Junior Clerk	1
Extra Help	.25

Purch, Contracting & Facility Services

Division Mgr II	1
Admin Clerk III	1
Admin Clerk II	2
Admin Trainee	1

AUTHORITY: Article 6 Sections I & II of the State Constitution provide for municipal courts, and authorize 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$15,135,475	\$15,295,081	\$16,328,388	\$15,791,095	\$16,043,393	1.6
Services & Supplies	1,602,431	2,010,589	1,580,746	1,769,117	2,626,219	48.4
Other Charges	12,138	0	0	0	0	0.0
Fixed Assets	32,513	355,250	160,904	498,055	248,055	(50.2)
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	\$16,782,557	\$17,660,920	\$18,070,038	\$18,058,267	\$18,917,667	4.8
PROGRAM REVENUE	(3,800,401)	(3,769,930)	(2,984,173)	(3,736,575)	(2,968,808)	(20.5)
NET GENERAL FUND CONTRIBUTION	\$12,982,156	\$13,890,990	\$15,085,865	\$14,321,692	\$15,948,859	11.4
STAFF YEARS	330.68	331.95	324.1	343.75	346.75	0.9

PROGRAM MISSION

See department mission on the green sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The increase cost reflected in estimated actual is a direct result of the mid-year transfer of Pre-trial Services from the Superior Court to the Municipal Courts. Revenue shortfalls are a direct result of law enforcement efforts being directed to the more serious crimes. Cases filed as infractions generate the majority of the court's program revenue.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Developed requests for proposals to further automate criminal, traffic, civil, small claims and accounting case processing.
2. Completed the reorganization of the Clerk's Office that included the removal of management layers, reduced costs, and pushed decision making lower in the organization.
3. Continue to achieve results as outlined by the Trial Court Realignment and Efficiency Act by coordinating caseload assignments with Superior Court and developing County-wide computer systems for criminal and traffic cases.
4. Worked with the County to prepare a proposal and award the civil assessment program contract pursuant to Penal Code 1214.1.
5. Completed the 1994/95 Trial Court Budget.
6. Implemented the Direct Calendaring of Civil Cases.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives on the green sheet.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

See departmental outcome results on the green sheet.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Judiciary [57.00 SY; E = \$6,347,034; R = \$85,382] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for the adjudication of all cases filed with this Court.
2. Office Of The Court Administrator [17.25 SY; E = \$1,109,914; R = \$69,918] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for general administrative support (secretaries) and legal services to the judges.
 - o Administratively responsible for Pre-Trial Services for the four Municipal Courts which provides for the screening of cases and the furnishing of preliminary data to the judiciary.
 - o Provides special studies, reports and research for the judiciary and the Court.
3. Administration and Information Services Bureau [43.75 SY; E = \$2,286,852; R = \$295,283] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Provide purchasing, information services, printing, office and facilities services for the Court.
 - o Responsible for budgeting services.
 - o Responsible for Interpreter services for Court (full-time and per diem).
 - o Manage contracts for the Court such as the California Traffic Safety Institute, per diem interpreters, and assists the County in the administration of the civil assessment collections program.
4. Civil/Small Claim and Personnel Services Bureau [56.5 SY; E = \$2,325,970; R = \$578,489] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for non-judicial functions associated with the filing of civil and small claims cases.
 - o Able to process 38,000 civil (jurisdiction of less than \$25,000) and small claims cases annually.
 - o Provide human resources management services, to Court personnel, including affirmative action, labor relations management, and training of all court personnel.
5. Criminal and Minor Offense Bureau [172.25 SY; E = \$6,847,897; R = \$1,939,736] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for non-judicial functions associated with the filing and processing of an estimated 293,600 cases consisting of non-traffic misdemeanors, traffic infractions, felonies, traffic misdemeanors, and criminal infractions annually.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Night Court Assessment	\$98,549	\$100,000	\$100,000	\$0
Returned Check Fee	28,857	18,000	28,711	10,711
Civil Filings	546,180	555,114	555,114	0
Jury Fees	27,997	42,496	32,496	(10,000)
Reporters Fees	681	5,000	5,000	0
Court Fees	128,167	168,548	168,548	0
Court Fees & Costs - CRT Appt Atty	0	711	0	(711)
Administrative Fee	1,165,151	1,356,334	1,042,913	(313,421)
Traffic School	626,279	676,645	647,745	(28,900)
Duplicating Forms	29,226	27,616	27,616	0
Interest - Deposits and Investments	95,000	12,631	70,000	57,369
Rents and Concessions	50,000	24,000	24,000	0
State - Other Victim Witness	45,000	70,000	12,631	(57,369)
Sales of Forms	11,902	5,800	5,800	0
2% Municipal Court Automation Fund	48,534	541,030	165,584	(375,446)
Micro-Automation Fee	82,650	82,650	82,650	0
AB2989 Want Warrant Fee	0	50,000	0	(50,000)
Sub-Total	\$2,984,173	\$3,736,575	\$2,968,808	\$(767,767)
Total	\$2,984,173	\$3,736,575	\$2,968,808	\$(767,767)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$15,085,865	\$14,321,692	\$15,948,859	\$1,627,167
Total	\$15,085,865	\$14,321,692	\$15,948,859	\$1,627,167

EXPLANATION/COMMENT ON PROGRAM REVENUES

The reduction in Program Revenue is a direct result of mid-year FY 1993-94 transfer of appropriations and associated revenue to the Municipal Court Information Services Unit and the cancellation of appropriations and 2% Municipal Court Automation Fee Revenue within the San Diego Municipal Court.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment - General	1	lot	\$59,325
Data Processing Equipment	1	Lot	186,355
Engineering/Industrial Equipment & Instruments	1	Lot	2,375
Total			\$248,055

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
SAN DIEGO MUNICIPAL COURT					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Total Municipal Court Filings	341,044	342,004	290,248	387,800	347,368
Municipal Court Judicial Weighted Caseload	2,147,260	1,793,734	1,690,303	2,217,700	2,048,215
Superior Court Coordination Assistance (Days)	n/a	1,357.88	1,286.36	1,286.36	1,261.50
<u>EFFICIENCY/OUTPUT</u>					
Weighted Municipal Court Caseload Units Per Judge Staff Year	61,350	49,826	46,953	61,603	56,895

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0580	Muni Court Judge	28	28.00	28	28.00	\$2,540,113	\$2,657,867
0587	Traffic Trial Commissioner	0	0.00	2	2.00	0	152,424
0590	Commissioner	8	8.00	6	6.00	580,656	457,272
0680	Research Atty II	2	2.00	2	2.00	107,077	117,382
0601	Court Administrator	1	1.00	1	1.00	107,992	107,991
0600	Asst Court Admin	1	1.00	1	1.00	83,060	83,061
0667	DC Dep. Court Admin.	1	1.00	2	2.00	70,366	129,826
0684	DC Princ. Admin. Analyst	1	1.00	1	1.00	52,156	52,156
0668	Division Manager III	3	3.00	3	3.00	155,712	155,480
0669	Division Manager II	6	6.00	6	6.00	244,950	235,771
0682	DC Analyst II	1	1.00	1	1.00	37,641	39,532
0683	DC Analyst III	2	2.00	2	2.00	85,270	85,279
0672	DC Associate Accountant	1	1.00	1	1.00	45,081	32,212
0592	Dep Admin Clerk III	2	2.00	2	2.00	65,320	65,352
0593	Dep Admin Clerk II	2	2.00	2	2.00	49,752	54,452
0596	DC Admin Secretary III	1	1.00	1	1.00	30,774	30,774
0603	DC Admin Services Mgr II	1	1.00	1	1.00	54,748	54,747
0604	Senior Deputy Clerk	15	15.00	15	15.00	509,055	482,874
0605	DC Court Interpreter	7	7.00	7	7.00	220,219	223,748
0608	Deputy Clerk V	10	10.00	10	10.00	355,363	361,000
0610	Deputy Clerk IV	39	39.00	39	39.00	1,269,039	1,274,304
0611	Deputy Clerk III	83	82.00	85	85.00	2,197,676	2,258,099
0612	Deputy Clerk II	79	72.25	79	73.25	1,712,674	1,746,087
0613	Deputy Clerk I	22	21.50	22	20.50	476,454	403,070
0618	DC Court Worker	10	0.00	10	0.00	0	0
0620	DC Junior Clerk	3	3.00	3	3.00	44,496	44,502
0654	DC Senior Systems Analyst	1	1.00	0	0.00	54,748	0
0655	DC Associate Systems Analyst	1	1.00	0	0.00	49,673	0
0656	DC Assistant Systems Analyst	1	1.00	0	0.00	0	0
0666	DC EDP Systems Manager	1	1.00	0	0.00	64,917	0
0676	DC Municipal Court Worker II	10	0.00	10	0.00	0	0
0685	DC Interpreter Coordinator	1	1.00	1	1.00	36,101	36,100
0687	DC Staff Development Specialist	1	1.00	1	1.00	35,447	35,456
0691	DC Administrative Trainee	1	1.00	1	1.00	29,730	25,809
0694	DC Municipal Court Secretary	1	1.00	1	1.00	34,641	34,641
0696	DC Research Attorney III	1	1.00	1	1.00	74,207	62,874
0543	Chief Court Reporter	1	1.00	1	1.00	63,708	63,708
0544	Court Reporter	12	12.00	12	12.00	664,728	664,740
0661	Chief Judicial Secty.	1	1.00	1	1.00	41,427	41,427
0614	Judicial Secretary	7	7.00	7	7.00	231,020	230,667
1711	DC Legal Assistant I	1	1.00	1	1.00	24,947	24,950
0692	DC Personnel Officer II	1	1.00	1	1.00	46,162	46,163
0663	DC Admin Assistant III	1	1.00	1	1.00	46,162	46,163
1746	DC LAN Systems Analyst II	0	0.00	2	2.00	0	90,768
9999	Extra Help	4	1.00	1	1.00	48,000	48,000
Total		376	344.75	374	346.75	\$12,641,262	\$12,756,728
Salary Adjustments/ILP:						(286,989)	21,159
Premium/Overtime Pay:						81,500	50,000
Employee Benefits:						3,679,399	3,540,511
Salary Savings:						(324,077)	(325,005)
Total Adjustments						\$3,149,833	\$3,286,665
Program Totals		376	344.75	374	346.75	\$15,791,095	\$16,043,393

SOUTH BAY MUNICIPAL COURT

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Municipal Court Services	\$4,061,091	\$4,121,355	\$4,304,745	\$4,461,940	\$4,679,793	\$217,853	4.9
TOTAL DIRECT COST	\$4,061,091	\$4,121,355	\$4,304,745	\$4,461,940	\$4,679,793	\$217,853	4.9
PROGRAM REVENUE	(1,100,037)	(915,076)	(952,154)	(1,120,860)	(865,964)	254,896	(22.7)
NET GENERAL FUND COST	\$2,961,054	\$3,206,279	\$3,352,591	\$3,341,080	\$3,813,829	\$472,749	14.2
STAFF YEARS	75.07	76.79	81.51	87.00	92.50	5.50	6.3

MISSION

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.

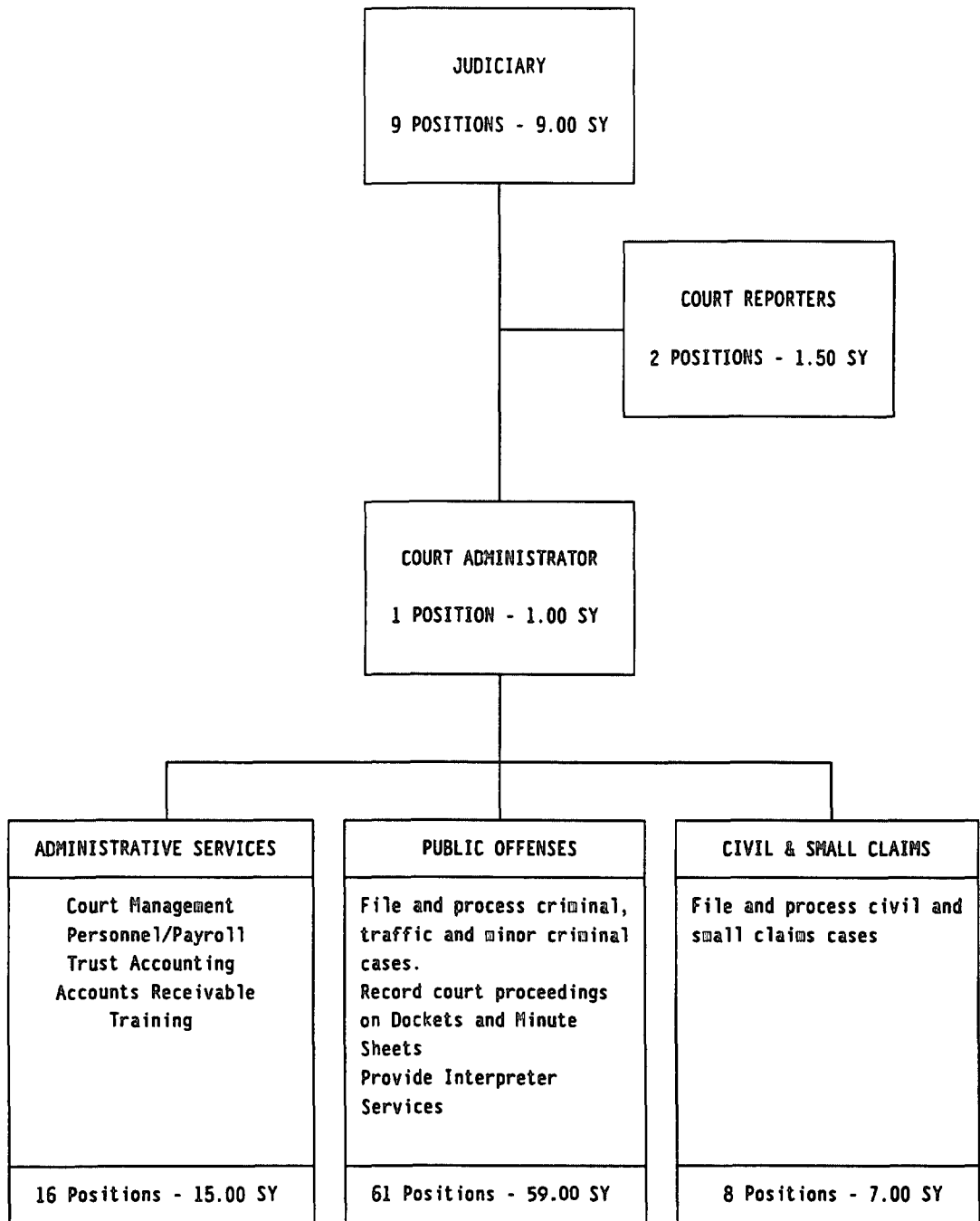
1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. Process cases within the time standards established by the State Judicial Council.
2. Continue to participate in a fine collection program to reduce the number of warrants issued and increase number of cases disposed of, and increase County collections.
3. Continue to implement automation strategies to improve productivity and streamline Court operations.
4. Continue to provide training to staff to improve efficiency and performance in all Court operations.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. Strive to exceed the state average in case processing times in Felony, Misdemeanor, Small Claims and Civil cases, as measured by the California Judicial Council Annual Report.
2. As a result of the Court's fine collection program, continue to provide annual general revenue to the County of over 1 million dollars, and reduce the number of warrants issued by the Court by 35%.
3. Have in full operation by December 1994, a fully automated custody calendar application, bail bond register and performance evaluation system.
4. Provide a multi-level training program that each staff member will be able to participate in to improve proficiency and knowledge of Court operations.

**SOUTH BAY MUNICIPAL COURT
1994-95 Adopted Budget**



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

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,531,781	\$3,709,916	\$3,991,450	\$4,133,235	\$4,323,671	4.6
Services & Supplies	409,741	364,017	289,723	293,905	312,322	6.3
Other Charges	2,399	1,045	0	0	0	0.0
Fixed Assets	117,170	46,377	23,572	34,800	43,800	25.9
TOTAL DIRECT COST	\$4,061,091	\$4,121,355	\$4,304,745	\$4,461,940	\$4,679,793	4.9
PROGRAM REVENUE	(1,100,037)	(915,076)	(952,154)	(1,120,860)	(865,964)	(22.7)
NET GENERAL FUND CONTRIBUTION	\$2,961,054	\$3,206,279	\$3,352,591	\$3,341,080	\$3,813,829	14.1
STAFF YEARS	75.07	76.79	81.51	87.00	92.5	6.3

PROGRAM MISSION

See department mission on the green sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Including revenue generated by this Court from the civil assessment program, FY 1993-94 costs were approximately \$409,000 less than budgeted.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Implement the provisions of AB 971 (Three Strikes) legislation and continue to process criminal cases within the time standards established by the Judicial Council.
2. Continue to participate in a civil assessment program to reduce the number of warrants issued, increase the number of cases disposed of and increase collections.
3. Continue to implement automation strategies to improve productivity and streamline Court operations.
4. Continue to provide training to staff to improve efficiency and performance in all Court operations.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Continue to meet the court case disposition time standards for Felony, Misdemeanor, Small Claims and Civil cases.
2. As a result of the Court's civil assessment program, continue to provide annual general revenue to the County of over 1 million dollars, and reduce the number of warrants issued by 35%.
3. Have in full operation on or before June 30, 1995, a fully automated custody calendar application, bail bond register, performance evaluation system, exhibit program, paper on demand small claims system and replace the existing minor offense system with a fully integrated minor offense case processing and fiscal system.
4. Provide a multi-level training program that each staff member will be able to participate in to improve proficiency and knowledge of Court operations.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The Adopted Budget includes 3.00 more staff years and \$43,800 for fixed assets to support the program. The activities of this program are summarized as follows:

1. **JUDICIARY** (9.0 SY; E = \$967,028; R = \$0) including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for the adjudication of all cases filed with the Court.

2. **ADMINISTRATIVE SERVICES** (16.0 SY; E = \$825,727; R = \$124,736) including accounting, budgeting, payroll, personnel, training, purchasing services, and administrative support to the Judiciary:
 - o Mandated/Discretionary Service Level.
 - o Provides part-time clerical support to other operating divisions.
 - o Includes the addition of 1.0 SY DC-Department Computer Specialist II, 1.0 SY DC-System Support Analyst and 1.0 SY DC-Volunteer Program Coordinator, and 1.0 SY Deputy Clerk III and the reclassification of 1.0 SY DC-Staff Development Specialist to DC-Staff Development Coordinator and 1.0 SY DC-Administrative Secretary II to DC-Administrative Secretary III.

3. **PUBLIC OFFENSES** (60.50 SY; E = \$2,597,134; R = \$578,548) provides all case processing support and reporting services for public offenses and is responsible for two major case classifications:
 - A. **CRIMINAL** (28.00 SY; E = \$1,188,500)
 - o Mandated/Discretionary Service Level.
 - o Reporting services provided on felony cases only.
 - o Felony and the more serious misdemeanor cases including driving under the influence.
 - o Includes the addition 1.0 SY Deputy Clerk III and the deletion of .50 SY Court Reporter.

 - B. **TRAFFIC/MINOR OFFENSES** (32.50 SY; E = \$1,408,634)
 - o Mandated/Discretionary Service Level.
 - o Bail Forfeitable misdemeanor cases and both criminal and traffic infractions.
 - o Includes the deletion of 1.0 SY Deputy Clerk II and the addition of 2.0 SY Deputy Clerk III.

4. **CIVIL/SMALL CLAIMS** (7.0 SY; E = \$289,904; R = \$162,680) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for processing civil and small claims cases filed with the Court.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
PROGRAM REVENUE:				
9162 Night Court Assessment	\$32,728	\$37,000	\$37,000	\$0
9713 Returned Check Fee	8,554	14,100	14,100	0
9821 Filing Documents	109,830	94,000	103,600	9,600
9822 Court Cost - Jury	5,899	5,000	0	(5,000)
9823 Court Reporter Trans. Fee	541	0	0	0
9827 Cost for Courts	135,237	292,460	128,094	(164,366)
9831 Other Court Cost	409,321	418,000	352,345	(65,655)
9832 Traffic School	211,722	255,000	225,525	(29,475)
9849 Enhanced Collection Recovery	26,944	0	0	0
9967 Duplicating Documents	6,469	4,000	4,000	0
9989 Recovered Expenditures	3,322	0	0	0
9996 Other - Sales Taxable	1,587	1,300	1,300	0
Sub-Total	\$952,154	\$1,120,860	\$865,964	\$(254,896)
Total	\$952,154	\$1,120,860	\$865,964	\$(254,896)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$3,352,591	\$3,341,080	\$3,813,829	\$472,749
Sub-Total	\$3,352,591	\$3,341,080	\$3,813,829	\$472,749
Total	\$3,352,591	\$3,341,080	\$3,813,829	\$472,749

EXPLANATION/COMMENT ON PROGRAM REVENUES

On February 8, 1994, the Board of Supervisors authorized participating Municipal Courts to assess a \$4.00 fee to cover the cost associated with the masking of unlawful detainer cases. The resultant projected FY 1994-95 increase in revenue is \$9,600.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment - General	1	LOT	\$15,000
Modular Furniture & Equipment	1	LOT	2,000
Data Processing Equipment	1	LOT	24,000
Electronic Equipment - Audio/Video	1	LOT	2,800
Total			\$43,800

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Municipal Court Services - South Bay					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Total Filings	120,899	104,854	86,502	109,475	88,500
Judicial Weighted Caseload	517,896	455,672	428,801	490,560	430,050
<u>Efficiency</u>					
Judicial Weighted Caseload per Judge Staff Year*	92,152	76,842	61,257	70,080	61,436
<u>Effectiveness</u>					
Judge Equivalents	8.18	7.20	6.77	7.75	6.80

* Does not include Commissioner Staff years.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0580	Municipal Court Judge	7	7.00	7	7.00	\$634,995	\$666,736
0590	Court Commissioner	1	1.00	1	1.00	72,582	76,212
1510	Traffic Referee/Commissioner	1	1.00	1	1.00	59,175	66,664
0651	Court Administrator	1	1.00	1	1.00	89,808	89,808
1540	Deputy Court Administrator	3	3.00	3	3.00	165,347	165,348
0544	Court Reporter	2	2.00	2	1.50	110,788	83,199
0669	Division Manager II	1	1.00	1	1.00	41,698	41,697
0695	DC-Staff Development Coordinator	0	0.00	1	1.00	0	41,842
0687	DC Staff Dev. Spec.	1	1.00	0	0.00	41,831	0
2432	DC-System Support Analyst	0	0.00	1	1.00	0	37,524
1742	DC-Muni.Ct. Computer Spec. II	0	0.00	1	1.00	0	29,028
0671	DC-Senior Accountant	1	1.00	1	1.00	45,081	45,081
0608	Deputy Clerk V	6	6.00	6	6.00	206,028	213,228
0691	DC-Municipal Court Sec.	1	1.00	1	1.00	34,641	34,641
0664	DC-Admin. Assist. II	1	1.00	1	1.00	34,434	34,852
0610	Deputy Clerk IV	8	8.00	8	8.00	259,043	261,378
0605	DC-Interpreter	2	2.00	2	2.00	65,394	65,394
8801	DC-Volunteer Program Coordinator	0	0.00	1	1.00	0	25,933
0611	Deputy Clerk III	19	19.00	23	23.00	503,082	588,225
0593	DC-Admin. Clerk II	2	2.00	2	2.00	51,301	51,301
0612	Deputy Clerk II	29	28.00	28	27.00	660,319	625,093
0596	DC-Admin. Sec. III	0	0.00	1	1.00	0	30,774
0597	DC-Admin. Sec II	1	1.00	0	0.00	30,405	0
0613	Deputy Clerk I	1	1.00	1	1.00	20,836	18,723
9999	Extra Help	2	0.00	3	0.00	193,145	137,667
Total		90	87.00	97	92.50	\$3,319,933	\$3,430,348
Salary Adjustments:						(\$23,845)	\$12,929
Premium/Overtime Pay:						16,000	16,000
Bilingual Pay:						2,520	2,520
Employee Benefits:						926,144	925,154
ILP Reductions:						(45,875)	0
Salary Savings:						(61,642)	(63,280)
Total Adjustments						\$813,302	\$893,323
Program Totals		90	87.00	97	92.50	\$4,133,235	\$4,323,671

**MUNICIPAL COURTS INFORMATION SERVICES UNIT
(MCISU)**

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
MCISU	\$1,510,163	\$1,373,099	\$1,106,085	\$1,200,146	\$1,126,272	\$(73,874)	(6.2)
TOTAL DIRECT COST	\$1,510,163	\$1,373,099	\$1,106,085	\$1,200,146	\$1,126,272	\$(73,874)	(6.2)
PROGRAM REVENUE	(1,199,864)	(981,081)	(466,849)	(1,042,872)	(918,241)	124,631	(12.0)
NET GENERAL FUND COST	\$310,299	\$392,018	\$639,236	\$157,274	\$208,031	\$50,757	32.3
STAFF YEARS	5.40	5.00	5.63	2.00	5.00	3.00	150.0

MISSION

To provide the highest level of reliable and effective automation support to the operations of the Municipal Courts.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. Implement Enterprise E-Mail for all courts.
2. Install BOS 2.1 UNIX Operating System on both DPX/2 computers.
3. Upgrade the ISD Civil System to a later release.
4. Convert all courts to the new FISCAL application.
5. Implement SNA Connectivity through the UNIX platform at all courts.
6. Implement the Viking Data Entry package for use by all courts.
7. Remove and resell the DPS/6 computers, after their utilization is ended.
8. Train the SCC staff in UNIX procedures.
9. Install upgrades to the SSI telecommunications software.
10. Install the BULL EPOCH backup system.
11. Implement Audit response actions.
12. Implement support for the amnesty program as approved by the Courts.
13. Provide interfaces as needed for exchange of information with collections vendors.
14. Implement pilot project for El Cajon Municipal Court concerning issuance of citations by hand-held computers.
15. Convert San Diego Municipal Court to a more recent release of the ISD CIVIL System.
16. Provide a Marshal interface with the ISD Civil systems.
17. Participate in the Automated Tape Disposition study for North County Municipal Court.
18. Participate in the Automated Voice Response study at San Diego Municipal Court.
19. Participate in the Public Access Kiosk study at San Diego Municipal Court.
20. Participate as required in the imaging selection and implementation at San Diego Municipal Court.
21. Establish a change management procedure.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. Link the courts to the county-wide Enterprise Mail System.

2. Provide a reliable, technological platform that is supported under maintenance, on both UNIX computers.
3. Provide more functionality to CIVIL System users at all courts.
4. Provide more reliability and functionality to FISCAL System users at all courts.
5. Enable mainframe access via the UNIX platform, thus permitting the removal and sale of the DPS/6 computers.
6. Enable the data entry function to be moved to the UNIX platform, enabling removal of the DPS/6's.
7. Eliminate the DPS/6 computers which are obsolete, not under maintenance, and for which parts are difficult to obtain.
8. Provide a higher level of first time service within the Service Control Center (SCC).
9. Provide higher reliability within this key, on-line communications function.
- 10a. Provide an unattended, automated backup capability, reducing danger to staff from early morning solo visits to the courthouse facility.
- 10b. Improve on-line access to customers during the early morning hours by completing backups earlier.
11. Improve procedures where possible.
12. Provide automated support to increase revenue from violators.
13. Provide automated support to improve the collection of revenue owed through use of private collection agency(ies).
14. Test the labor savings inherent in the avoidance of re-keying citation data.
15. Bring San Diego Municipal Court up to a level of the CIVIL System enjoyed by the other courts.
16. Enable the Marshal to access data from the CIVIL System in an automated way, according to the marshal's specifications.
17. Enable the staff of North County Municipal Court to save significant time, and improve their productivity, through automation of the tape disposition reporting process to the Department of Justice.
18. Provide improved public service through the use of Voice Response in an automated fashion at San Diego Municipal Court, and gain potential revenue.
19. Provide improved public service through the Public Access Kiosk at San Diego Municipal Court.
20. Provide improved productivity through utilization of systems which can produce paper on demand as the exception, and use images on-line as the norm.
21. Insure all appropriate parties are advised of change in a timely and controlled manner.

PROGRAM: Municipal Courts Information Services Unit

DEPARTMENT: MUNICIPAL COURTS INFORMATION SERVICES UNIT

PROGRAM #: 01000
MANAGER: Bruce Rademacher

ORGANIZATION #: 2350
REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$367,509	\$378,845	\$348,619	\$183,739	\$480,627	161.6
Services & Supplies	745,384	555,289	537,864	580,203	\$478,441	(17.5)
Other Charges	107,027	0	0	0	0	0.0
Fixed Assets	290,243	438,965	219,602	436,204	\$167,204	(61.7)
TOTAL DIRECT COST	\$1,510,163	\$1,373,099	\$1,106,085	\$1,200,146	\$1,126,272	(6.2)
PROGRAM REVENUE	(1,199,864)	(981,081)	(466,849)	(1,042,872)	(918,241)	(12.0)
NET GENERAL FUND CONTRIBUTION	\$310,299	\$392,018	\$639,236	\$157,274	\$208,031	32.3
STAFF YEARS	5.3	5.00	5.63	2.00	5.00	

PROGRAM MISSION

To provide the highest level of reliable and effective automation support to the operations of the Municipal Courts.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The estimated actuals differ from the budgeted figures due to the September 28, 1993 Board Action to re-constitute the Municipal Court Information Services Unit, including the transfer of three staff into the unit from San Diego Municipal Court. The Sept 28th Board action also reduced the appropriations (as well as the corresponding automation fund revenue) for the unit.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Install Bull Operating System, BOS 2.1, on the DPX/2 computer system.
Complete on system 183. Not yet scheduled for system 182.
2. Upgrade all courts to revision 2.35 of the ISD Civil system.
Rescheduled to FY 94-95.
3. Convert all courts to the FISCAL system on the UNIX computer system.
Completed for South Bay. The other three courts are scheduled for completion in FY 94-95.
4. Implement the VIKING data entry package on the UNIX computer system.
Complete.
5. Install SSI computer system translation software.
Complete.
6. Install Bull Epoch unattended backup system.
Installation in process and projected for completion in FY 94-95.
7. Dispose of DPS/6 mini-computers and their peripheral devices when they are no longer needed.
Currently being phased out and will be disposed of in FY 94-95.

8. Develop and maintain interfaces to all selected collection vendors including Revenue and Recovery.
Complete.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Implement Enterprise E-Mail for all courts.
2. Install BOS 2.1 UNIX Operating System on both DPX/2 computers.
3. Upgrade the ISD Civil System to a later release.
4. Convert all courts to the new FISCAL application.
5. Implement SNA Connectivity through the UNIX platform at all courts.
6. Implement the Viking Data Entry package for use by all courts.
7. Remove and resell the DPS/6 computers, after their utilization is ended.
8. Train the SCC staff in UNIX procedures.
9. Install upgrades to the SSI telecommunications software.
10. Install the BULL EPOCH backup system.
11. Implement Audit response actions.
12. Implement support for the amnesty program as approved by the Courts.
13. Provide interfaces as needed for exchange of information with collections vendors.
14. Implement pilot project for El Cajon Municipal Court concerning issuance of citations by hand-held computers.
15. Convert San Diego Municipal Court to a more recent release of the ISD CIVIL System.
16. Provide a Marshal interface with the ISD Civil systems.
17. Participate in the Automated Tape Disposition study for North County Municipal Court.
18. Participate in the Automated Voice Response study at San Diego Municipal Court.
19. Participate in the Public Access Kiosk study at San Diego Municipal Court.
20. Participate as required in the imaging selection and implementation at San Diego Municipal Court.
21. Establish a change management procedure.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Link the courts to the county-wide Enterprise Mail System.
2. Provide a reliable, technological platform that is supported under maintenance, on both UNIX computers.
3. Provide more functionality to CIVIL System users at all courts.
4. Provide more reliability and functionality to FISCAL System users at all courts.
5. Enable mainframe access via the UNIX platform, thus permitting the removal and sale of the DPS/6 computers.
6. Enable the data entry function to be moved to the UNIX platform, enabling removal of the DPS/6's.
7. Eliminate the DPS/6 computers which are obsolete, not under maintenance, and for which parts are difficult to obtain.
8. Provide a higher level of first time service within the Service Control Center (SCC).
9. Provide higher reliability within this key, on-line communications function.
- 10a. Provide an unattended, automated backup capability, reducing danger to staff from early morning solo visits to

the courthouse facility.

- 10b. Improve on-line access to customers during the early morning hours by completing backups earlier.
11. Improve procedures where possible.
12. Provide automated support to increase revenue from violators.
13. Provide automated support to improve the collection of revenue owed through use of private collection agency(ies).
14. Test the labor savings inherent in the avoidance of re-keying citation data.
15. Bring San Diego Municipal Court up to a level of the CIVIL System enjoyed by the other courts.
16. Enable the Marshal to access data from the CIVIL System in an automated way, according to the marshal's specifications.
17. Enable the staff of North County Municipal Court to save significant time, and improve their productivity, through automation of the tape disposition reporting process to the Department of Justice.
18. Provide improved public service through the use of Voice Response in an automated fashion at San Diego Municipal Court, and gain potential revenue.
19. Provide improved public service through the Public Access Kiosk at San Diego Municipal Court.
20. Provide improved productivity through utilization of systems which can produce paper on demand as the exception, and use images on-line as the norm.
21. Insure all appropriate parties are advised of change in a timely and controlled manner.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

1. Municipal Courts-EDP Services [5.00 SY; E = \$1,126,272; R = \$918,241] 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:
 - o Mandatory Activity/Mandatory Service Level
 - o Total Direct Cost increased by \$160,000 for contract staff required to handle service request backlog.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
9831 Other Court Costs	\$139,127	\$103,043	\$206,086	\$103,043
9821 Filing Documents	0	0	0	0
9176 Criminal Justice Facilities	0	0	0	0
9179 Want/Warrant Fee	100,000	50,000	0	(50,000)
9177 Court Facilities	0	0	0	0
9834 Micro-Automation Fee	0	82,650	133,197	50,547
9989 Recovered Expenditures	87	0	0	0
9837 2% Automation Fund	227,635	807,179	578,958	(228,221)
Sub-Total	\$466,849	\$1,042,872	\$918,241	\$(124,631)
Total	\$466,849	\$1,042,872	\$918,241	\$(124,631)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$639,236	\$157,274	\$208,031	\$50,757
Total	\$639,236	\$157,274	\$208,031	\$50,757

EXPLANATION/COMMENT ON PROGRAM REVENUES

The difference in budgeted revenue and estimated actual revenue for FY 1993-94 is related to the re-constitution of the Municipal Court Information Services Unit mid-year. The reduced revenue corresponds directly to the reduction of appropriations in the Unit.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
4501 Office Equipment - General	1	lot	\$26,330
4503 Data Processing Equipment	1	lot	140,874
Total			\$167,204

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
MCISU					
% OF RESOURCES:	100%				
<u>WORKLOAD</u>					
Service Requests Received	N/A	N/A	110	N/A	128
Development Activity					
New/Modified Programs	N/A	N/A	99	N/A	16
New/Modified Jobs	N/A	N/A	4	N/A	4
<u>EFFICIENCY/OUTPUT</u>					
50 Hr Requests Complete w/i 30 Days	N/A	N/A	95%	N/A	99%
Over 50 Hr Complete w/i Target	N/A	N/A	80%	N/A	90%
Average Cost to Complete a Service Request	N/A	N/A	N/A	N/A	\$2,325
<u>EFFECTIVENESS/OUTCOME</u>					
Total Service Requests Completed	N/A	N/A	70	N/A	79
Customer Satisfaction Rating (1-5)	N/A	N/A	4.0	N/A	4.5

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0666	DC-EDP Systems Manager	0	0.00	0	0.00	\$0	\$0
0654	DC-Senior Systems Analyst	0	0.00	1	1.00	0	54,747
0655	DC-Associate Systems Analyst	2	2.00	2	2.00	99,346	99,344
0656	DC-Assistant Systems Analyst	0	0.00	2	2.00	0	90,716
9999	Non-Permanent Positions	1	0.00	15	0.00	54,617	0
Total		3	2.00	20	5.00	\$153,963	\$244,807
Salary Adjustments:						(128)	164,446
ILP							(0)
Premium/Overtime Pay:						0	0
Employee Benefits:						34,470	71,374
Salary Savings:						(0)	(0)
Total Adjustments						\$34,342	\$235,820
Program Totals		3	2.00	20	5.00	\$188,305	\$480,627

PRETRIAL SERVICES

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Pretrial Services	\$0	\$1,238,077	\$844,204	\$704,967	\$781,847	\$76,880	10.9
TOTAL DIRECT COST	\$0	\$1,238,077	\$844,204	\$704,967	\$781,847	\$76,880	10.9
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$0	\$1,238,077	\$844,204	\$704,967	\$781,847	\$76,880	10.9
STAFF YEARS	0.00	35.08	22.53	22.00	22.00	0.00	0.0

MISSION

To assist the judiciary in making release and bail setting decisions by providing non-adversarial information to the courts in all four judicial districts; to secure and protect the public by providing an accurate assessment of offender risk.

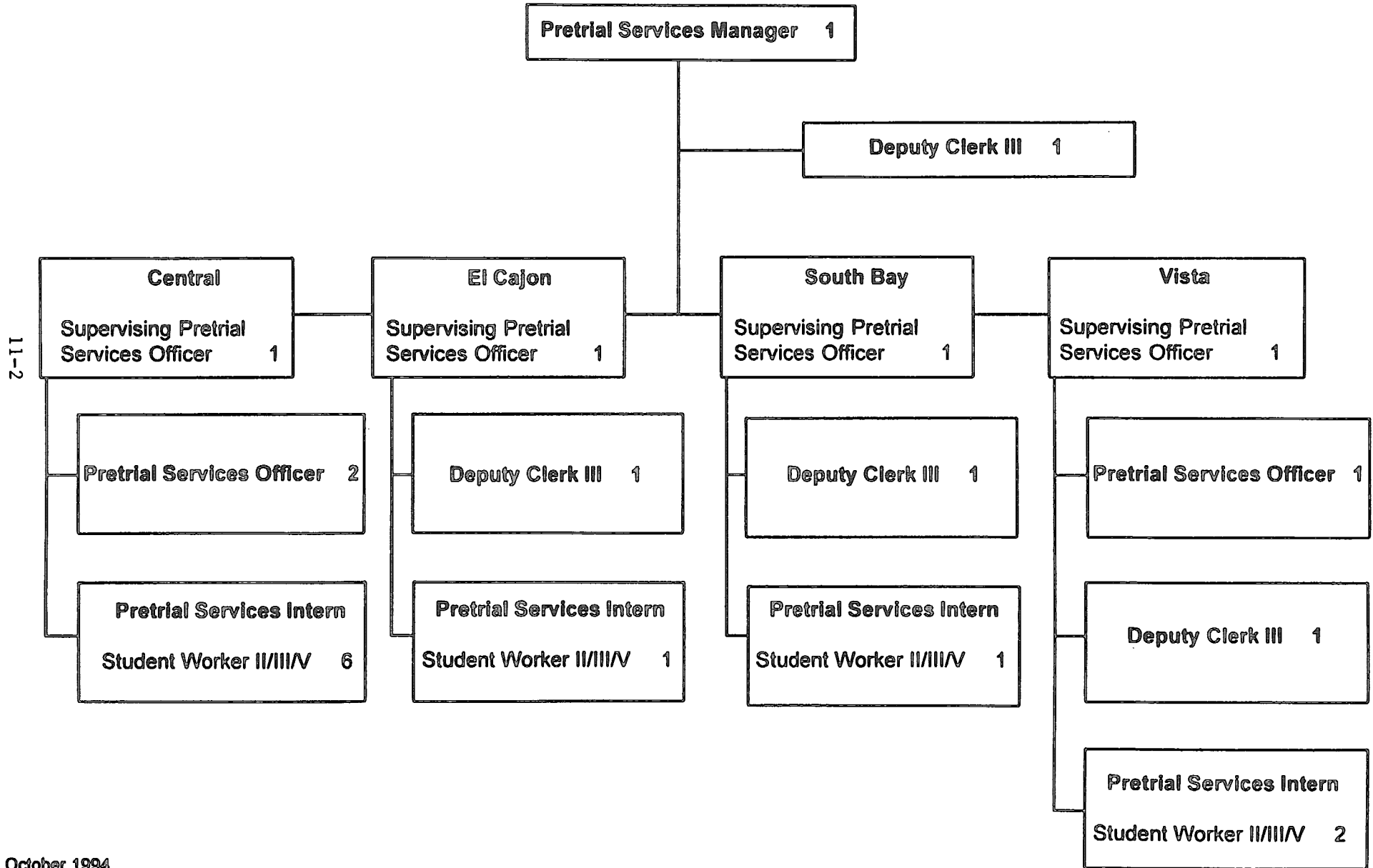
1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. Provide arraignment courts with reports summarizing the criminal history of felony defendants who remain in custody.
2. Manage the jail population without compromising public safety by investigating supervised release referrals by providing the court with reports that consist of an interview, reference check, criminal history summary and a recommendation as to the defendant's suitability.
3. Monitor defendants, with court ordered conditions, who have been placed on supervised release.
4. Create automated Pretrial Services application for County-wide use.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. Ensure information provided to the courts concerning a defendants criminal history is accurate from the data that is available to the pretrial staff.
2. Continue to achieve high court appearance rate and a low rearrest rate for defendants on supervised release.
3. Achieve high defendant compliance with court-ordered conditions of their release.
4. Continue to reduce the number of bail review hearings by providing reports at arraignment hearings.

Pretrial Services



PROGRAM: Pretrial Services

DEPARTMENT: PRETRIAL SERVICES

PROGRAM #: 13036
MANAGER: D. Kent Pedersen

ORGANIZATION #: 2360
REFERENCE: 1993-94 Adopted Budget - Pg. 10a-3

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$1,234,577	\$840,273	\$701,007	\$775,265	10.6
Services & Supplies	0	3,499	\$3,931	\$3,960	\$6,582	66.2
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$1,238,076	\$844,204	\$704,967	\$781,847	10.9
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$1,238,076	\$844,204	\$704,967	\$781,847	10.9
STAFF YEARS	0.00	35.08	22.53	22.00	22.00	0.0

* NOTE: 1992-93 Actual reflects the appropriations of Pretrial Services in the Superior Court-Court Support Program. 1993-94 Estimated Actual and 1993-94 Budget reflect both the appropriations for Pretrial Services in Superior Court through December 7, 1993, and the Municipal Courts for the remainder of the year. These columns should be considered memo entries for information purposes. The Superior Court budget reflects reductions related to the transfer of Pretrial Services, including a reduction of 22.00 staff-years.

PROGRAM MISSION

See department summary, green sheet, on the face of previous page.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

On December 7, 1993, the Board of Supervisors approved the transfer of Pretrial Services from the Superior Court to the Municipal courts. The 1993-1994 estimated actual is higher than budgeted due to a delay in laying-off employees in order to implement a Board approved reduction in the Pretrial Services program.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Pretrial Services was transferred to the Municipal Courts on December 7, 1993, and reorganized to support the four Municipal Courts within the County of San Diego. This reorganization included budget and staff reductions.

1994-95 ADOPTED PROGRAM OBJECTIVES

See department summary, green sheet, on the face of the previous page.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

See department summary, green sheet, on the face of the previous page.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

1. Pretrial Services [22.00 SY; E = \$781,847; R = \$0] including support personnel are:
 - o Discretionary/Mandated Service Level.
 - o Provide a summary of criminal history information to the judiciary at arraignment hearings.
 - o Prepare bail review reports (consisting of criminal history research and summary, verified community ties

assessment, references' comments, and probation and parole status) at the request of the judiciary.

- o Conduct supervised released investigations, including careful assessment of community safety and flight risk issues.
- o Monitor defendants placed on supervised release to ensure compliance with the court-ordered conditions of their release.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
	\$0	\$0	\$0	\$0
Sub-Total				
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
General Fund Support Costs:	\$844,204	\$704,967	\$781,847	\$76,880
Sub-Total	\$844,204	\$704,967	\$781,847	\$76,880
Total	\$844,204	\$704,967	\$781,847	\$76,880

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: PRETRIAL SERVICES					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Arraignment Reports Prepared	0	0	32,294	31,960	33,764
Arraignment Reports Submitted	0	0	16,512	14,004	17,236
Bail Reviews Waived	0	0	8,888	8,780	8,996
Bail Review Reports	0	0	2,993	2,860	2,748
Supervised Release Investigations	0	0	1,976	2,112	2,214
Total Released on S.O.R.	0	0	684	652	720
Custody Days Averted	0	0	38,773	47,896	34,180

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
1770	Pretrial Services Manager	1	1.00	1	1.00	35,307	35,307
1772	Pretrial Services Officer	3	3.00	3	3.00	116,769	116,769
1771	Supv Pretrial Services Offr	4	4.00	4	4.00	166,944	166,944
0611	Deputy Clerk III	4	4.00	4	4.00	72,497	72,497
9007	Salary Adjustments					68,743	65,086
9999	Extra Help	10	10.00	10	10.00	184,588	184,588
	Total	22	22.00	22	22.00	\$644,848	\$641,191
Integrated Leave Savings:		0				(0)	(0)
Premium/Overtime Pay:		0				\$0	\$0
Employee Benefits:						\$137,301	\$134,134
Salary Savings:						(0)	(60)
Total Adjustments						\$137,301	\$134,074
Program Totals		22	22.00	22	22.00	\$782,149	\$775,265

PROBATION

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Adult Field Services	\$17,339,060	\$17,392,489	\$17,670,957	\$17,619,494	\$17,490,211	\$(129,283)	(0.7)
Adult Institutional Services	10,445,831	8,194,125	8,159,369	8,038,184	8,285,856	247,672	3.1
Juvenile Field Services	7,900,780	7,714,238	8,419,608	8,465,588	8,166,432	(299,156)	(3.5)
Juvenile Institutional Services	13,269,734	13,969,276	17,188,830	15,145,194	16,645,674	1,500,480	9.9
Special Operations	1,764,075	1,832,458	2,021,336	1,754,113	1,908,996	154,883	8.8
Department Administration	2,535,754	2,141,770	2,473,327	2,568,835	2,675,120	106,285	4.1
TOTAL DIRECT COST	\$53,255,234	\$51,244,356	\$55,933,427	\$53,591,408	\$55,172,289	\$1,580,881	2.9
PROGRAM REVENUE	(8,801,560)	(12,430,420)	(25,742,446)	(18,320,409)	(26,592,719)	(8,272,310)	45.2
NET GENERAL FUND COST	\$44,453,674	\$38,813,936	\$30,190,981	\$35,270,999	\$28,579,570	\$(6,691,429)	(19.0)
STAFF YEARS	1,138.88	1,109.03	1,153.12	1,131.00	1,142.00	11.00	1.0

MISSION

To secure and protect the public through the assessment of offender risk and needs; to ensure compliance with the orders of the court; to operate confinement facilities; and, to provide community supervision which benefits this community and enables the offender's lawful behavior.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. To provide both short-term and long-range operational planning and management information reporting in support of managing the Department's fiscal and human resources, assuring compliance with Board Policy, Chief Administrative Officer's directives, and Auditor and Controller's guidelines, thereby enabling the Department to meet its objectives as contained within the budget.
2. To provide 30,150 mandated adult investigation reports to the Superior and Municipal Courts (with sentencing recommendations) and to provide 3,085 mandated juvenile investigation reports with dispositional recommendations to the Superior Court, Juvenile Division
3. To monitor 96 youthful offenders on house arrest in lieu of Juvenile Hall detention each day.
4. To assess, classify and monitor with the appropriate level of supervision 18,700 adult offenders, and 3,224 juvenile offenders assigned to the Probation Department by the Courts.
5. To process and assign 34,000 referrals to public service by the Superior and Municipal Courts.
6. To maintain an Average Daily Population within the Department institutions of 463 at Juvenile Hall, 195 at the Juvenile Ranch Facilities, 20 at the Girls Rehabilitation Facility, 20 at the Youth Day Center, 490 at the Adult Rural Camps, and 170 at the Work Furlough facility.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. The fiscal year expenditures will be within 2% of appropriations while an adequately trained staffing level is maintained and the application of automation is enhanced in the accomplishment of Department objectives.
2. 3,224 minors will be placed on formal supervision and an average of 386 minors will be placed in residential facilities by the Juvenile Court, and 85% of the sentencing recommendations to the Adult Courts will be applied by the Courts.
3. The placement of youthful offenders on house arrest represents a cost avoidance of \$1,962,240 each year.

- 4a. Violate those juveniles not in compliance with the terms of supervision or the term of their contract. Return to Court for judicial review and action.
- 4b. 2,600 (14%) offenders will be monitored intensively in caseloads of 50 for 9-18 months and 16,102 offenders will be banked in caseload of 1,500 or more.
- 5. To provide 83,916 labor days of Work Project labor generating \$402,070 from cost recovery crews and \$2,139,858 in cost avoidance for the County and community.
- 6a. Provide 269,370 bed days during which these predatory youthful offenders will commit no crimes in the community.
- 6b. The County will realize \$3,131,700 in savings resulting from placement of in minimum, in lieu of medium/maximum, security institutions.

**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.

**JAMES C. POE
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
J. DOUGLAS WILLINGHAM**

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: 393 Staff Years: 391.50

**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: 41 Staff Years: 38.00

**ADULT INSTITUTIONAL SERVICES
DEPUTY CHIEF PROBATION OFFICER
CARL DARNELL III**

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: 180 Staff Years: 169.50

**JUVENILE FIELD SERVICES
DEPUTY CHIEF PROBATION OFFICER
LINDA DUFFY**

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.

Positions: 174 Staff Years: 170.00

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

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

Positions: 347 Staff Years: 336.00

**ADMINISTRATIVE SERVICES
DEPUTY CHIEF PROBATION OFFICER
VICKI MARKEY**

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. 37 positions includes Chief and Assistant Chief Probation Officers.

Positions: 37 Staff Years: 37.00

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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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$16,674,297	\$16,804,285	\$16,981,281	\$17,157,941	\$17,028,658	(0.8)
Services & Supplies	605,525	541,891	607,263	459,662	459,662	0.0
Other Charges	59,238	46,313	3,062	1,891	1,891	0.0
Fixed Assets	0	0	79,351	0	0	0.0
TOTAL DIRECT COST	\$17,339,060	\$17,392,489	\$17,670,957	\$17,619,494	\$17,490,211	(0.7)
PROGRAM REVENUE	(708,519)	(818,718)	(8,452,531)	(697,514)	(8,931,148)	1,180.4
NET GENERAL FUND CONTRIBUTION	\$16,630,541	\$16,573,771	\$9,218,426	\$16,921,980	\$8,559,063	(49.4)
STAFF YEARS	367.45	371.86	369.36	391.50	391.50	0.0

PROGRAM MISSION

To enhance public protection by providing the Court with factual information and sentencing recommendations based on an assessment of offender risk to the community and requirements of sentencing laws; monitoring offenders on behalf of the Superior and Municipal Courts through personal contacts, collateral contacts, surveillance, and crisis action response, including re-arrest, incarceration and return to Court; and providing offenders with opportunities to maintain law abiding behavior while on probation by utilizing a network of community-based organizations for drug treatment, employment assistance, perinatal care, and counseling services.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Total direct cost exceeded FY 1993-94 budget levels by \$51,463. A savings of \$176,660 in Salaries and Benefits was the result of vacancies maintained throughout the year. The Services and Supplies accounts were overexpended by \$147,601 due to expenditures for unfunded Court ordered drug testing department-wide. A budget reduction to this service in the amount of \$225,000 was adopted during the 1993-94 budget deliberations.

Revenue increased by \$7,755,017 due to the Department's allocation of sales tax revenue for public protection as provided with the passage of Proposition 172 in November 1993. The fiscal impact of this revenue is a reduction in Net County Cost for the Adult Field Services Program.

ACHIEVEMENT OF 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.

An average of 3.2 face-to-face contacts were made each month on 90% of available high risk offenders, an additional 4.8 collateral contacts (phone contacts, job checks, drug testing, etc.) were achieved each month on this population during FY 1993-94

2. To maintain a minimum success rate of 47% for probationers in completing their periods of probations.

A success rate of 57% for probationers completing their term of probation was achieved in the 1993-94 fiscal year.

3. To return failing probationers to court with recommendations aimed at maintaining a revocation rate of 54%.

A revocation rate of 42% of those cases closed during fiscal year 1993-94 was achieved. This represents successful enforcement of and accountability to the court for the imposed terms of probation.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Provide 30,150 mandated investigations to the Superior and Municipal Courts which include recommendations for sentencing based on the defendant's instant offense, prior history, victim(s) injuries and financial losses, defendant's ties to the community, likelihood of reoccurrence of crime, and sentence computation based on statutes and case law. Court reports range in length from 2 pages to 50 pages.
2. To assess and classify 18,000 offenders placed on probation monitoring (intensive or banked caseloads) based on their risk to the community, threats to the safety of others, and resources available.
3. 7,000 offenders who are placed on probation by the Court and ordered to participate in drug treatment and testing will be monitored for drug use and, when relapses occur, sanctioned through any of the following: imposing curfews, requiring detoxification and residential treatment, enhancing frequency of drug testing, enrollment in public service work crews, re-arrest, and/or incarceration.
4. Hold 18,000 probationers accountable for compliance with conditions of probation as ordered by the Court, including drug testing, drug treatment, employment, AIDS testing, spousal abuse counseling, no contact with victim, no contact with children, polygraph testing, crime-free behavior.
5. Hold 4,400 probationers, ordered by the Court to pay victim restitution, accountable for making payments to victims.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- 1a. Courts accept 85% of Probation Officers' sentencing recommendations, thereby contributing to the overall quality of justice.
- 1b. 9,030 offenders will have probation search conditions imposed at sentencing to assist probation officers in monitoring offender activity in the community.
- 1c. Investigations will result in 2,409 defendants being incarcerated in State Prison; while an additional 9,700 defendants will receive probation monitoring, including jail incarceration.
2. 2,600 (14%) offenders will be monitored intensively in caseloads of 50 for 9-18 months; the remaining 16,102 (86%) offenders will be banked in caseloads of 500 to 2,200, depending on resource availability.
- 3a. 36,348 drug tests will be conducted on adult probationers with drug dependency problems with 64% resulting in no indication of drug use.
- 3b. 8,160 drug tests will be conducted on probationers in recovery participants with (12%) 1,030 positive outcomes resulting in imposition of sanctions up to and including incarceration following relapse.
- 3c. 1,788 drug tests will be conducted by the Bank Substance Abuse Team resulting in 260 warrants requested, 265 violation hearings scheduled and 1,200 sanctions imposed, including incarceration.
- 4a. Probation Officers will initiate 5,200 rearrests and other revocations resulting from violations of the conditions of probation.
- 4b. 90% of drug/alcohol-dependent, pregnant offenders in intensive caseloads will deliver drug-free babies providing a cost avoidance of \$400,000 per child in medical and educational costs.
- 4c. 550 probationers will be referred for processing within 33 days by the Drug Revocation Court following detection of continued drug use and/or drug sales activity, with 85% (467) being sent to prison resulting in a cost avoidance in jail bed costs of \$2,400,000.
5. Collect \$1,561,000 in victim restitution from probationers.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

This program includes two activities:

1. Investigation [263.50 SY; E = \$11,534,246; R = \$2,975,183] includes investigation of Superior and Municipal Court referrals. This activity is:
 - o Mandated/Mandated Service Level.
 - o Mandated/Discretionary Service Level for misdemeanor referrals.
 - o Able to conduct 30,150 investigations.

- o Offset 23.4% by an estimated \$2,753,657 in Revenue from both fees and charges and from Proposition 172, Sales Tax Retention for public safety and from Medicaid activity reimbursement.
 - o Able to conduct 30,150 Superior and Municipal Court investigations.
2. Supervision [128.00 SY; E = \$5,955,965; R = \$5,955,965] includes supervision of all offenders placed on formal probation/diversion by the Superior Courts. This activity is:
- o Mandated/Discretionary Service Level.
 - o Able to supervise 20,000 adult cases.
 - o 100% offset by Public Protection Sales Tax revenue, and Medicaid activity reimbursement.
 - o Able to supervise 18,700 adult probationers per month.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
State Aid Sales Tax - Public Protection	\$7,517,194	\$0	\$7,838,500	\$7,838,500
Cost of Investigation/Supervision	896,017	697,514	792,648	95,134
Federal Aid - SB 910	0	0	300,000	300,000
Miscellaneous	39,320	0	0	0
Sub-Total	\$8,452,531	\$697,514	\$8,931,148	\$8,233,634
Total	\$8,452,531	\$697,514	\$8,931,148	\$8,233,634

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
General Fund Support Cost	\$9,218,426	\$16,921,980	\$8,559,063	\$(8,362,917)
Sub-Total	\$9,218,426	\$16,921,980	\$8,559,063	\$(8,362,917)
Total	\$9,218,426	\$16,921,980	\$8,559,063	\$(8,362,917)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Total revenue increased by \$7,755,017 over fiscal year 1993-94 budget levels. The increase was primarily the result of \$7,517,194 generated from sales tax used for Public Protection Programs. In addition, \$198,503 was collected from probationers for the cost of conducting their investigation and cost of supervision.

A net revenue increase of \$8,233,634 is projected for the 1994-95 fiscal year. This increase is due to the addition of two new revenues, Public Protection Sales Tax (\$7,838,500) and Federal Medical - Medicaid (SB 910) activity offset (\$300,000), as well as an anticipated increase in payments made by probationers for the cost of conducting investigations and of their probation supervision (\$95,134). Together, these revenues offset \$8,931,148 of program cost (50%) annually.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: INVESTIGATION					
<u>% OF RESOURCES:</u>	66%				
<u>WORKLOAD</u>					
Investigations Conducted	29,906	30,318	28,397	30,150	30,150
<u>EFFICIENCY/OUTPUT</u>					
Unit Cost (Direct Cost/Workload)	345	\$395	\$377	\$359	\$383
Productivity (Workload/Staff Years)	122	115	121	114	114
<u>EFFECTIVENESS/OUTCOME</u>					
Amount Collected	\$635,348	\$757,055	\$896,017	\$697,514	\$792,648
ACTIVITY B: SUPERVISION					
<u>% OF RESOURCES:</u>	34%				
<u>WORKLOAD</u>					
Offenders Supervised	19,747	17,174	18,534	17,700	18,700
Felons Supervised (Caseload 1:50)	2,962	2,576	2,607	2,380	2,618
Felons Banked/Monitored (Caseload 1:500/2,100)	11,848	10,304	11,,566	10,200	11,033
Misdemeanants Banked (Caseload 1:500/1100)	2,962	2,577	2,294	2,550	2,805
Offenders Diverted (Caseload 1:1000)	1,975	1,889	2,076	1,870	2,057
<u>EFFICIENCY/OUTPUT</u>					
Unit Cost (Direct Cost/Workload)	\$355	\$359	\$371	\$414	\$344
Productivity (Workload/Staff Years)	134	134	136.2	133	146
<u>EFFECTIVENESS/OUTCOME</u>					
Early Terminations/Completions	4,458	5,260	5,337	5,700	5,800
Probation Initiated:					
Arrests Warrants/Revocations	N/A	N/A	4,031	5,000	5,200
Drug Tests	N/A	N/A	21,116	36,000	36,500

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0399	Probation Director	5	5.00	5	5.00	\$307,980	\$312,569
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	341,678	328,764
2710	Jr. Clerk	4	4.00	4	4.00	59,551	61,012
2714	Int. Transcriber Typist	37	35.50	36	35.50	762,342	758,999
2715	Records Clerk	40	40.00	40	40.00	823,484	829,009
2724	Sr. Transcriber Typist	2	1.00	2	1.00	26,311	26,310
2725	Principal Clerk	1	1.00	1	1.00	31,465	31,465
2726	Principal Clerk II	1	1.00	1	1.00	34,930	34,930
2730	Senior Clerk	13	13.00	13	13.00	303,706	304,964
2745	Supervising Clerk	6	6.00	6	6.00	166,620	161,401
2757	Admin. Secretary II	3	3.00	3	3.00	75,650	76,422
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,774
3008	Senior Word Proc. Oper.	1	1.00	1	1.00	25,602	25,602
3009	Word Proc. Oper.	10	10.00	10	10.00	227,055	231,445
3010	Word Proc. Center Supv.	1	1.00	1	1.00	30,572	30,571
3039	Mail Clerk Driver	3	3.00	3	3.00	59,103	60,062
5065	Deputy Probation Officer	194	181.00	181	181.00	6,914,742	6,921,590
5090	Senior Probation Officer	45	43.00	43	43.00	1,828,534	1,841,059
5115	Supervising Probation Officer	24	24.00	24	24.00	1,136,177	1,128,763
Total		409	391.50	393	391.50	\$13,257,079	\$13,266,514
Salary Adjustments:						20,104	0
Bilingual Pay						1,686	1,686
Premium/Overtime Pay:						195,360	195,360
Employee Benefits:						4,337,524	3,909,024
Salary Savings:						(350,683)	(343,926)
Integrated Leave Program:						(303,129)	0
Total Adjustments						\$3,900,862	\$3,762,144
Program Totals		409	391.50	393	391.50	\$17,157,941	\$17,028,658

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$9,203,726	\$7,195,992	\$7,226,480	\$7,075,511	\$7,149,233	1.0
Services & Supplies	1,212,059	957,098	930,887	958,825	1,129,775	17.8
Other Charges	27,433	1,659	2,002	3,848	3,848	0.0
Fixed Assets	2,613	39,376	0	0	3,000	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$10,445,831	\$8,194,125	\$8,159,369	\$8,038,184	\$8,285,856	3.1
PROGRAM REVENUE	(4,546,167)	(2,479,892)	(2,596,085)	(2,798,097)	(3,806,249)	36.0
NET GENERAL FUND CONTRIBUTION	\$5,899,664	\$5,714,233	\$5,563,284	\$5,240,087	\$4,479,607	(14.5)
STAFF YEARS	219.69	171.68	169.63	166.50	169.50	1.8

PROGRAM MISSION

To lawfully provide safe, secure, and productive confinement by the care, custody, and control of minimum-security adult male inmates in two rural honor camps (Camp Barrett and Camp West Fork) and one urban facility (Work Furlough Center); to provide a public service program (Work Projects) to non-custody offenders referred by the Superior and Municipal Courts; to benefit the community through cost-effective offender labor to governmental agencies and other County departments; and to provide rehabilitative and community re-entry services to Adult Institutions inmates.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Total Direct Costs exceeded FY 1993-94 budget levels by \$121,185 (1.5%), primarily the result of increased expenditures in Salaries and Benefits of \$150,969, the result of eliminating the Integrated Leave Program (ILP) and reimbursement of ILP credits. Services and Supplies and Other Charges accounts were below budgeted level by \$29,784.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- To provide minimum security confinement of 3,390 male inmates.
A total of 3,120 male inmates were confined.
- To provide 108,500 days of inmate labor with an indirect savings to the taxpayer of \$2,766,750 based on minimum wage.
A total of 90,089 days of inmate labor was provided with a savings to the taxpayer of \$2,297,270.
- To provide 79,104 days of Work Project participant labor with an indirect savings to the taxpayer of \$2,017,152.
A total of 88,230 days of Work Project participant labor was provided with a savings value of \$2,249,865.
- To provide 4,296 cost recovery revenue crews to other government agencies generating \$1,331,760 in revenue.
A total of 3,660 cost recovery crews generated \$1,137,390 in revenue.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. To provide 178,850 minimum-security bed days in the two rural honor camps, Camp West Fork and Camp Barrett, resulting in 178,850 crime-free days.
2. To provide 62,050 bed days at the Work Furlough Facility, resulting in 62,050 crime-free days.
3. To process 34,000 referrals of offenders sentenced to public service by the Superior and Municipal Courts.
4. To provide substance abuse education to 400 inmates.
5. To provide education to 400 inmates.
6. To eliminate drug use in institutions by conducting 7,036 drug tests and by using Probation drug sniffing canines to search the facilities.
7. Screen and classify 5,289 county inmates referred for placement in rural honor camps and work furlough facilities to insure proper placement for public safety and appropriate program placement for the inmates.
8. 1,978 direct referrals from the Court are screened for placement to both the public and private work furlough centers.
9. To provide 80,634 hours of vocational training through the Regional Occupational Program (ROP) in landscaping, culinary arts and janitorial and maintenance instruction to inmates in the honor camps.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- 1a. The County will realize \$3,131,700 in savings resulting from placement of inmates in minimum security Probation honor camps, in lieu of more costly maximum/medium, security institutions.
- 1b. The County will realize 71,652 days of productive labor from inmates in Probation honor camp facilities and programs, resulting in \$605,120 in revenue and \$1,827,126 in costs avoided through the use of inmate labor in the community.
2. Realize 21,360 days of labor from inmates in Work Furlough resulting in \$80,600 cost recovery crews and \$544,680 in cost avoidance to the County.
- 3a. To generate \$286,828 in revenue from the collection of the administrative fee charged to participants for enrollment in the public work program.
- 3b. Work project participants will provide 83,916 labor days generating \$402,070 from cost recovery crews and \$2,139,858 in cost avoidance to the County and the community.
4. 400 inmates will complete a substance abuse program better enabling them to remain drug free upon re-entry to the community.
- 5a. 400 inmates will participate in educational classes resulting in 170 inmates receiving their GED and/or high school diploma, thereby enhancing their chances for employment and successful return to the community.
- 5b. 530 inmates will participate in a Landscaping, Janitorial, and Maintenance, or Culinary Arts Job Training Program, and 313 inmates will receive a Certificate of Completion, thereby increasing their opportunities for employment upon release.
6. Approximately 3,200 inmates are classified for placement in County camps and Work Furlough.
7. 1,279 inmates are placed in the public Work Furlough Center; 560 inmates are placed in the private Work Furlough Center.
8. 240 direct referrals of inmates to the school district within which they live for educational follow-up upon completion of their camp stay, assisting in assuring they continue in their educational goals.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Rural Camps [114.00 SY; E = \$6,027,325; R = \$2,194,758] includes two rural camps - Barrett and West Fork.
 - o Discretionary/Discretionary Service Level.
 - o Offset 36% by program revenue.

2. Work Furlough [29.00 SY; E = \$1,254,134; R = \$826,852] provides minimum security custody in-town, allowing residents to maintain employment within the community and is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 66% by program revenue.

3. Work Project [26.50 SY; E = \$1,004,397; R = \$784,639] provides the courts with a non-custody sentencing option which includes public service work performed by both adults and juveniles and is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 78% by program revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
State Meal Subvention	42,335	33,500	33,500	0
Aid From Other Gov't Agencies	0	20,941	0	(20,941)
Institutional Care & Services County	479,365	673,345	673,345	0
Institutional Care & Services Federal	109,891	0	1,100,000	1,100,000
Charges to Other Gov't Agencies	1,443,634	1,374,618	1,087,790	(286,828)
Other Charges for Current Services-Private Work Furlough	31,723	141,814	70,907	(70,907)
Miscellaneous	275	27,961	314,789	286,828
Sub-Total	\$2,107,223	\$2,272,179	\$3,280,331	\$1,008,152
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$488,862	\$525,918	\$525,918	\$0
Sub-Total	\$488,862	\$525,918	\$525,918	\$0
Total	\$2,596,085	\$2,798,097	\$3,806,249	\$1,008,152

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$5,563,284	\$5,240,087	\$4,479,607	\$(760,480)
Sub-Total	\$5,563,284	\$5,240,087	\$4,479,607	\$(760,480)
Total	\$5,563,284	\$5,240,087	\$4,479,607	\$(760,480)

EXPLANATION/COMMENT ON PROGRAM REVENUES

1993-94 revenue decreased by \$202,012 primarily the result of a decrease in Work Furlough fees collected from inmates for room and board as a result of alternative placement of inmates in private work furlough programs. Revenue associated with monitoring private work furloughs was below budget by \$110,091, a result of Board of Supervisors action on December 7, 1993 (#4) suspending fees paid by private centers for monitoring services. Cost recovery crew revenue and fees collected for enrollment in the Public Service Program were above budget levels by \$69,016. Unanticipated revenue of \$109,891 was realized from fees recovered for the care of Federal inmates (INS) at Barrett Honor Camp.

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

Aid from Other Governmental Agencies. This line item was for revenue received from the Inmate Welfare Fund to finance a Stock Clerk position to operate the inmate commissary program throughout the Adult Institutions. This position was deleted from the budget and the revenue never realized.

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

Charges to other Governmental Agencies. This source reflects revenue to be generated by work crews from the Rural 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 the private work furlough program.

Miscellaneous Revenue. Funds collected from clients for direct services or reimbursements and an administrative fee collected for enrollment in the Work Project Program.

Social Services Trust Fund - Sales Tax. 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.

Institutional Care and Service Federal: This source is revenue received for housing INS detainees at Camp Barrett.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment	1	lot	\$3,000
Total			\$3,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
<u>% OF RESOURCES: 100%</u>					
Camp Programs	740	664	552	660	660
ADA - Work Project	323	310	318	300	307
<u>EFFICIENCY/OUTPUT</u>					
Unit Cost: (Total Direct Cost/ADA/365 Days)					
Camp Programs	\$40	\$35	\$35	\$32	\$30
Work Project	\$7	\$9	\$9	\$8	\$9
Productivity: (ADA/Staff Years)					
Camp Programs	3.0	3.8	3.8	4.6	4.6
Work Project	12.6	12.1	12.2	10.9	11.6
<u>EFFECTIVENESS/OUTCOME</u>					
Camp Programs					
Admissions	3,787	3,254	3,120	3,390	3,390
Cost Recovery Revenue Crews	1,944	1,677	1,979	2,212	2,212
Dollar Value Collected (crews x \$310)	\$602,640	\$519,870	\$613,490	\$685,720	\$685,720
Days of Labor	100,114	108,407	90,089	108,500	93,012
Dollar Value (labor days x 6 hrs x \$4.25 per hour minimum wage)	\$2,552,907	\$2,764,379	\$2,297,270	\$2,766,750	\$2,371,806
Work Project					
Referrals	31,024	34,048	31,547	34,000	34,000
Enrollment Fee (\$15 per case)	\$263,594	\$325,254	\$314,444	\$286,828	\$286,828
Cost Recovery Revenue Crews	1,633	1,872	1,690	2,084	1,297
Dollar Value Collected (crews x \$310)	\$506,230	\$580,320	\$523,900	\$646,040	\$402,070
Days of Labor	85,414	109,834	88,230	79,104	83,916
Dollar Value (labor days x 6 hrs x \$4.25 per hour minimum wage)	\$2,178,057	\$2,800,767	\$2,249,865	\$2,017,152	\$2,139,858
Total Cost Recovery Crews	\$1,108,870	\$1,100,190	\$1,137,390	\$1,331,760	\$1,087,790
Total Days of Free Labor	185,528	218,241	178,319	187,604	176,928
Total Non-Cost Recovery Labor Value	\$4,730,964	\$5,565,146	\$4,547,135	\$4,783,902	\$4,511,664
TOTAL DOLLAR VALUE	\$5,839,834	\$6,665,336	\$5,684,525	\$6,115,662	\$5,599,454

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0339	Probation Director	5	5.00	5	5.00	\$330,950	\$321,748
2291	Deputy Chief P.O.	1	1.00	1	1.00	70,803	70,803
2650	Stock Clerk	1	1.00	1	1.00	17,758	18,649
2658	Storekeeper II	1	1.00	1	1.00	23,180	24,349
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,669	20,670
2715	Records Clerk	10	10.00	10	10.00	206,083	203,527
2720	Correctional Facility Clerk	5	5.00	5	5.00	105,493	103,383
2728	Detention Proc. Supervisor	1	1.00	1	1.00	25,342	27,770
2730	Senior Clerk	4	4.00	4	4.00	88,693	91,452
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,770
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,774
4459	Chief, Food Services	1	1.00	1	1.00	39,656	40,642
5065	Deputy Probation Officer	12	12.00	11	11.00	429,873	416,889
5069	Correctional DPO II	16	16.00	16	16.00	553,177	556,826
5068	Correctional DPO I	75	67.50	78	70.50	1,824,478	1,742,282
5090	Senior Probation Officer	18	18.00	19	19.00	762,263	847,884
5115	Supervising Probation Officer	10	10.00	10	10.00	494,494	477,198
6405	Food Services Supervisor	3	3.00	3	3.00	85,197	81,429
6410	Senior Cook	8	8.00	8	8.00	191,904	186,322
Total		174	166.50	177	169.50	\$5,328,557	\$5,290,367
Salary Adjustments:						(83,714)	10,155
Temporary Help:						116,948	116,948
Bilingual Premium:						5,058	5,058
Holiday Premium:						23,714	23,714
Shift Differential:						26,211	26,211
Call Back:						46,233	19,953
Premium Overtime:						162,356	188,636
Employee Benefits:						1,709,798	1,607,748
Salary Savings:						(144,055)	(139,557)
Integrated Leave Program:						(115,595)	(0)
Total Adjustments						\$1,746,954	\$1,858,866
Program Totals		174	166.50	177	169.50	\$7,075,511	\$7,149,233

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,111,918	\$6,803,392	\$7,513,187	\$7,389,670	\$7,368,236	(0.3)
Services & Supplies	560,064	549,732	641,341	714,618	766,590	7.3
Other Charges	228,798	361,114	372,805	361,300	361,300	0.0
Fixed Assets	0	0	0	0	0	0.0
Reimbursements	0	0	(107,725)	0	(329,694)	(100.0)
TOTAL DIRECT COST	\$7,900,780	\$7,714,238	\$8,419,608	\$8,465,588	\$8,166,432	(3.5)
PROGRAM REVENUE	(803,713)	(4,809,910)	(4,588,287)	(4,352,563)	(4,212,257)	(3.2)
NET GENERAL FUND CONTRIBUTION	\$7,097,067	\$2,904,328	\$3,831,321	\$4,113,025	\$3,954,175	(3.9)
STAFF YEARS	156.74	152.00	167.57	169.00	170.00	0.6

PROGRAM MISSION

To provide public protection by investigating and recommending dispositions to the Court on at-risk juveniles who commit crimes; to monitor and to divert appropriate juveniles from the juvenile justice system and monitor offenders on behalf of the Juvenile Court by providing intrusive supervision and rehabilitative services to juveniles, thus protecting the public and enabling minors to maintain lawful behavior; to establish prevention programs within the community to reduce the number of juveniles entering the juvenile justice system.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Salaries and Benefits are estimated at \$123,517 more than budget due to the elimination of the Integrated Leave Program (\$129,181) partially offset with vacancy savings. Professional and Specialized Services (3440) account was over budget (\$11,505) due to the departmental having no control over Court ordered out-of-home placements.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- Intensive Supervision** - to contact/interview face-to-face an average equal to 90% all available wards assigned to Intensive Supervision at least twice monthly.

Juvenile Field Services officers conducted 5.6 face-to-face contacts with Level I wards during FY 1993-94. This is equivalent to 52% of all wards on intensive supervision being seen twice monthly.
- 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.

64.5% of the cases on supervision had no petition filed during the year, indicating no violations or new offenses in those cases.
- 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.

56.4% of the referrals to Intake and Investigations were settled without formal juvenile justice proceeding.
- To utilize community resources to provide counseling and other social services in at least 70% of all cases handled in the Informal Supervision Program.

98% of cases in the Informal Supervision Program are referred to community resources.

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

70 Mexican National juvenile offenders were returned to Mexican authorities during FY 1993-94.

Since the program began in 1988, 89 of 663 program participants have been rearrested, for a rearrest rate of 13.3%.

1994-95 ADOPTED PROGRAM OBJECTIVES

- 1a. Assess 8,384 new referrals to determine the appropriate level of intervention needed, i.e., diversion, informal supervision, or petition to the Court.
- 1b. Assess 6,000 minors arrested and placed in Juvenile Hall pending determination of the appropriate place of detention based on their risk to themselves or others, their likelihood of fleeing the Court's jurisdiction, violation of Court order, and the availability of parent or guardian supervision.
- 2. Hold 3,224 offenders accountable for their behavior through the use of sanctions, including diversion referrals to community-based organizations (CBO's), graffiti eradication programs, drug counseling programs, and institutional commitment to facilities such as the Juvenile Ranch Facility, Girls Rehabilitation Facility and the California Youth Authority.
- 3. Provide 3,085 investigations mandated by Juvenile Court law, which include recommendations based on the juvenile's instant offense, prior record, victim(s) injuries and financial losses, the likelihood of reoccurrence of crime, and the law.
- 4a. Monitor an average of 625 offenders on informal supervision, taking necessary actions to protect the community and hold juveniles accountable for their behavior.
- 4b. Monitor an average of 3,224 offenders on formal supervision for crimes up to and including murder to ensure compliance with Court orders.
- 5. Initiate 1,500 contacts with truants by probation officers assigned to the Countywide Truancy Program.
- 6. Provide aftercare services to juveniles released from local detention and treatment facilities such as Juvenile Hall, Juvenile Ranch Facility, and Girls Rehabilitation Facility, or returned home from foster care or private, residential facilities.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- 1a. Following a risk and needs assessment, 625 juveniles are diverted from the juvenile justice system to diversion agencies, resulting in a cost avoidance of \$1,972,138 (Court, District Attorney, Probation and Public Defender costs).
- 2. A total of 3,224 are placed on formal supervision to be monitored by probation officers in an effort to control their delinquent behavior; of this number, an average of 386 per month 707 minors are removed from the community and placed in residential facilities to protect the community from continuing delinquent behavior, including acts of violence.
- 3. As a result of investigations conducted, 3,224 youths are placed in wardship and supervised as required.
- 4. Violate those juveniles not in compliance with the terms of supervision or the term of their contract. Return to Court for action judicial review and action.
- 5. Reimbursement for the Average Daily Attendance (ADA) at schools is improved by \$300,000 as a result of truant contacts by probation officers.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Juvenile Intake and Investigation [77.00 SY; E = \$3,432,040; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Able to process 8,384 Intake referrals; conduct investigations and prepare Court reports on approximately 3,085 of these referrals; and divert 1,500 individuals through informal supervision programs.

2. Juvenile Supervision [93.00 SY; E = \$4,734,392; R = \$4,212,257] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Offset 89% by revenue for the Intensive Supervision of high-risk offenders, support and care of juvenile wards and delinquency prevention services to five school districts.
 - o Able to supervise an average of 3,224 wards per month.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
State Meal Subvention	\$7,131	\$0	\$0	\$0
Charges for Current Services (Step-Parent Adoptions)	39,131	40,000	0	(40,000)
Support and Care of Persons (Includes Title XIX)	56,701	257,665	257,665	0
Revenue Contracts with School Districts	242,843	206,820	271,820	65,000
Federal Grant	149,916	0	0	0
Miscellaneous	18,332	165,306	0	(165,306)
Sub-Total	\$514,054	\$669,791	\$529,485	\$(140,306)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$380,378	\$408,637	\$408,637	\$0
Title IV-E Revenue	\$3,693,855	\$3,274,135	\$3,274,135	\$0
Sub-Total	\$4,074,233	\$3,682,772	\$3,682,772	\$0
Total	\$4,588,287	\$4,352,563	\$4,212,257	\$(140,306)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$3,831,321	\$4,113,025	\$3,954,175	\$(158,850)
Sub-Total	\$3,831,321	\$4,113,025	\$3,954,175	\$(158,850)
Total	\$3,831,321	\$4,113,025	\$3,954,175	\$(158,850)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1993-94 Actual revenue exceeded budgeted levels by \$235,724.

Charges for services is estimated to be \$39,476 less than budgeted due to the Step-parent Adoption Program and associated revenue being transferred to the Department of Social Services. The Support and Care of Persons account actuals are estimated to be \$6,645 less than budgeted, while the Revenue Contracts with school district is estimated at \$36,023 more than budgeted due to the addition of a new contract with the Escondido Unified School District. Miscellaneous Revenue represents the Family Preservation Program, which is estimated to be \$127,716 less than budgeted due to staffing vacancies in the program. The Federal Grant represents a grant revenue from the Families and Children Empowered for Success (FACES) program, which was credited to this program in error.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Intake & Investigation					
% OF RESOURCES: 42%					
<u>WORKLOAD</u>					
Intake Referrals Processed	7,903	8,373	9,262	8,482	8,384
Investigations Conducted	2,945	2,880	2,724	3,848	3,085
Informal Cases Supervised Average	623	528	602	716	625
<u>EFFICIENCY/OUTPUT</u>					
Unit Cost (Direct Cost/Workload)					
Cost/Referral	\$158	\$139	\$139	\$172	\$155
Cost/Investigation	\$603	\$576	\$672	\$541	\$601
Cost/Informal Supervision	\$150	\$165	\$160	\$153	\$156
Productivity (Workload/Staff Years)					
Referrals/Staff Years	255	253	299	274	270
Investigations/Staff Years	59	58	55	77	62
Informal Supervisions/Staff Years	312	352	401	358	416
<u>EFFECTIVENESS/OUTCOME</u>					
Petitions Filed	2,886	3,028	3,867	2,640	3,222
% Petitions Filed on Referrals	37%	36%	42%	31%	38%
ACTIVITY B:					
Supervision					
% OF RESOURCES: 58%					
<u>WORKLOAD</u>					
Regular Cases Supervised	3,009	2,731	2,460	2,585	2,744
Intensive Cases Supervised	451	483	481	470	480
<u>EFFICIENCY/OUTPUT</u>					
Unit Cost (Direct Cost/Workload)					
Cost/Regular Supervision	\$1,384	\$1,398	\$1,606	\$1,485	\$1,390
Cost/Intensive Supervision	\$1,380	\$1,395	\$1,599	\$1,442	\$1,402
Productivity (Workload/Staff Years)					
Regular Cases Supervised/Staff Years	70	72	65	68	72
Intensive Cases Supervised/Staff Years	50	54	53	52	53
<u>EFFECTIVENESS/OUTCOME</u>					
Amount Collected for Victim Restitution	\$280,027	\$279,208	\$289,518	\$272,770	\$272,770

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0399	Probation Director	3	2.00	3	2.00	123,192	123,184
2291	Deputy Chief P.O.	1	1.00	1	1.00	70,803	\$70,803
2319	Probation Aide	2	2.00	4	4.00	47,287	95,732
2700	Intermediate Clerk Typist	11	11.00	11	11.00	223,675	214,286
2710	Junior Clerk Typist	4	4.00	4	4.00	60,164	59,506
2715	Records Clerk	9	9.00	9	9.00	184,739	187,123
2724	Sr. Transcriber Typist	3	3.00	3	3.00	72,009	72,016
2726	Principal Clerk II	1	1.00	1	1.00	34,930	34,930
2730	Senior Clerk	8	8.00	8	8.00	191,573	187,674
2758	Administrative Sec. III	1	1.00	1	1.00	26,707	26,712
2810	Telephone Operator	2	2.00	2	2.00	40,716	38,611
3009	Word Processor Operator	17	17.00	17	17.00	389,704	384,323
3010	Word Processor Ctr. Supervisor	2	2.00	2	2.00	61,144	61,142
3039	Mail Clerk Driver	1	1.00	1	1.00	20,714	20,713
5065	Deputy Probation Officer	65	67.00	65	63.00	2,503,953	2,403,673
5069	Corr. Deputy Prob. Officer II	5	5.00	5	5.00	166,920	162,517
5090	Senior Probation Officer	22	22.00	25	25.00	938,308	1,037,198
5115	Supervising Probation Officer	9	9.00	9	9.00	425,619	419,383
5120	Transportation Officer	1	1.00	1	1.00	36,685	36,685
5125	Prob. Youth Athletic Dir.	1	1.00	1	1.00	50,338	50,339
Total		168	169.00	173	170.00	\$5,669,180	\$5,686,550
Salary Adjustments:						4,475	21,457
Summary Extra Help:						14,000	14,000
Bilingual Pay:						8,430	8,430
Regular Overtime:						92,405	92,405
Employee Benefits:						1,880,743	1,693,415
Salary Savings:						(150,382)	(148,021)
Integrated Leave Program:						(129,181)	0
Total Adjustments						\$1,720,490	\$1,681,686
Program Totals		168	169.00	173	170.00	\$7,389,670	\$7,368,236

PROGRAM: Juvenile Institutional Services

DEPARTMENT: PROBATION

PROGRAM #: 17004
MANAGER: Rena Robinson

ORGANIZATION #: 3600
REFERENCE: 1994-95 Proposed Budget - Pg. 11-21

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$12,323,842	\$12,922,175	\$13,942,805	\$13,986,349	\$13,435,146	(3.9)
Services & Supplies	942,946	1,043,967	3,246,025	1,158,845	3,210,528	177.0
Other Charges	2,497	3,134	0	0	0	0.0
Fixed Assets	449	0	0	0	0	0.0
Communications/Vehicles	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$13,269,734	\$13,969,276	\$17,188,830	\$15,145,194	\$16,645,674	9.9
PROGRAM REVENUE	(1,921,854)	(3,536,529)	(9,376,652)	(9,617,081)	(8,936,795)	(7.1)
NET GENERAL FUND CONTRIBUTION	\$11,347,880	\$10,432,747	\$7,812,178	\$5,528,113	\$7,708,879	39.4
STAFF YEARS	321.76	343.00	373.00	333.00	336.00	0.9

PROGRAM MISSION

To protect the public by providing confinement of youthful offenders awaiting Court action/placement for the commission of offenses including murder, robbery, burglary, sex, weapons, and drug offenses; and provide for offender redirection through placement and treatment in the Juvenile Ranch Facility, Girls Rehabilitation Facility, and the Youth Day Center.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Expenditures for Salaries and Benefits were \$43,544 less than budget as a result of existing vacancies. Services and Supplies were greater than budget (\$2,087,180) reflecting the charging direct to the program of medical costs in the Department of Health Services.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- 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 was increased from 339 to 395, while the average daily attendance for 1993-94 was 434. Although the ADA was over CYA standards, all efforts were made to maintain a 1:10 staffing ratio based on population.
- To assure that at least 64% of all wards committed will successfully complete the programs.
The Juvenile Ranch Facilities (JRF) program completion rate was 77%, but the STOP program completion rate was 92%. The reason for the lower completion rate for Juvenile Ranch Facility (JRF) is that the more serious offender passes through JRF vs. STOP.
- To provide a minimum security sentencing option to the Court for 572 juvenile offenders.
1,273 youth were sentenced to the JRF, STOP, and GRF programs during FY 1993-94.
- To provide 8,850 ward labor days to indirectly reduce County costs by \$300,900.
Wards at JRF provided 8,984 ward labor days, resulting in a cost avoidance of \$305,456.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Provide 186,880 bed days annually for predatory offenders in Juvenile Hall.
2. Monitor an average of 96 youthful offenders on house arrest each year by armed probation officers.
3. Provide 75,190 bed days annually for offenders at the Juvenile Ranch Facility.
4. Provide 7,300 bed days annually for offenders at the Girls Rehabilitation Facility.
5. Youth Day Center (YDC) provides a comprehensive day treatment program in a non-residential setting for an average of 20 wards monthly, allowing them to reintegrate back into the community from institutional placements, in cooperation with the County Office of Education and private community-based agencies.
6. Families and Children Empowered for Success (FACES) provides a comprehensive treatment program in a non-residential setting for 60 wards annually as an out-of-home placement alternative (in collaboration with the County Office of Education, the Department of Mental health, and community-based agencies).

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Provide 186,880 bed days annually for predatory offenders in Juvenile Hall, resulting in 186,880 crime-free days.
2. The placement of youthful offenders on house arrest represents a cost avoidance of \$1,962,240 each year.
- 3a. Provide 75,190 bed days in the Juvenile Ranch Facility, resulting in 75,190 crime-free days; ensure that 70% of all wards committed to the juvenile camps successfully complete an individualized program of education, treatment, and counseling to deal with their delinquency problems.
- 3b. Provide 9,500 productive labor days annually, in and out of camp, performing work including weed abatement and cleaning parks, thereby realizing a cost avoidance of \$323,000 annually to the County from labor produced by wards.
4. Provide 7,300 bed days annually in the Girls Rehabilitation Facility, resulting in 7,300 crime-free days.
5. The Youth Day Center (YDC) provides a transition program of family counseling and education for 275 graduates from Girls Rehabilitation Facility and Juvenile Ranch Facility, and allows them to reintegrate into the community, in lieu of continued institutional placement.
6. Wards routed through the Families and Children Empowered for Success (FACES) Program in lieu of a 24-hour school placement will represent a cost avoidance of \$504,500.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Juvenile Institutional Corrections [106.00 SY; E = \$5,445,826; R = \$4,874,110] 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 89.5% 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 Campo funded utilizing revenues from Social Services Realignment Fund.
2. Juvenile Detention [230.00 SY; E = \$11,199,848; R = \$4,062,685] includes Juvenile Hall and Home Supervision. This activity is:
 - Mandated/Mandated Service Level.
 - Offset 36% by program revenue.
 - The only juvenile detention facility in the County for use by the Court and local law enforcement agencies.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
State Aid Corrections (AB 799)	\$1,533,666	\$2,005,179	\$1,905,179	\$(100,000)
State Meal Subvention	743,341	630,436	716,056	85,620
State Emergency Assistance	4,304,051	3,660,273	3,758,385	98,112
Charges for Institutional Care - County	670,379	1,144,119	332,821	(811,298)
Institutional Care and Services - Federal	75,144	50,000	66,180	16,180
Miscellaneous	5,363	0	0	0
Grants - Other (FACES)	0	43,731	74,831	31,100
Sub-Total	\$7,331,944	\$7,533,738	\$6,853,452	\$(680,286)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$2,044,708	\$2,083,343	\$2,083,343	\$0
Sub-Total	\$2,044,708	\$2,083,343	\$2,083,343	\$0
Total	\$9,376,652	\$9,617,081	\$8,936,795	\$(680,286)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$7,812,178	\$5,528,113	\$7,708,879	\$2,180,766
Sub-Total	\$7,812,178	\$5,528,113	\$7,708,879	\$2,180,766
Total	\$7,812,178	\$5,528,113	\$7,708,879	\$2,180,766

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue was \$240,429 less than budgeted for FY93-94 due to under-realization of Title XIX and Institutional Care Revenue (\$473,740), resulting from mandated changes in the fee rate for Juvenile Hall. State Aid to Corrections was under-realized (\$471,513) as was the Social Services Trust Fund (\$38,635), and the grant revenue credited to another program. These reductions are partially offset by over-realizations for State Emergency Assistance (\$643,778), meal subventions (\$112,904), and Federal Prisoner Fees (\$25,144).

Revenue for FY94-95 are estimated to be at approximately the FY93-94 budgeted amount with the exception of the Institutional Care collections loss of \$411,314.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Juvenile Institutions					
% OF RESOURCES: 97%					
<u>WORKLOAD</u>					
Average Daily Attendance					
Juvenile Hall	364	372	434	458	458
Girls Rehab. Facility	25	23	18	20	20
Juvenile Ranch Facilities (Rancho del Campo/Rancho del Rayo)	199	165	164	176	176
STOP Program	--	28	32	30	30
Admissions					
Juvenile Hall	5,515	5,528	6,740	6,032	6,048
Juvenile Ranch Facilities/STOP Program	945	979	978	502	844
Girls Rehab. Facility	120	85	81	70	92
<u>EFFICIENCY/OUTPUT</u>					
Unit per Day Cost: (Direct Cost/Workload)					
Juvenile Hall	\$60	\$61	\$69	\$56	\$64
Juvenile Ranch Facilities	\$56	\$61	\$67	\$61	\$61
Productivity:					
Juvenile Hall ADA/SY	1.7	2.0	1.8	2.1	2.1
Juvenile Ranch ADA/SY	2.0	2.2	1.6	2.3	2.0
<u>EFFECTIVENESS/OUTCOME</u>					
STOP Program % of Program Completions	--	98%	92%	80%	90%
Rancho del Rayo, Rancho del Campo % of Program Completions	64%	53%	63%	64%	75%
Ward Labor Days	11,759	10,114	8,984	11,800	10,700
\$ Value/Labor (based on minimum wage of \$4.25)	\$399,806	\$343,876	\$305,456	\$401,200	\$363,800
Girls Rehab. Facility % of Program Completions	62%	59%	49%	64%	70%
ACTIVITY B: Home Supervision					
% OF RESOURCES: 3%					
<u>WORKLOAD</u>					
Assignments to Home Supervision	1,194	1,469	1,780	1,100	1,261
Average Daily Cases	90	112	155	63	96

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>EFFICIENCY/OUTPUT</u>					
Unit Cost:					
Daily Cost of Home Supv.	\$12	\$10	\$8	\$17	\$13
Productivity:					
Avg. Daily Cases/SY	9.5	12.4	14.4	6.6	8.3
<u>EFFECTIVENESS/OUTCOME</u>					
% to Court without JH detention	82%	80%	75%	84%	80%

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0399	Probation Director	4	4.00	4	4.00	\$263,275	\$270,913
2291	Deputy Chief P.O.	1	1.00	1	1.00	70,803	70,803
2511	Sr. Payroll Clerk	1	1.00	1	1.00	21,755	21,759
2650	Stock Clerk	1	1.00	1	1.00	19,812	19,812
2658	Storekeeper II	2	2.00	2	2.00	49,566	49,566
2700	Intermediate Clerk Typist	2	1.50	2	1.50	30,316	29,630
2720	Correctional Facility Clerk	4	4.00	4	4.00	84,944	84,940
2728	Detention Proc. Supv.	1	1.00	1	1.00	29,188	29,188
2730	Senior Clerk	3	3.00	2	2.00	68,082	47,898
2758	Admin. Sec. III	1	1.00	1	1.00	30,774	30,774
3002	Booking clerk	13	9.50	13	9.50	225,603	222,889
5065	Deputy P.O.	25	23.50	25	23.50	909,186	829,582
5068	Corr. DPO I	171	169.50	175	173.50	4,451,068	4,196,443
5069	Corr. DPO II	35	35.00	35	35.00	1,173,968	1,171,435
5090	Senior P.O.	40	40.00	41	41.00	1,760,547	1,762,514
5115	Supervising Probation Officer	19	19.00	18	18.00	900,411	857,494
6405	Food Services Supervisor	2	2.00	2	2.00	56,453	55,677
6410	Senior Cook	10	10.00	10	10.00	241,275	234,298
6415	Food Services Worker	3	3.00	3	3.00	49,980	47,797
7530	Sew. Room Supervisor	2	2.00	2	2.00	38,284	38,286
Total		340	333.00	343	336.00	\$10,475,290	\$10,071,698
Salary Adjustments:						\$97,773	\$0
Temporary Help:						139,174	139,174
Bilingual Pay:						26,167	26,167
Holiday Premium:						78,303	78,303
Shift Differential:						57,658	57,658
Callback:						80,464	80,464
Premium Overtime:						189,461	189,461
Employee Benefits:						3,302,201	3,060,904
Salary Savings:						(259,432)	(268,683)
Integrated Leave Program:						(200,711)	0
Total Adjustments						\$3,511,058	\$3,363,448
Program Totals		340	333.00	343	336.00	\$13,986,348	\$13,435,146

PROGRAM: Special Operations

DEPARTMENT: PROBATION

PROGRAM #: 17001
MANAGER: J. Douglas Willingham

ORGANIZATION #: 3600
REFERENCE: 1994-95 Proposed Budget - Pg. 11-27

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,635,401	\$1,713,092	\$1,822,954	\$1,662,503	\$1,825,512	9.8
Services & Supplies	52,041	30,052	47,019	86,270	83,484	(3.2)
Other Charges	76,300	76,300	76,300	0	0	0.0
Fixed Assets	333	13,014	75,063	5,340	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,764,075	\$1,832,458	\$2,021,336	\$1,754,113	\$1,908,996	8.8
PROGRAM REVENUE	(333,312)	(433,319)	(399,111)	(474,351)	(325,467)	(31.4)
NET GENERAL FUND CONTRIBUTION	\$1,430,763	\$1,399,139	\$1,622,225	\$1,279,762	\$1,583,529	23.7
STAFF YEARS	32.43	34.91	36.53	34.00	38.00	11.8

PROGRAM MISSION

To protect the public and deter crime through intrusive supervision and enforcement activities, carried out by armed staff, directed toward adults and juveniles who are documented gang members and narcotics offenders convicted of serious, violent felonies, including possession of weapons, drugs, gang activity, substance abuse, assaultive or predatory behavior, or property offenses.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

An overexpenditure of \$267,223 (15.2%) exists between 1993-94 budget and actual direct costs. This resulted primarily from the mid-year transfer of 4 Deputy Probation Officers and \$119,423 in Salaries and Benefits from Juvenile Field Services and the result of eliminating the Integrated Leave Program (ILP) and reimbursements of ILP credits. There is also an underexpenditure of \$39,251 in Services and Supplies and an overexpenditure of \$69,723 in Fixed Assets. On October 19, 1993, an appropriation transfer of \$78,914 to purchase radios for the Gang Suppression Unit was approved by the Board of Supervisors (M.O. #1).

ACHIEVEMENT OF 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.
Face-to-face interviews were conducted 1.1 times a month on 90% of all available adult probationers; 1.1 face-to-face contacts were made on the available juvenile gang population. Collateral contacts (phone checks, job checks, etc) for the adult population were made 1.9 times per month. Juvenile collateral contacts were made 2.4 times per month in FY 1993-94.
- To provide a level and quality of supervision to adult and juvenile high risk, gang members 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.
A total of 317 or 41.2% of those active during FY 1993-94 were returned to court for violating the terms and conditions of probation.
- To meet with J.U.D.G.E Interagency Task Force at least once a month for the purpose of identifying probation violations, developing arrest strategies and assisting in the arrest of probation violators.
The task force met once a month for a total of twelve meetings.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Probation Officers initiate the re-arrest of 771 predatory probationers who continue to represent a threat to the community and violate orders of the Court, and successfully recommend lengthy periods of incarceration, thereby preventing the commission of new, violent crimes and further victimization of the community.
2. In crisis situations, respond to school disturbances or gang shootings with an intrusive support team of peace officers, including trained drug detection canines, to assist in the detention/confiscation of drugs and calming gang activity, e.g., in recent actions at Gompers Magnet School and Mission Bay High School.
3. Participate in 2,084 narcotics/gang/weapons search and seizures in high profile, targeted areas.
4. Identify and share intelligence in cooperation and participating in joint operations, with 14 law enforcement agencies, including the Federal Bureau of Investigation (FBI), United States Marshal, the Drug Enforcement Agency (DEA), and Narcotics Task Force (NTF), on gang and narcotics activity.
5. Secure funding from outside sources to provide 74 presentations to educate schools, community/citizens groups, in gang awareness, prevention, and intervention techniques.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- 1a. 80% of the offenders rearrested by probation officers will be confined in local or state custody facilities, i.e., last year 76% went into local or state facilities.
- 1b. Remove 64 illegal weapons and 1,500 grams of controlled substances and 60 lbs. of marijuana from the community through the use of Fourth Amendment Waiver Searches conducted on documented gang members and drug offenders under jurisdiction of the Probation Department.
2. Maximize protection of the community through collaborative efforts with other law enforcement, schools, and criminal justice agencies by targeting predatory offenders.
3. Conduct 1,906 intrusive Fourth Amendment Waiver Searches of persons, vehicles, personal residences, and personal property for drugs, weapons, explosives, and stolen property.
4. Maximize efficiency and arrests as a result of surveillance, intelligence gathering, and organized multi-agency operations (sweeps).
5. Increase community awareness of gang activity and heighten the ability of the community to deal with gang problems and drug activities.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Gang Suppression Unit [29.00 SY; E = \$1,468,141; R = \$32,784] includes intensive supervision of 715 adult and juvenile gang members on probation. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 2.2% by \$32,784 in revenue from the Operation Weed and Seed and EMOM Programs.
 - o Able to supervise a monthly average of 429 adult and 286 juvenile high-risk, gang involved offenders.
2. Jurisdictions Unified for Gang and Drug Enforcement (J.U.D.G.E) Unit [9.00 SY; E = \$440,855; R = \$292,683] The Probation component of this activity is:
 - o Mandated/Discretionary Service Level.
 - o The grant-funded multi-jurisdictional task force established to combat adult and juvenile involvement in drug use and gang violence through surveillance, contacts, and arrests of targeted offenders.
 - o Offset 66.3% by \$292,683 in revenues from the San Diego Regional Drug Enforcement Program, and the County Master Plan grant.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Jurisdictions Unified for Drug and Gang Enforcement (J.U.D.G.E.)	\$358,504	\$334,866	\$300,467	\$(34,399)
County Master Plan	0	55,779	0	(55,779)
Operation Weed & Seed	0	58,706	0	(58,706)
Project Educate, Motivate, Organize & Mobilize (EMOM)	25,000	25,000	25,000	0
Miscellaneous	15,607	0	0	0
Sub-Total	\$399,111	\$474,351	\$325,467	\$(148,884)
Total	\$399,111	\$474,351	\$325,467	\$(148,884)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$1,622,225	\$1,279,762	\$1,583,529	\$303,767
Sub-Total	\$1,622,225	\$1,279,762	\$1,583,529	\$303,767
Total	\$1,622,225	\$1,279,762	\$1,583,529	\$303,767

EXPLANATION/COMMENT ON PROGRAM REVENUES

There was a net decrease in total revenue of \$75,240 (15.86%) from FY 1993-94 budget level. This was primarily the result of eliminating \$55,779 in the County Master Plan Grant, which provided for the one-time funding of automation equipment for gang and drug programs; and \$58,706 in operation Weed and Seed. This shortfall was offset by an increase of \$23,638, the department's allocation of the J.U.D.G.E. grant and \$15,607 from Miscellaneous Revenue accounts.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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ACTIVITY A:

Gang Suppression Unit

% OF RESOURCES: 73%WORKLOAD

Intensive Cases Supervised	788	723	760	723	715
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EFFICIENCY/OUTPUT

Unit Cost (Direct Cost/Workload) Cost/Intensive Supervision	\$1,737	\$1,939	\$2,659	\$1,779	\$2,707
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Productivity (Workload/Staff Years) Intensive Cases Supervised/Staff Years	35	26	21	29	18.8
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EFFECTIVENESS/OUTCOME

# of Probation Violations filed	585	615	517	615	546
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ACTIVITY B:

J.U.D.G.E. Unit

% OF RESOURCES: 27%EFFECTIVENESS/OUTCOME

# Interagency meetings attended	12	12	12	12	28
# Target offenders profiled	759	1,584	410	1,584	1,191
# Probation violations filed	160	247	251	247	225

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0399	Probation Director	1	1.00	1	1.00	\$61,596	\$61,596
2700	Intermediate Clerk Typist	2	2.00	2	2.00	41,338	35,882
2730	Senior Clerk	3	2.00	3	2.00	47,900	44,723
3009	Word Processor Operator	3	3.00	3	3.00	68,080	71,217
5065	Deputy Probation Officer	22	18.00	23	22.00	698,134	827,110
5090	Senior Probation Officer	6	5.00	6	5.00	214,540	214,540
5115	Supervising Prob. Officer	3	3.00	3	3.00	141,873	141,876
Total		40	34.00	41	38.00	\$1,273,461	\$1,396,944
Salary Adjustments:						\$1,010	\$0
Regular Overtime:						65,006	65,006
Employee Benefits:						387,167	396,528
Salary Savings:						(33,966)	(32,966)
Integrated Leave Program:						(30,175)	0
Total Adjustments						\$389,042	\$428,568
Program Totals		40	34.00	41	38.00	\$1,662,503	\$1,825,512

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,359,888	\$1,900,064	\$1,969,830	\$2,178,314	\$2,073,879	(4.8)
Services & Supplies	175,866	241,706	502,541	390,521	601,241	54.0
Other Charges	0	0	956	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,535,754	\$2,141,770	\$2,473,327	\$2,568,835	\$2,675,120	4.1
PROGRAM REVENUE	(487,995)	(352,052)	(329,780)	(380,803)	(380,803)	0.0
NET GENERAL FUND CONTRIBUTION	\$2,047,759	\$1,789,718	\$2,143,547	\$2,188,032	\$2,294,317	4.9
STAFF YEARS	40.81	35.61	37.03	37.00	37.00	0.0

PROGRAM MISSION

To provide leadership and policy direction to optimize the operational components of the Probation Department's abilities to complete their public protection missions; to provide sufficient administrative support in budgetary control, personnel and payroll services, automation design, and maintenance, and volunteer recruitment to enable the Department to complete its statutory mandates in accordance with Judicial Policy guidelines and in compliance with resources allocated by the Board of Supervisors; and, finally, to ensure that the Board of Supervisors, Chief Administrative Officer, and other criminal justice system departments, are informed and aware of the Probation Department's mission and activities in support of that mission.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Expenditures for Salaries and Benefits are \$208,484 less than budget, because SB 924 (\$192,577) costs budgeted in this program are realized throughout the Department and vacancies in the Chief and Assistant Chief P.O. positions generated an additional \$15,907 as well as offsetting Integrated Leave Program (ILP) and budgeted Salary Savings. Services and Supplies expenditures exceeded budget due to \$29,834 in prior year costs and under-budgeting of office expenses. The Other Charges expenditure is for the unanticipated mid-year lease of a FAX machine.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- To provide 36,468 training hours for Administration, Institutional and Field Services personnel.
A Total of 39,954 training hours were provided.
- To provide 15,000 hours of volunteer service through participation in the Volunteers in Probation Program.
A total of 16,167 hours of volunteer services were provided.

1994-95 ADOPTED PROGRAM OBJECTIVES

- To manage the Department's fiscal and human resources, assuring compliance with Board Policy, Chief Administrative Officer, and Auditor & Controller guidelines thereby enabling the department to meet its objectives as contained within the budget.
- To provide both short-term and long-range operational planning and management information reporting.
- To provide 64,900 hours of mandated training, as required by the State Training in Corrections (STC) program.

4. To assess automation needs and develop a network of data sharing throughout the department, in liaison with other law enforcement agencies, and to ensure compatibility with local and state criminal justice information systems (i.e., ARJIS, REJIS, Texas Logic).
5. To provide 991 volunteers and 50 students annually to assist the department in carrying out its objectives.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- 1a. Year-end fund balance will be within 2% of its \$55,172,289 appropriation level.
- 1b. Maintain payroll/personnel records on 1,172 employees (1,142 staff years).
- 1c. To actively recruit for employment targeted under-utilized groups by conducting six recruitment campaigns; 3 sworn and 3 clerical.
- 1d. To maintain entry level and promotional eligible lists, conduct background investigations, and hire staff, ensuring no more than a 2% vacancy rate.
2. Achieve 100% compliance with State mandated training requirements in order to ensure that all staff are properly trained to perform the functions of their jobs by providing 64,000 hours of STC Training with a budget of \$380,803 annually.
3. Expand the use of automation throughout the Department by installing 250 new terminals resulting in direct access to Texas Logic caseload management functions by necessary staff to implement teleconferencing and to expand existing telecommuting outposts from 4 to 10, and to implement teleconferencing, thus easing air pollution by reducing the number of commutes to optimize use of existing staff.
4. Provide 16,800 volunteer hours annually resulting in \$268,896 savings; 276 student placements; 100 Christmas baskets to needy probationers and their families; and 40 free bicycles to youth on probation.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Chief Probation Officer [4.00 SY; E = \$290,514; R = \$0] includes the Chief Probation Officer, the Assistant Chief Probation Officer, and secretarial support. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Responsible to the Board of Supervisors and Courts for establishing the Department's operating policies and objectives and the overall management direction for a \$55.1 million budget.
 - o Decreased \$51,271 in Salaries and Benefits as a result of changes in personnel.
2. Administrative Services [33.00 SY; E = \$2,384,606; R = \$380,803] includes administrative and technical support services to the Department's five operational programs. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 16% by program revenue.
 - o Increased a total of \$151,237 as follows: assumption of Public Liability Insurance (\$209,510) and cancellation of the Integrated Leave Program increased costs \$41,586. These increases were partially offset by classification change that decreased salaries \$5,787, changes in personnel decreased salaries \$92,186, and travel was reduced \$7,673.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Standards in Training for Corrections (SB924)	\$329,414	\$380,803	\$380,803	\$0
Other-Miscellaneous	366	0	0	0
Sub-Total	\$329,780	\$380,803	\$380,803	\$0
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$329,780	\$380,803	\$380,803	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$2,143,547	\$2,188,032	\$2,294,317	\$106,285
Sub-Total	\$2,143,547	\$2,188,032	\$2,294,317	\$106,285
Total	\$2,143,547	\$2,188,032	2,294,317	\$106,285

EXPLANATION/COMMENT ON PROGRAM REVENUES

The budgeted revenue was not fully realized in FY 1993-94, due to a State funding reduction.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2157	Chief Probation Officer	1	1.00	1	1.00	\$111,352	\$84,721
2265	Asst. Chief Probation Officer	1	1.00	1	1.00	99,224	80,342
2266	Deputy Chief P.O. Mgmt. Svcs.	1	1.00	1	1.00	67,400	67,401
2312	Dept. Personnel & Training Adm.	1	1.00	1	1.00	57,482	57,483
2319	Probation Aide	1	1.00	1	1.00	27,622	23,985
2328	Dept. Personnel Off. II	1	1.00	1	1.00	46,162	46,163
2330	Dept. Personnel Off. I	2	2.00	2	2.00	83,686	83,684
2358	Coord., Prob. Community Aff.	1	1.00	1	1.00	46,162	46,163
2365	Staff Development Specialist	1	1.00	1	1.00	35,447	35,456
2367	Prin. Admin. Anal.	1	1.00	1	1.00	52,156	52,156
2395	Mgr. Prob. Program Planning	1	1.00	1	1.00	57,482	57,483
2412	Analyst II	2	2.00	2	2.00	83,686	83,684
2413	Analyst III	2	2.00	2	2.00	85,270	85,695
2427	Associate Systems Analyst	1	1.00	1	1.00	49,673	49,672
2511	Senior Payroll Clerk	3	3.00	3	3.00	74,001	75,168
2537	Department Budget Manager	1	1.00	1	1.00	57,482	57,483
2658	Storekeeper II	1	1.00	1	1.00	24,783	24,783
2730	Senior Clerk	2	2.00	2	2.00	47,900	44,723
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,770
2757	Admin. Secretary II	1	1.00	1	1.00	22,113	23,949
2758	Admin. Secretary III	2	2.00	2	2.00	61,548	61,548
2759	Admin. Secretary IV	1	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	23,068	20,606
3119	Dept. Comp. Spec. II	1	1.00	1	1.00	35,270	35,269
5064	Prob. Staff Development Coord.	1	1.00	0	0.00	45,663	0
5065	Deputy P.O.	1	1.00	1	1.00	38,924	38,923
5090	Senior P.O.	2	2.00	2	2.00	85,816	85,816
5115	Supervising P.O.	0	0.00	1	1.00	0	39,876
6344	Coord., Vol. Svcs.	1	1.00	1	1.00	31,509	31,509
Total		37	37.00	37	37.00	\$1,537,388	\$1,480,248
Salary Adjustments:						\$1,193	\$(23,009)
SB 924 Reimbursed Overtime:						\$192,577	\$192,577
Employee Benefits:						533,241	466,946
Salary Savings:						(44,499)	(42,883)
Integrated Leave Program:						(41,586)	0
Total Adjustments						\$640,926	\$593,631
Program Totals		37	37.00	37	37.00	\$2,178,314	\$2,073,879

PUBLIC DEFENDER

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Indigent Defense	\$22,598,959	\$22,890,931	\$24,323,720	\$24,298,611	\$25,765,269	\$1,466,658	6.0
TOTAL DIRECT COST	\$22,598,959	\$22,890,931	\$24,323,720	\$24,298,611	\$25,765,269	\$1,466,658	6.0
PROGRAM REVENUE	(1,094,457)	(963,648)	(841,775)	(1,449,375)	(1,124,375)	325,000	(22.4)
NET GENERAL FUND COST	\$21,504,502	\$21,927,283	\$23,481,944	\$22,849,236	\$24,640,894	\$1,791,658	7.8
STAFF YEARS	333.11	335.01	356.00	356.00	371.00	15.00	4.2

MISSION

To provide an appropriate level of legal representation to indigent defendants accused of a public offense for which the possibility of a jail sentence exists. In addition to criminal cases, the Public Defender must provide legal services for minors in dependency and delinquency cases under the California Welfare and Institution Code and Mental Health cases when appointed by the Superior Court. Appropriate representation refers to the constitutionally mandated standard that every defendant in a criminal action have a competently trained and qualified attorney capable of handling the case, that a proper independent investigation is conducted, that all appropriate legal motions are filed, and that all acts which any reasonable and competent attorney would do to protect the rights of a person accused of a crime are in fact done.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

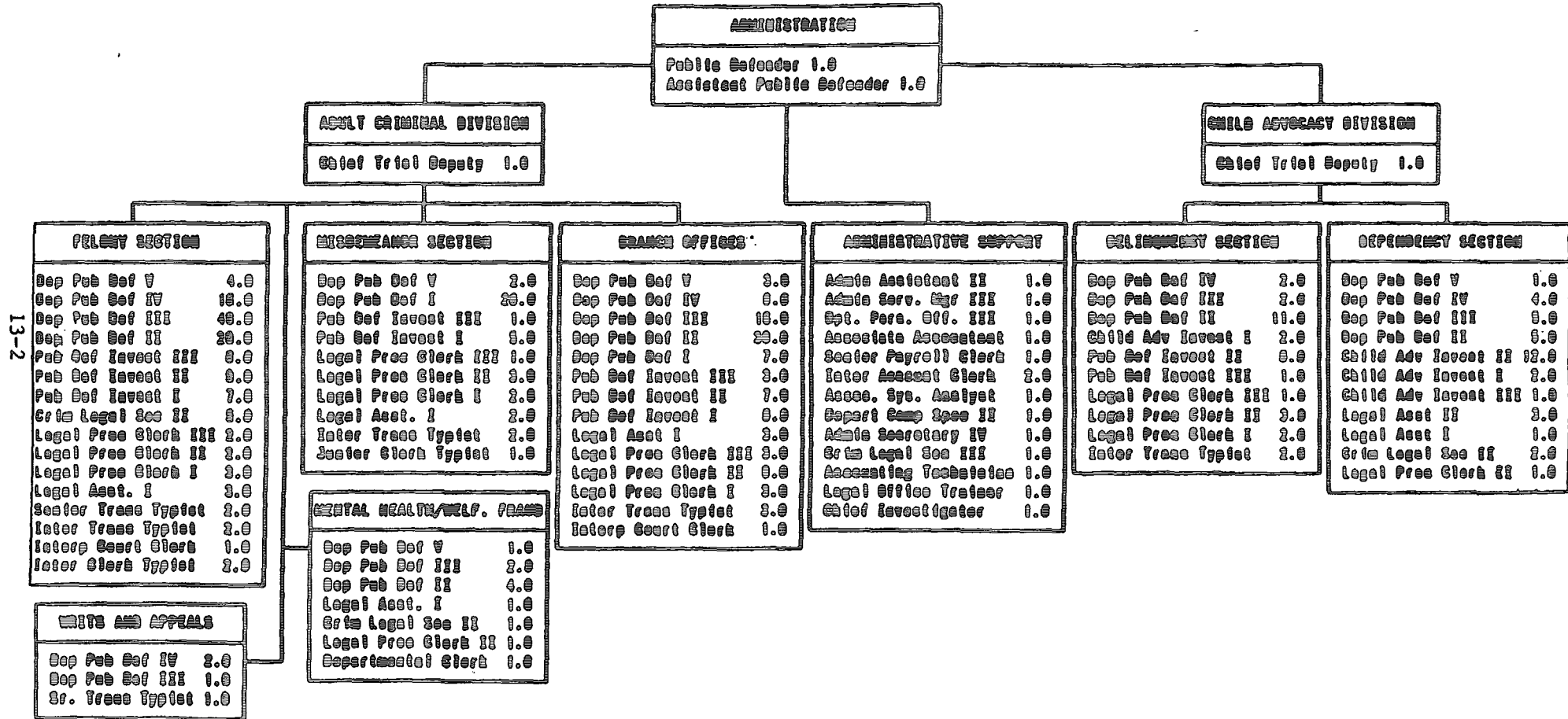
1. To provide an appropriate level of representation to all indigent defendants appointed by the courts at a minimum cost.
2. To expand legal representation to include welfare fraud prosecution increases.
3. To substantially reduce the number of juvenile dependency children cases appointed to private attorneys.
4. To substantially reduce the number of juvenile delinquency cases assigned to private attorneys.
5. To accept all capital murder cases in order to reduce County costs.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. To provide legal criminal representation in 120,000 misdemeanor, 17,000 felony, and 180 murder cases.
2. To provide legal representation in 1,000 welfare fraud cases.
3. To increase the number of children represented in juvenile dependency by 960 cases.
4. To increase the number of juvenile delinquency cases by 500.
5. To accept all criminal capital murder cases appointed by the courts.

It should be noted that nothing in this budget reflects the impact of A.B. 971, the "Three Strikes" legislation enacted in March, 1994. The cost of a "Three Strikes" case may be substantial, and the Public Defender may be required to use resources currently utilized elsewhere in order to minimize the County cost of this legislation.

**DEPARTMENT OF THE PUBLIC DEFENDER
373 POSITIONS**



PROGRAM: Indigent Defense

DEPARTMENT: PUBLIC DEFENDER

PROGRAM #: 13023
MANAGER: Francis J. Berdsley

ORGANIZATION #: 2950
REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$20,818,894	\$21,191,043	\$22,694,283	\$22,133,611	\$23,799,441	7.5
Services & Supplies	1,703,271	1,680,638	1,596,694	1,850,000	1,924,628	4.0
Other Charges	0	0	0	0	0	0
Fixed Assets	76,794	19,250	32,743	315,000	41,200	(86.9)
TOTAL DIRECT COST	\$22,598,959	\$22,890,931	\$24,323,720	\$24,298,611	\$25,765,269	6.0
PROGRAM REVENUE	(1,094,457)	(963,648)	(841,775)	(1,449,375)	(1,124,375)	(22.4)
NET GENERAL FUND CONTRIBUTION	\$21,504,502	\$21,927,283	\$23,481,944	\$22,849,236	\$24,640,894	7.8
STAFF YEARS	333.11	335.01	356.00	356.00	371.00	4.2

PROGRAM MISSION

See department mission on the green sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 Estimated Actual for salaries and wages is over budget by \$560,672, which the result of the I.L.P. buyout approved by the Board of Supervisors. Services and supplies and fixed assets estimated actuals are underspent when compared to budget primarily because the expenditure of the teleconferencing equipment, offset by revenue from the Air Pollution Control Board was not realized in the Department of the Public Defender. The Public Defender 1993-94 estimated actual for revenues was \$607,599 under budget because \$325,000 budgeted as teleconferencing revenue was realized in other Departments as was the expenditure. The balance of \$282,599 under-realized revenue of attorney fee collections had been attributed to reductions in Revenue and Recovery staff, and a slow economy. Efforts are being made by the Courts and Revenue and Recovery to increase the attorney fee collections.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. The 1993-94 projected workload of 151,290 cases was exceeded by 1,178 including 338 two and three strike cases that were not budgeted.
2. The teleconferencing project (video interviewing) of clients at the Otay Mesa and Vista Detention Facility was not implemented due to contractual delays. The project is expected to be completed in FY 1994-95 and will substantially reduce County attorney travel.
3. The Public Defender completed the integration of our Juvenile Delinquency case management data into the County's REJIS Application, thereby enabling the sharing of data between our Department and the Juvenile Justice Departments.
4. The Public Defender's training has been approved for Continuing Legal Education credit by the State Bar of California. With this accreditation, Public Defender attorneys can receive the legally required training in-house, thus minimizing time spent away from the office and maximizing the time available to defend indigent clients.
5. The Public Defender accepted all capital cases in fiscal year 1993-94 except where a legal conflict of interest existed.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives on the green sheet.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

See departmental outcome results on the green sheet.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [SY 17.00; E = \$1,106,014; R = \$0] including all administrative support staff and Director's office is:
 - Mandated/Discretionary Service Level.
 - 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 354.00; E = \$24,659,255; R = \$1,124,375] 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 welfare fraud matters.
 - Providing attorney services in delinquency and dependency issues.
 - Providing mental health legal services to clients.
 - Providing legal support to all staff attorneys.
 - Providing investigative services to all staff attorneys.
 - Providing writs and appeals service to all staff attorneys.
 - Providing State Bar mandated training to all staff attorneys.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Court Fees and Costs, Court Appointed Attorneys	788,165	1,052,136	1,052,136	0
Other Revenue	0	0	0	0
	(-241)	325,000	0	(-325,000)
Sub-Total	\$787,924	\$1,377,136	\$1,052,136	\$(-325,000)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$53,851	\$72,239	\$72,239	90
Sub-Total	\$53,851	\$72,239	\$72,239	90
Total	\$841,775	\$1,449,375	\$1,124,375	\$(-325,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$23,481,944	\$22,849,236	\$24,640,894	\$1,791,658
Sub-Total	\$23,481,944	\$22,849,236	\$24,640,894	\$1,791,658
Total	\$23,481,944	\$22,849,236	\$24,640,894	1,791,658

EXPLANATION/COMMENT ON PROGRAM REVENUES

The \$325,000 reduction in Other Revenue is due to the completion of the one time teleconferencing project which was funded from an Air Pollution Control grant.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment General		lot	\$34,000
Data Processing Equipment		lot	7,200
Total			\$41,200

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
TOTAL CASES ASSIGNED					
% OF RESOURCES: 100%					
WORKLOAD					
Capital Cases (Death Penalty)	9	7	2	6	6
% of Total Cases	0	0	0	0	0
Serious Felonies	2,130	2,053	2,296	2,050	2,100
% of Total Cases	1.9	1.4	1.5	1.4	1.4
Felonies	15,174	16,313	17,094	16,684	17,000
% of Total Cases	13.6	10.9	11.2	11.0	11.2
Misdemeanors	85,557	122,878	124,024	123,200	122,000
% of Total Cases	76.6	82.5	81.5	81.4	80.5
Juvenile Delinquency	3,254	2,615	3,426	3,300	4,100
% of Total Cases	2.9	1.7	2.3	2.2	2.7
Juvenile Dependency	1,918	1,372	1,533	2,400	2,475
% of Total Cases	1.7	1.0	1.0	1.6	1.6
Mental Health	3,687	3,660	3,755	3,650	3,850
% of Total Cases	3.3	2.5	2.5	2.4	2.5

* These projected workload indicators do not reflect the impact of AB971, the "Three Strikes" Legislation enacted in March 1994.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0339	Chief Pub. Def. Invest.	1	1.00	1	1.00	\$63,640	\$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	117,368
2201	Assistant Public Defender	1	1.00	1	1.00	99,136	99,136
2303	Admin. Assistant II	1	1.00	1	1.00	37,502	39,387
2307	Dept. Personnel Officer III	1	1.00	1	1.00	52,156	52,156
2370	Admin. Services Manager III	1	1.00	1	1.00	54,748	54,747
2403	Accounting Technician	1	1.00	1	1.00	23,141	23,883
2425	Associate Accountant	1	1.00	1	1.00	37,124	37,125
2427	Associate Systems Analyst	1	1.00	1	1.00	41,843	42,086
2493	Intermediate Account Clerk	2	2.00	2	2.00	38,148	39,069
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	25,056
2700	Intermediate Clerk Typist	2	2.00	2	2.00	41,338	38,594
2709	Departmental Clerk	1	1.00	1	1.00	16,099	14,543
2710	Junior Clerk Typist	1	1.00	1	1.00	17,081	17,081
2712	Interpreter Court Clerk	2	2.00	2	2.00	61,064	52,824
2714	Inter. Transcriber Typist	9	9.00	9	9.00	186,121	190,965
2724	Senior Transcriber Typist	3	3.00	3	3.00	75,471	69,540
2731	Legal Office Trainer	1	1.00	1	1.00	34,592	32,175
2759	Admin. Secretary IV	1	1.00	1	1.00	28,744	27,560
2776	Crim. Legal Secretary II	5	5.00	8	8.00	152,668	236,926
2777	Crim. Legal Secretary III	1	1.00	1	1.00	34,641	34,641
2903	Legal Procedures Clerk I	10	10.00	10	10.00	213,400	206,982
2906	Legal Procedures Clerk III	7	7.00	7	7.00	177,325	180,549
2907	Legal Procedures Clerk II	18	18.00	18	18.00	406,210	390,096
3119	Dept. Computer Specialist II	1	1.00	0	0.00	35,270	0
3910	Deputy Public Defender I	27	27.00	2	2.00	1,184,889	148,412
3911	Deputy Public Defender II	70	70.00	12	12.00	3,996,789	666,087
3912	Deputy Public Defender III	65	65.00	155	155.00	4,770,749	9,199,487
3913	Deputy Public Defender IV	30	30.00	33	33.00	2,494,503	2,706,096
3914	Deputy Public Defender V	11	11.00	11	11.00	1,040,339	1,043,900
3935	Legal Assistant	10	10.00	0	0.00	273,081	0
3936	Legal Assistant II	3	3.00	13	13.00	94,804	373,365
5764	Public Defender Invest. I	18	16.00	0	0.00	606,864	0
5765	Public Defender Invest. II	22	22.00	40	38.00	907,236	1,512,472
5766	Public Defender Invest. III	11	11.00	11	11.00	499,514	500,962
5769	Child Advocacy Invest. I	4	4.00	4	4.00	149,201	147,796
5770	Child Advocacy Invest. II	10	10.00	12	12.00	406,982	474,378
5771	Child Advocacy Invest. III	1	1.00	1	1.00	35,841	41,238
8820	Application System Engineer II			1	1.00		29,029
Total		358	356.00	373	371.00	\$18,719,689	\$19,118,363
Salary Adjustments:						(537,733)	29,342
Premium/Overtime Pay:						0	0
Employee Benefits:						4,392,263	5,117,692
Salary Savings:						(440,608)	(465,956)
Total Adjustments						\$3,413,922	\$4,681,078
Program Totals		358	356.00	373	371.00	\$22,133,611	\$23,799,441

* Changes to the 1994-95 Staff Years for Deputy Public Defenders, Public Defender Investigators, and Legal Assistants were done in accordance with the Auditor and Controller's mandate to reconcile budgeted positions with the Compensation Ordinance.

SHERIFF'S DEPARTMENT

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Detention Facility Services	\$67,980,652	\$75,084,665	80,260,172	\$81,227,747	86,518,589	5,290,842	6.5
Regional Services	17,863,778	19,136,355	19,675,820	19,098,046	19,109,478	11,432	0.1
Field Services	43,864,755	47,651,554	48,322,509	45,277,807	46,949,503	1,671,696	3.7
Central Services	8,342,718	9,068,880	9,404,252	8,895,989	9,931,841	1,035,852	11.6
Office of the Sheriff	3,212,227	1,486,668	1,514,735	3,316,526	2,641,254	(675,272)	(20.4)
TOTAL DIRECT COST	\$141,264,130	\$152,428,122	\$159,177,488	\$157,816,115	\$165,150,665	7,334,550	4.6
PROGRAM REVENUE	(31,471,611)	(38,021,930)	(117,933,954)	(49,346,935)	(119,761,656)	(70,414,721)	142.7
NET GENERAL FUND COST	\$109,792,519	\$114,406,192	\$41,243,534	\$108,469,180	\$45,389,009	\$(63,080,171)	(58.2)
STAFF YEARS	2,435.00	2,501.08	2,737.46	2,702.58	2,782.58	80.00	3.0
POSITIONS	2,478	2,667	2,853	2,787	2,853	66	2.4

Note: All 3000 accounts included in Services and Supplies.

SHERIFF'S ASSET FORFEITURE PROGRAM

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Total Direct Cost	\$2,228,813	\$2,723,691	\$1,707,156	\$1,689,584	\$1,600,000	\$(89,584)	(5.3)
Revenue	(2,302,091)	(1,740,196)	(1,346,130)	(1,548,069)	(1,400,000)	148,069	(9.6)
Fund Balance Contribution	\$73,278	\$(983,495)	\$(361,026)	\$(141,515)	\$(200,000)	\$(58,485)	41.3
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0

MISSION

The mission of the Sheriff's Department is to promote the peace and public safety throughout San Diego County by providing law enforcement services and operating the County's detention facilities.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

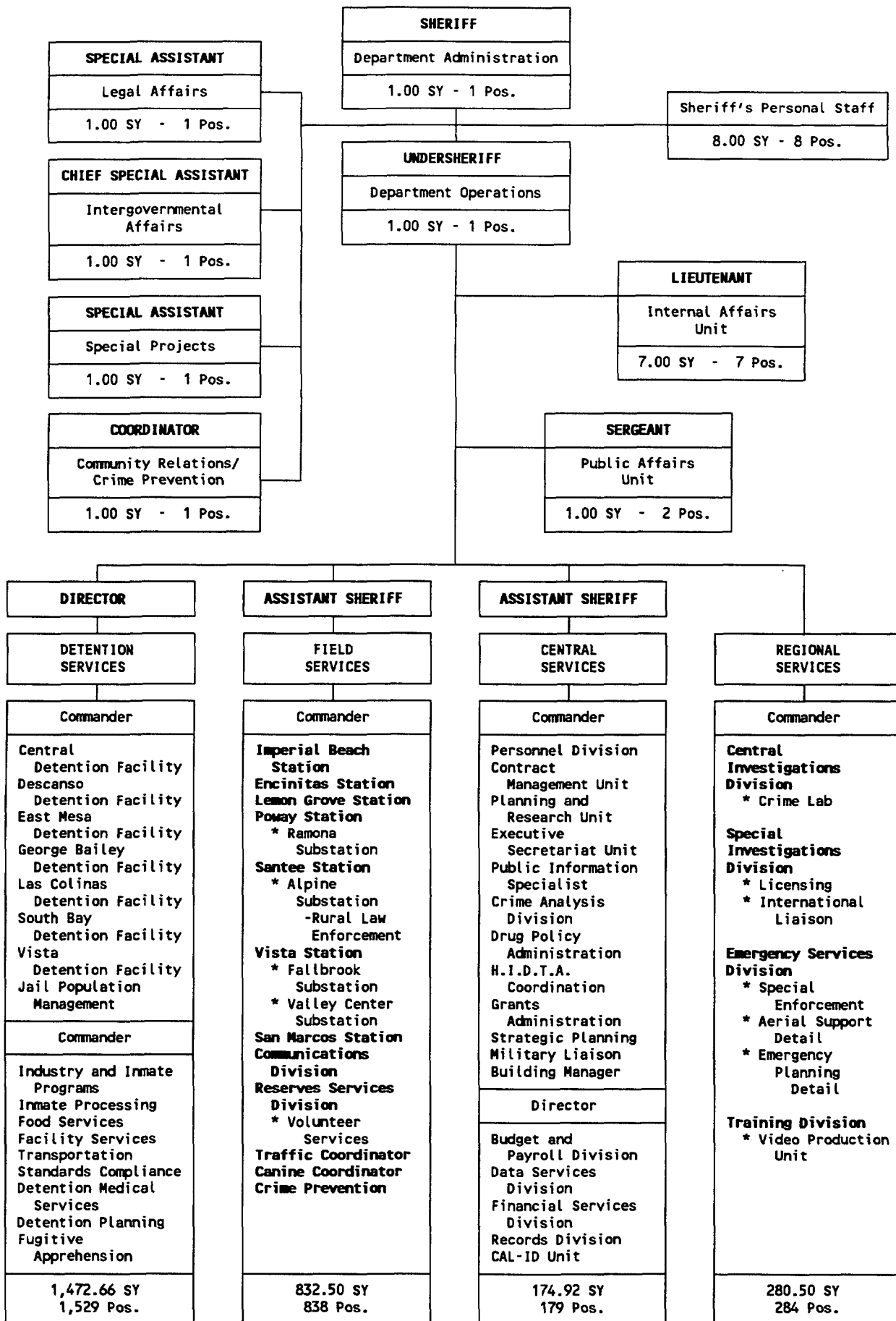
- o Maintain the levels of law enforcement services at the FY 1993-94 estimated rates of approximately 240,900 calls for service, 60,100 crime reports, 12,775 field investigations, 21,575 arrests and 60,600 citations issued.
- o Book, process and classify over 120,000 inmates.

- o Maintain the capability to analyze approximately 20,700 blood alcohol and toxicology samples, provide air support to over 3,000 calls for service, review over 8,200 child abuse allegations, contact over 131 schools and 18,000 juveniles in an effort to reduce the incidence of delinquent behavior, investigate over 240 arson and accidental fire calls, respond to over 240 bomb/explosive calls, and continue to investigate over 60 new homicide cases.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

- o Promote public safety by providing comprehensive law enforcement services to the residents and visitors in the unincorporated areas and Contract Cities of San Diego County.
- o Utilize County detention facilities to capacity.
- o Respond to criminal complaints received requiring the use of specialized investigative services.

**SAN DIEGO COUNTY SHERIFF'S DEPARTMENT
TABLE OF ORGANIZATION
FY 94-95 FINAL PROGRAM BUDGET**



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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$54,742,688	\$59,514,207	\$63,612,394	\$64,273,880	\$66,534,320	3.5
Services & Supplies	13,204,138	15,236,517	16,596,929	16,935,267	19,984,269	18.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	33,826	179,942	50,849	18,600	0	(100.0)
Vehicles/Communications	0	153,999	0	0	0	0.0
TOTAL DIRECT COST	\$67,980,652	\$75,084,665	\$80,260,172	\$81,227,747	\$86,518,589	6.5
PROGRAM REVENUE	(2,334,189)	(5,728,938)	(8,660,424)	(15,612,407)	(7,761,852)	(50.3)
NET GENERAL FUND CONTRIBUTION	\$65,646,463	\$69,355,727	\$71,599,748	\$65,615,340	\$78,756,737	20.0
STAFF YEARS	1,203.50	1,231.75	1,427.54	1,405.00	1,472.66	4.8
POSITIONS	1,243	1,359	1,529	1,468	1,529	4.2

PROGRAM MISSION

To provide for the formal booking and release, as provided by law, of all persons legally booked into the County's jails; to house, care and provide programs as mandated by law for all detainees in the jails; and to transport all prisoners in the custody of the Sheriff to and from local courts, foreign jurisdictions, state facilities and medical institutions.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Salaries and Benefits actual expenditures were less than the budget due in part to overtime controls implemented during the year. Services and Supplies have been historically underfunded in the budget, but restrictions on purchasing were implemented to stay within budget. Fixed Assets were over budget due to approval of mid-year additions.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- o All Sheriff's Detention Facilities are being utilized to maximum capacity. In fact, system-wide the average daily inmate population in 1993 was 5,729, while the Court-Ordered rated capacity is 5,063. This represents an excess of 666 inmates.
- o The Board of Supervisors approved the addition of 70 new positions to address some of the staffing shortages at the detention facilities.
- o The Sheriff's Department continues its efforts to transport all prisoners safely within and outside San Diego County with the resources presently available.
- o The Sheriff's Department continues its efforts to maintain inmates housed within the Sheriff's Correctional Facilities in a cost-effective and secure manner which complies with all applicable laws and regulations with the resources available. Although the Board of Supervisors approved the addition of 70 positions to the Compensation Ordinance in February, 1994, to mitigate overtime costs, there continues to be a shortage of security personnel at all detention facilities.

- o On October 19, 1993 and December 14, 1993, the Board of Supervisors accepted two 3-year grants for the comprehensive Substance Abuse Treatment Program for Inmates and Life Skills for State and Local Prisoners respectively, in an effort to utilize alternatives to incarceration for remanded inmates as a better correction strategy.
- o The current legally mandated classification unit continues to be filled by staff transferred from other units, until permanent positions are approved and permanent funding is established.
- o On February 8, 1994, the Board of Supervisors approved the addition of six Corrections Sergeants to supervise the 64 Corrections Deputies added during the same Board action to reduce the risk to public safety by providing fully trained first-line supervisors at the Sheriff's Correctional Facilities.
- o In an effort to provide meaningful work and training opportunities for inmates, the Sheriff's Department has implemented various inmate programs, such as inmate car wash/detailing and painting, which have benefitted the inmates and save the County thousands of dollars annually. A certified vocational janitorial program is also in place at the East Mesa Facility. Although efforts are being made to expand the jail industries programs, there is a shortage of security and supervisory personnel which hinders further development of additional programs.

1994-95 ADOPTED PROGRAM OBJECTIVES

- o Book, process and classify over 120,000 inmates a year.
- o Reduce potential inmate assaults, claims and lawsuits against the County as a result of adding 64 corrections deputies and six corrections sergeants.
- o Achieve a reduction in the recidivism rate among criminal offenders as a result of increased inmate programs and educational/vocational services through state and federal grants.
- o Provide movement of over 252,000 inmates in the custody of the Sheriff to and from courts and foreign jurisdictions, state facilities and medical institutions 20 hours per day.
- o Maintain all Title 15 California Code Regulations and Title 9 County Public Health requirements for inmates and handle over 600,000 sick calls; 42,874 intake screenings; and administer 911,877 prescriptions at all detention facilities.
- o Provide 7,500,000 meals annually to inmates and staff.
- o Maintain the requirements of Title 15 by providing 3,434,380 pounds of clean laundry and delivering 135,400 commissary stores orders to inmates annually.
- o Maintain capability to investigate 4,800 fugitive and jail crimes cases and 1,050 property claims.
- o Provide direct input into the design, construction and start-up of the San Diego Inmate Reception Center.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- o Fully staff all authorized sworn positions.
- o Utilize to capacity all San Diego County detention facilities with the appropriately classified inmates.
- o Reduce risk to staff, inmates and public safety by providing fully trained first-line supervisors at all detention facilities.
- o Through inmate classification, better utilize the appropriate rehabilitative correctional programs and/or alternatives to incarceration.
- o Ensure public, staff and inmate safety by transporting prisoners in a safe, timely and secure manner.
- o Provide medical and mental health care services to inmates as required by Title 15 of the California Code of Regulations and Title 9 of the County Public Health requirements.
- o Provide nutritious meals to jail inmates and staff in compliance with Title 15 of the California Code of Regulations and employee Memorandums of Agreement.
- o Provide commissary stores, clothing, bedding, and supplies to all jail inmates pursuant to Penal Code Section 4025 and Title 15 of the California Code of Regulations.
- o Conduct general investigative support for crimes occurring in the jails.
- o Assist architects in the development of the San Diego Inmate Reception Center.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. DETENTION FACILITIES OPERATIONS BUREAU [1,076.00 SY; E = \$51,649,794; R = \$5,097,236] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for housing prisoners in seven detention facilities as mandated by Government Code 26605.
 - o Mandated to hold the population at the court-ordered cap of 5,063.
 - o Increased by 70.00 Staff Years to mitigate operational overtime costs.
 - o Increased by 5.00 Staff Years to assist in the design, construction and start-up of the San Diego Inmate Reception Center.
 - o Increased by 2.00 Staff Years to accurately reflect partial and full-year funding of the Descanso and George Bailey Detention Facilities.
 - o Adjusted by the reclassification of 259 Deputy Sheriff positions to Corrections Deputy Sheriff.

2. DETENTION FACILITY SUPPORT BUREAU [396.66 SY; E = \$34,868,795; R = \$2,664,616] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for providing support services for inmates to include food services, medical services, laundry services, counseling services, religious services, prisoner transportation and the investigation of escapes, attempted escapes and other crimes committed by inmates in custody.
 - o Responsible for preparation of approximately 7,500,000 meals annually.
 - o Responsible for transporting over 252,000 prisoners in- and out-of-county annually to courts, other local detention facilities, hospitals, or State institutions.
 - o Responsible for cleaning 3,434,380 pounds of inmate laundry annually.
 - o Reduced by 11.50 Staff Years, which were an addition to prior year reductions required to meet the targeted \$2.5 million budget reduction in FY 94-95.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
INTERGOVERNMENTAL REVENUE:				
State Aid - Health Realign. - VLF (Acct. 9262)	\$560,000	\$560,000	\$560,000	\$0
Federal Grant (Acct. 9678)	566,745	66,666	1,012,402	945,736
Aid From Redevelopment Ag (Acct. 9744)	146,454	0	0	0
Sub-Total	\$1,273,199	\$626,666	\$1,572,402	\$945,736
FINES, FORFEITURES & PENALTIES:				
AB189 Criminal Justice Facilities (Acct. 9176)	\$215,395	\$198,737	\$0	\$(198,737)
Sub-Total	\$215,395	\$198,737	\$0	\$(198,737)
CHARGES FOR CURRENT SERVICES:				
Interfund Chgs - Chg in Gen Fd (Acct. 9781)	\$(66,434)	\$0	\$0	
Charges in Internal Service Fund (Acct. 9786)	613,039	\$637,437	\$626,214	\$(11,223)
Transportation of Prisoners (Acct. 9851)	2,750	6,000	6,000	0
Booking Fees (Acct. 9857)	3,388,880	5,000,000	3,600,000	(1,400,000)
Jail Bed Leasing (Acct. 9858)	1,337,679	7,761,667	400,000	(7,361,667)
Defendant Booking Fees (Acct. 9859)	171,034	375,000	190,000	(185,000)
Institutional Care-Fed/City Prisoners (Acct. 9944)	10,122	120,000	0	(120,000)
Institutional Care-County (Acct. 9945)	32,495	68,900	18,900	(50,000)
Institutional Care-State (Acct. 9946)	1,172,859	400,000	600,000	200,000
Other - Morrissey Hearings (Acct. 9979)	7,826	9,000	9,000	0
Sub-Total	6,670,250	\$14,378,004	\$5,450,114	\$(8,927,890)
OTHER REVENUE:				
Recovered Expenditure (Acct. 9989)	\$99,226	\$9,000	\$60,000	\$51,000
Other Miscellaneous (Acct. 9995)	1,794	0	279,336	279,336
Miscellaneous Revenue Prior Year (Acct. 9988)	560	0	0	0
Sub-Total	\$101,580	\$9,000	\$339,336	\$330,336
OTHER FINANCING SOURCES:				
Op. Transfer from Other/Sp Dis (Acct. 9812)	\$400,000	\$400,000	\$400,000	\$0
Sub-Total	\$400,000	\$400,000	\$400,000	\$0
Total	\$8,660,424	\$15,612,407	\$7,761,852	\$(7,850,555)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$71,599,748	\$65,615,340	\$78,756,737	\$13,141,397
Sub-Total	71,599,748	65,615,340	78,756,737	13,141,397
Total	\$71,599,748	\$65,615,340	\$78,756,737	\$13,141,397

EXPLANATION/COMMENT ON PROGRAM REVENUES**INTERGOVERNMENTAL REVENUE:**

- Increase of \$677,403 from three-year Federal Grant (Acct. 9678) for the Comprehensive Abuse Treatment Program for Inmates.
- Increase of \$268,333 from three-year Federal Grant (Acct. 9678) for Life Skills for state and local prisoners to improve life and reduce recidivism of County Jail inmates.

FINES, FORFEITURES & PENALTIES:

- Decrease of \$198,737 in AB189 Criminal Justice Facilities (Acct. 9176) penalty assessment funds allocated for the Tuberculosis Control Program within the Sheriff's Department. The Board of Supervisors adopted a resolution to use the funding for the new downtown courthouse facility. Appropriations to account 3440 - Inmate Medical were reduced to match the decrease in revenue.

CHARGES FOR CURRENT SERVICES:

- Decrease of \$11,223 in revenue (Acct. 9786) due to a reduction of salary-offset revenue for commissary stores personnel, based on actual salary projections.
- Decrease of \$1,400,000 (Acct. 9857) in anticipated booking fees based on estimated actuals.
- Decrease of \$6,261,667 in revenue (Acct. 9858) related to jail bed leasing of prisoners from Immigration/Naturalization Services (INS), Federal Bureau of Prisons and the U.S. Marshal, at the Central, Descanso, Las Colinas, and George Bailey Detention Facilities. Notification was made to federal government that contracts would no longer be serviced at this time.
- Decrease of \$1,100,000 in Jail Bed Leasing revenue (Acct. 9858) due to transferring responsibilities from the Sheriff's Department to the Probation Department regarding Immigration/Naturalization Services (INS) Immigration hold inmates.
- Decrease of \$185,000 in revenue (Acct. 9859) related to booking fees to be collected by the Courts from defendants arrested in the unincorporated arease of the County. Reduction based on estimated actuals.
- Decrease of \$120,000 in revenue (Acct. 9944) for service no longer provided to the San Diego Police Department for extra prisoner photos.
- Decrease of \$50,000 in revenue (Acct. 9945) for the Work Release Program based on estimated actuals.
- Increase of \$200,000 in revenue (Acct. 9946) for fees collected for state parole violators detained in County Jails based on estimated actuals.

OTHER REVENUE:

- Increase of \$51,000 in revenue (Acct. 9989) for fees collected for psychiatric hearings based on estimated actuals.
- Addition of \$279,336 in new revenue (Acct. 9995) from Capital Project KK0108 for the Inmate Reception Center.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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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: 11%

WORKLOAD

Bookings	66,403	67,618	82,718	74,379	96,953
Average Daily Inmate Population *	880	895	866	984	750

ACTIVITY B:
South Bay Detention Facility

% OF RESOURCES: 4%

WORKLOAD

Bookings/Rebookings	1,305	285	234	270	300
Average Daily Inmate Population *	468	393	389	360	373

ACTIVITY C:
Las Colinas Women's Detention Facility

% OF RESOURCES: 6% (Includes Las Colinas Men's for FY 91-92 & FY 92-93 stats)

WORKLOAD

Bookings/Rebookings	12,426	12,632	15,728	14,128	16,505
Average Daily Inmate Population *	456	495	596	580	478

ACTIVITY D:
Las Colinas Men's Temporary Facility

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

WORKLOAD

Bookings **	N/A	N/A	0	0	0
Average Daily Inmate Population	572	579	0	0	0

* The FY 94-95 budgeted average daily inmate population represents the capacity level for the facility as ordered by the Court. Historically the average daily inmate population has exceeded the court-ordered capacity.

** Las Colinas Men's Facility closed 4/1/93.
Booking statistics for FY 91-92 & FY 92-93 are reflected in Activity A (CDF).

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY E: Vista Detention Facility					
% OF RESOURCES: 10%					
WORKLOAD					
Bookings	28,008	27,335	27,747	28,672	30,400
Average Daily Inmate Population *	948	935	877	890	886
ACTIVITY F: East Mesa Medium Facility					
% OF RESOURCES: 4%					
WORKLOAD					
Bookings (Work Release)	6,721	4,422	3,336	5,150	4,324
Average Daily Inmate Population	421	489	489	502	512
ACTIVITY G: El Cajon Detention Facility					
% OF RESOURCES: 0.5%					
WORKLOAD					
Bookings **	8,554	0	0	0	0
Average Daily Inmate Population	314	293	0	0	0
Average Daily Inmate Holdings ***	0	0	79	0	79
ACTIVITY H: Descanso Detention Facility					
% OF RESOURCES: 3%					
WORKLOAD					
Bookings	Reflected in Activity A (CDF) & Activity H (EMDF)				
INS Contract Inmate Bookings ****	0	3,410	14,996	3,800	0
Average Daily Inmate Population *	421	408	386	440	440

* The FY 94-95 budgeted average daily inmate population represents the capacity level for the facility as ordered by the Court. Historically the average daily inmate population has exceeded the court-ordered capacity.

** El Cajon Detention Facility closed 4/1/93; booking statistics are reflected in Activity A (CDF) and H (EMDF).

*** El Cajon Detention Facility is partially used to hold inmates awaiting court appearances. These statistics reflect the average inmate population during a working court day.

**** The Probation Department now houses the INS Immigration-hold inmates.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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ACTIVITY I:
Detention Academy Training

% OF RESOURCES: 3%

NOTE: Performance indicators are reflected in the Training Division of the Regional Services Program.

ACTIVITY J:
George Bailey Detention Facility

% OF RESOURCES: 17%

Bookings/Rebookings *****	N/A	0	867	0	1,200
Average Daily Inmate Population	N/A	1,069	1,461	1,490	1,570

ACTIVITY K:
Facility Development Team

% OF RESOURCES: 1%

NOTE: The Facility Development Team is responsible for analyzing and planning new detention facilities for the Sheriff's Department. At this point, they do not have any performance indicators that can be enumerated.

***** GBDF general population bookings are reflected in Activities A & E (CDF & VDF). Above statistics are for psychiatric and safety cell bookings.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>DETENTION FACILITY SUPPORT BUREAU</u>					
ACTIVITY A: Fugitive/Jail Investigations					
<u>% OF RESOURCES:</u> 0.5%					
<u>WORKLOAD</u>					
Fugitive Cases	1,200	1,308	1,370	1,650	1,800
Jail Crimes Investigations	2,150	2,705	2,397	3,000	3,000
Property Claims Investigated	N/A	840	905	1,000	1,050
ACTIVITY B: Prisoner Transportation Unit					
<u>% OF RESOURCES:</u> 5%					
<u>WORKLOAD</u>					
Inmate Movements	400,000	243,571	247,304	264,000	252,250
ACTIVITY C: Facility Services Division					
<u>% OF RESOURCES:</u> 3%					
<u>WORKLOAD</u>					
Average lbs. of Laundry Cleaned	2,920,000	3,232,683	3,270,842	3,489,400	3,434,380
Commissary Stores Orders Delivered	104,000	106,787	130,148	116,700	135,400
ACTIVITY D: Food Services Division					
<u>% OF RESOURCES:</u> 10%					
<u>WORKLOAD</u>					
Meals Prepared	7,000,000	6,827,024	7,400,823	7,500,000	7,500,000

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY E:					
Counseling Unit					
% OF RESOURCES: 2%					
WORKLOAD					
Annual Attendance in Inmate Programs	47,736	113,423	136,958	127,780	139,697
ACTIVITY F:					
Medical Services Division					
% OF RESOURCES: 20%					
WORKLOAD					
Sick Call	335,600	512,819	601,917	411,000	601,917
Intake Screening	44,189	49,314	42,874	80,000	42,874
Prescriptions Administered	680,830	837,845	911,877	840,000	911,877
Dental Procedures	N/A	13,880	16,046	13,880	16,046
Other Screenings *	N/A	N/A	5,977	0	5,977

* New performance indicator starting in FY 93-94.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0261	Director, Sheriff's Det. Fac.	1	1.00	1	1.00	95,360	95,359
0265	Assistant Sheriff	1	0.00	1	0.00	0	0
0974	Sheriff's Standards Comp. Mgr.	1	1.00	1	1.00	63,850	55,414
0978	Sheriff's Inmate Industry Mgr.	1	1.00	1	1.00	63,746	63,851
2303	Admin. Assistant II	3	3.00	3	3.00	125,529	125,526
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,666
2493	Int. Account Clerk	2	2.00	2	2.00	41,594	41,596
2650	Stock Clerk	28	28.00	28	28.00	507,868	516,380
2652	Sheriff's Facility Svs. Mgr.	1	1.00	1	1.00	44,437	44,949
2655	Storekeeper III	1	1.00	1	1.00	28,666	24,906
2658	Storekeeper II	2	2.00	2	2.00	48,092	49,269
2660	Storekeeper I	6	6.00	6	6.00	117,547	125,083
2664	Pharmacy Stock Clerk	1	1.00	1	1.00	21,344	19,540
2700	Int. Clerk Typist	33	27.50	35	27.75	535,040	551,759
2710	Junior Clerk Typist	6	6.00	6	6.00	93,558	94,640
2725	Principal Clerk I	2	2.00	2	2.00	58,004	58,787
2727	Sheriff's Det. Proc. Manager	1	1.00	1	1.00	37,810	35,985
2728	Det. Proc. Supervisor	18	18.00	18	18.00	505,330	516,202
2729	Office Support Secretary	1	1.00	1	1.00	21,236	23,949
2730	Senior Clerk	6	5.00	7	6.33	109,083	140,400
2756	Administrative Secretary I	3	2.00	3	3.00	41,185	57,411
2757	Administrative Secretary II	5	5.00	5	5.00	126,433	123,948
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,774
3001	Jail Clerk	60	58.25	60	58.00	1,254,027	1,255,679
3002	Booking Clerk	109	103.66	109	108.00	2,377,718	2,492,031
3044	Chief, Sheriff's Med. Rec. Sv.	1	1.00	1	1.00	55,288	55,288
3046	Medical Records Clerk	2	1.00	2	1.00	20,647	18,489
3049	Medical Records Technician	6	6.00	6	6.00	123,154	133,174
3055	Senior Medical Records Tech.	1	1.00	1	1.00	22,218	22,870
4101	Medical Services Administrator	1	1.00	1	1.00	64,917	64,917
4102	Asst. Medical Svs. Admin.	1	1.00	1	1.00	57,966	57,966
4132	Med. Director, Sheriff's Det.	1	0.00	1	0.00	0	0
4170	Dentist	2	1.75	2	1.00	96,261	59,114
4190	Sheriff's Detention Physician	3	2.50	3	2.50	204,259	190,633
4250	Pharmacist	2	2.00	2	2.00	108,700	110,162
4260	Pharmacy Technician	3	3.00	3	3.00	76,365	72,490
4459	Chief, Food Services	1	1.00	1	1.00	45,518	45,518
4460	Assistant Chief, Food Services	2	2.00	2	2.00	70,036	70,658
4504	Chief Nurse	1	1.00	1	1.00	62,495	62,495
4545	Sheriff's Det. Cert. Nurse Pr.	7	1.00	7	1.00	46,241	47,502
4546	Sheriff's Det. Supv. Nurse	9	8.00	9	8.00	404,922	415,080
4548	Sheriff's Detentions Nurse II	80	77.00	80	67.00	2,934,481	2,661,188
4615	Nurses Assistant	11	5.00	11	5.00	100,545	100,545
4625	Licensed Vocational Nurse	35	33.00	38	28.08	753,729	652,037
4823	Registered Dental Asst.	1	1.00	1	1.00	29,813	30,232
5050	Correctional Counselor	20	19.17	20	19.00	794,431	798,395
5051	Supv. Correctional Counselor	1	1.00	1	1.00	47,291	47,292
5236	Departmental Aide	16	12.17	16	13.00	159,293	172,898
5746	Deputy Sheriff	467	467.00	208	208.00	15,488,122	8,437,526
5775	Sheriff's Captain	7	7.00	8	8.00	454,875	545,177
5780	Sheriff's Lieutenant	21	21.00	22	22.00	1,222,683	1,348,124
5781	Corrections Sergeant	0	0.00	6	6.00	0	244,998
5782	Correctional Deputy II	297	275.00	0	0.00	8,285,904	0
5786	Corrections Deputy Sheriff	0	0.00	602	602.00	0	19,163,579
5789	Sheriff's Commis. Stores Spv.	1	1.00	1	1.00	24,126	26,166
5790	Sheriff's Sergeant	69	69.00	70	70.00	3,460,658	3,699,996
6405	Food Services Supervisor	10	10.00	10	10.00	280,377	283,772
6410	Senior Cook	56	56.00	56	56.00	1,286,605	1,311,102
6415	Food Services Worker	15	15.00	15	15.00	241,852	244,716
6509	Laundry Supervisor	1	1.00	1	1.00	28,271	28,270
6510	Laundry Supervisor	3	3.00	3	3.00	73,734	67,262
6530	Laundry Worker III	6	6.00	6	6.00	124,203	125,241
7030	Senior Custodian	8	8.00	8	7.00	158,443	143,786

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
7516	Delivery Vehicle Driver	5	5.00	5	5.00	100,737	102,448
7530	Sewing Room Supervisor	1	1.00	1	1.00	19,792	19,792
9999	Extra Help	0	0.00	0	0.00	1,547,411	1,105,670
Total		1,468	1,405.00	1,529	1,472.66	\$45,451,260	\$49,356,672
Salary Adjustments:						(511,093)	(1,313,177)
Premium/Overtime Pay:						4,977,197	3,515,916
Employee Benefits:						17,297,828	16,964,349
Integrated Leave Program:						(1,184,553)	0
Salary Savings:						(1,756,759)	(1,989,440)
Total Adjustments						\$18,822,620	\$17,177,648
Program Totals		1,468	1,405.00	1,529	1,472.66	\$64,273,880	\$66,534,320

PROGRAM: Regional Services

DEPARTMENT: SHERIFF

PROGRAM #: 12003

ORGANIZATION #: 2400

MANAGER: Jay La Suer, Undersheriff

REFERENCE: 1994-95 CAD Proposed Budget - Pg. 13-16

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$15,615,359	\$17,008,241	\$17,090,088	\$16,548,039	\$16,215,621	(2.0)
Services & Supplies	2,012,677	2,063,441	1,975,035	2,550,007	2,804,857	10.0
Other Charges	0	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
Fixed Assets	235,742	40,473	509,063	0	89,000	100.0
Vehicle/Comm. Equip.	0	24,200	101,634	0	0	0.0
TOTAL DIRECT COST	\$17,863,778	\$19,136,355	\$19,675,820	\$19,098,046	\$19,109,478	0.1
PROGRAM REVENUE	(4,138,097)	(4,786,282)	(4,632,951)	(4,525,813)	(4,547,600)	0.5
NET GENERAL FUND CONTRIBUTION	\$13,725,681	\$14,350,073	\$15,042,869	\$14,572,233	\$14,561,878	(0.1)
STAFF YEARS	261.50	263.50	280.50	279.58	280.50	0.3
POSITIONS	262	275	284	282	284	0.7

NOTE:

During FY 93-94, the Sheriff's Department underwent a major reorganization. In an effort to provide comparative data, all historical information has been transferred to reflect the new organizational structure.

PROGRAM MISSION

To provide the County of San Diego with specialized investigative support, which includes investigation of homicides, kidnapping, arson, bombings, fraud, forgery, child endangerment, gambling, prostitution, pornography, narcotics violations, and gang activities. A vital tool used by the specialized investigative units is the Crime Lab, which processes evidence used to support arrests and court proceedings. Regional Services also includes emergency services such as Special Weapons and Tactics (SWAT), Special Enforcement Detail (SED), Underwater Recovery, Aerial Support, and Emergency Planning. In addition, this program includes the Training Division, which provides the law enforcement basic and in-service training for all sworn personnel for the Sheriff's Department.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Salaries and Benefits are over budget primarily due to an increase in retirement costs and the continued underfunding of overtime. Services & Supplies are under budget due to fiscal controls on spending. Fixed assets are over budget due to mid-year additions approved by the Board of Supervisors.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- o In FY 93/94, the Board of Supervisors approved the transfer of the Clairemont Hospital facility from the Department of Health Services to the Sheriff's Department to be remodeled into a new location for the Sheriff's Crime Lab, as well as the new office of the Central Investigations Division. This would include Homicide, Child Abuse, Fraud/Forgery, Bomb/Arson, and Property and Evidence Units.
- o On July 1, 1994, the Drug Abuse Resistance and Education (D.A.R.E.) Program became 100% revenue offset by the Health Services Department. This eliminated the need for supplementation from the Sheriff's Asset Forfeiture Fund.

The Board of Supervisors also approved Teeter Funding for certain fixed asset purchases. The fixed assets included handguns, non-lethal weapons, and raid vests.

- o A regional training academy, which combines the expertise of personnel from multiple law enforcement agencies, was established in conjunction with the San Diego Police Department. The regional academy enables the Sheriff's Department to provide comprehensive training for law enforcement personnel in a cost-effective manner.

1994-95 ADOPTED PROGRAM OBJECTIVES

- o Maintain the capabilities of the Sheriff's Crime Lab to conduct analysis of approximately 20,700 blood alcohol and toxicology cases, 5,800 narcotics cases, and 5,000 other general criminalistic analysis.
- o Maintain the capabilities of the Sheriff's Training Division to provide basic training to approximately 150 new Deputy Sheriffs and 210 new Corrections Deputies, also provide on-going training of approximately 1,800 existing department sworn personnel.
- o Enable the Special Enforcement Detail to provide a myriad of specialized law enforcement functions including over 40 Special Weapons and Tactics (SWAT) missions (including serving high-risk warrants), approximately 150 directed patrol assignments, 38 investigative operations, 6 underwater search and recovery missions, 10 requests for specialized explosive ordinance detection, and over 40 other specialized enforcement requests.
- o Maintain the capabilities to provide air support to 3,360 calls for services, including law enforcement assistance, search and rescue operations, and illegal narcotics activities surveillance.
- o Review approximately 19,800 child endangerment complaints and over 8,200 child abuse allegations, of which approximately 2,000 are referred to detectives to investigate the charges of child neglect, child sexual abuse, and/or physical abuse of children.
- o Contact 131 schools and over 18,000 juveniles in an effort to reduce the incidence of delinquent behavior.
- o Maintain the ability to visit 117 schools and educate over 39,200 elementary school students on the dangers of selling and using illegal drugs.
- o Investigate over 240 arson and accidental fire calls per year, respond to an average of 246 bomb/explosive calls for service annually, and destroy between 20,000 and 30,000 pounds of illegal fireworks and explosives each year.
- o Investigate an average of 1,100 cases annually relating to fraud, forgery, and non-sufficient funds checks, which amount to approximately \$1.3 million in losses to victims.
- o Investigate over 60 new homicides per year, continue to work the over 300 unsolved homicide cases, investigate approximately 75 new missing persons cases per year plus approximately 400 unsolved missing persons cases, examine an average of 8 officer-involved shootings each year, and investigate approximately 270 miscellaneous violent or potential loss of life crimes, including assaults, stalkings, and drive-by shootings.
- o Recover the maximum of mutual aid expenses by filing the proper documentation, and providing state mandated incident command and emergency planning training to approximately 300 sworn and non-sworn department personnel per year as training time permits.
- o Enable the investigation of approximately 1,400 cases involving illegal gambling, prostitution, pornography, violations of alcohol beverage control, extortion, solicitation of violent activities, and/or threats against department personnel.
- o Unite forces with the Federal Drug Enforcement Agency to work over 700 open cases per month dealing with large-scale manufacturing and distribution of controlled substances.
- o Process approximately 6,700 fingerprint comparisons, resulting in 440 positive identifications.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- o Respond to criminal complaints received regarding the need for specialized investigative services.
- o Provide physical evidence analysis and expert witness testimony for County law enforcement agencies and the Courts.
- o Provide initial and on-going training to all sworn personnel.
- o Provide high levels of specialized training and properly equip the Special Enforcement Detail to enable them to respond to tactical operations, emergency services, and augment existing patrol, investigative and detentions operations within the County.
- o Provide air support to Federal, State, and local government agencies.

- o Investigate reported incidents of physical abuse, serious neglect, and sexual assault on children.
- o Provide regional investigative service and counseling for families, where juveniles show delinquent behavior tendencies.
- o Provide Drug Abuse Resistance Education (D.A.R.E.) training to elementary school students regarding the hazards of drug usage and abuse.
- o Investigate fires of suspicious and accidental nature, defuse and dispose of explosive devices, and regulate the sale and storage of all explosives within the County of San Diego.
- o Provide regional investigative services in matters of fraud, forgery, and non-sufficient funds checks.
- o Provide investigative services involving homicides occurring within the County of San Diego.
- o Provide emergency management planning and training for sworn and non-sworn department personnel.
- o Investigate cases involving illegal gambling, prostitution, pornography, alcohol beverage control violations, extortion, solicitations to commit murder or great bodily harm, and serious threats against department personnel.
- o Combine law enforcement resources at both the federal and local levels in an effort to maximize the cost effectiveness of waging a war on illegal drugs.
- o Provide latent print analysis and expert witness testimony for most law enforcement agencies.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Regional Services Program [SY 280.50; E = \$19,109,478; R = \$4,547,600] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for regional specialized investigative support, highly technical emergency services response, and sworn department personnel training.
 - o Reorganized effective FY 93-94. The Sheriff's Department's Law Enforcement Services Program is now split into the Regional Services and Field Services Programs. This reorganization resulted in transferring 816.50 staff years and 829 positions to establish the Field Services Program, and receiving 44.00 staff years and 45 positions from Central Services and Office of the Sheriff Programs. The historical figures in this document have been adjusted to reflect the new organizational structure, for the purpose of comparison.
 - o Adjusted by .92 staff years to meet the targeted \$2.5 million budget reduction in FY 94-95, as directed by the Board of Supervisors during Budget Deliberations.
 - o Increased by 1.50 staff years and 2 positions for the extension and enhancement of the High Intensity Drug Trafficking Area (HIDTA) grant. Also, 1.50 staff years were deleted to match revenue cycle of the grant.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Law Enforcement Services-	\$97,228	\$77,850	\$77,850	\$0
Contract Cities (Acct. 9852)				
Law Enforc. Serv.-Off Doc & Fingerprint (Acct. 9853)	287,548	258,000	250,320	(7,680)
Alcohol Lab Test and Service (Acct. 9855)	549,352	600,000	600,000	0
H & S Lab Tests (Acct. 9856)	84,565	70,000	70,000	0
Law Enforcement Services-	366,775	362,016	442,668	80,652
Other Govmt. Agencies (Acct. 9971)				
Contract Cities-Law Svcs (Acct. 9879)	0	138,139	138,139	0
Training Peace Officer-POST (Acct. 9965)	373,311	300,000	300,000	0
Jury or Witness Fees (Acct. 9973)	25	0	0	0
Sub-Total	\$1,758,804	\$1,806,005	\$1,878,977	\$72,972
FINES, FORFEITURES & PENALTIES:				
Cal-ID Rev GC 76102 (Acct. 9189)	\$472,010	\$391,000	\$539,116	\$148,116
Forensic Lab Penalty Assmt (Acct. 9193)	100,000	100,000	100,000	0
Sub-Total	\$572,010	\$491,000	\$639,116	\$148,116
LICENSES, PERMITS AND FRANCHISES:				
Business Licenses-Taxi & Oper (Acct. 9114)	54,893	60,000	54,000	(6,000)
Business Licenses-Other (Acct. 9119)	48,910	75,000	64,000	(11,000)
Other Licenses & Permits-Explosive (Acct. 9153)	7,988	15,000	8,700	(6,300)
Other Licenses & Permits-Misc. (Acct. 9155)	82,200	160,873	107,197	(53,676)
Other Licenses & Permits-Alarm (Acct. 9158)	33,925	96,667	30,000	(66,667)
Other Licenses - Kennel (Acct. 9115)	4	0	0	0
Sub-Total	227,920	407,540	263,897	(143,643)
OTHER REVENUE:				
Misc. (Acct. 9988, 9995, 9998)	\$149,076	\$152,000	\$25,500	\$(126,500)
Recovered Expenditures (Acct. 9989)	70,620	93,000	30,000	(63,000)
Third Party Recoveries (Acct. 9714)	427,500	0	0	0
Sub-Total	\$647,196	\$245,000	\$55,500	\$(189,500)
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Regional Auto Theft (RATT) (Acct. 9505)	\$222,131	\$200,000	\$200,000	\$0
State Grants - Other (Acct. 9527)	21,389	253,292	163,785	(89,507)
SB 924-Corrections Training (Acct. 9532)	340,505	450,000	450,000	0
State-Narcotic & Drug (Acct. 9547)	0	0	427,167	427,167
Fed Gr-High Intensity Drug (Acct. 9665)	0	354,456	405,758	51,302
Federal Grants (Acct. 9678)	578,697	65,731	0	(65,731)
Other Government Agencies (Acct. 9746)	121,910	110,400	63,400	(47,000)
Sub-Total	\$1,284,632	\$1,433,879	\$1,710,110	\$276,231
OTHER FINANCING SOURCES:				
Trans. from Asset Forfeiture (Acct. 9816)	\$142,389	\$142,389	\$0	\$(142,389)
Sub-Total	\$142,389	\$142,389	\$0	\$(142,389)
Total	\$4,632,951	\$4,525,813	\$4,547,600	\$21,787

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$15,042,869	\$14,572,233	\$14,561,878	\$(10,355)
Sub-Total	\$15,042,869	\$14,572,233	\$14,561,878	\$(10,355)
Total	\$15,042,869	\$14,572,233	\$14,561,878	\$(10,355)

EXPLANATION/COMMENT ON PROGRAM REVENUES

During FY 93-94, the Sheriff's Department underwent a major reorganization, in which the Law Enforcement Services Program was split into the Regional Services and Field Services Programs. In addition, the Training Division and the Licensing Division were transferred from the Central Services Program to the Regional Services Program. In an effort to provide comparative data, all historical information has been transferred to reflect the new organizational structure.

CHARGES FOR CURRENT SERVICES:

- Increase of \$80,652 in Law Enforcement Services to Other Government Agencies (Acct. 9971) based on a projected increase in CAL-ID User Cities revenue.
- Decrease of \$7,680 in Official Documents and Fingerprints (Acct. 9853) due to the elimination of charging victims for crime reports, as approved by the Board of Supervisors.

FINES, FORFEITURES & PENALTIES:

- Increase of \$148,116 in CAL-ID revenue for fixed assets and an addition of CAL-ID positions with revenue offset salaries.

LICENSES, PERMITS, AND FRANCHISES:

- Decrease of \$6,000 in Taxicab Operator Business Licenses (Acct. 9114) based on estimated actuals.
- Decrease of \$11,000 in Other Miscellaneous Licenses (Acct. 9119) based on estimated actuals.
- Decrease of \$6,300 in Explosive Permits (Acct. 9153) due to a reduction of the fees approved by the Board of Supervisors on 3-1-94.
- Decrease of \$53,676 in Miscellaneous Licenses and Permits (Acct. 9155) due to a reduction of the bingo permit fee (\$4,797) and concealed weapons permit fees (\$48,879) approved by the Board of Supervisors on 3-1-94.
- Decrease of \$66,667 in Alarm Permit Fees (Acct. 9158) based on estimated actuals.

OTHER REVENUE:

- Decrease of \$103,000 in Miscellaneous Revenue (Acct. 9995) because revenue received from the sale of confiscated weapons will no longer be going to the General Fund, as approved by the Board of Supervisors.
- Decrease of \$23,500 in Miscellaneous Revenue (Acct. 9995) because auction proceeds from the sale of unclaimed property and evidence confiscated in the Contract Cities will revert back to the Contract Cities.
- Decrease of \$63,000 in Recovered Expenditures (Acct. 9989) because Contract Cities will no longer be individually charged for child abuse examinations. The examination charges will be included in the base overhead charges to the Contract Cities.

AID FROM OTHER GOVERNMENTAL AGENCIES:

- Decrease of \$89,507 in State Grants - Other (Acct. 9527) due to a reduction in the Juvenile Drug/Gang Jurisdiction United for Drug/Gang Enforcement (JUDGE) grant.
- Increase of \$427,167 in State-Narcotic & Drug revenue (Acct. 9547) due to establishment of a revenue account to budget for funds to be received from the Health Services Department to pay for the unincorporated portion of the Drug Abuse Resistance Education (D.A.R.E.) Program.
- Increase of \$51,302 in Federal Grant - High Intensity Drug Trafficking Area (HIDTA) (Acct. 9665) due to the extension and enhancement of the HIDTA Grant.
- Decrease of \$65,731 in Federal Grants (Acct. 9678) due to a reduction in purchases of CAL-ID Equipment in FY 94-95.
- Decrease of \$47,000 in Other Government Agencies (Acct. 9746) due to a reduction in projected overtime use by the Narcotics Task Force, which is reimbursable by the Federal Government.

OTHER FINANCING SOURCES:

- Decrease of \$142,389 in Transfers from Asset Forfeiture Fund (Acct. 9816) due to the transfer of funding of the unincorporated portion of the Drug Abuse Resistance Education (D.A.R.E.) Program from the Asset Forfeiture Fund to the Health Services Department.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
CAL-ID Live Scan Equipment	1	Lot	\$89,000
Total			\$89,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Training					
% OF RESOURCES: 16%					
WORKLOAD					
Entry Level Peace Officers Trained *	172	44	68	100	150
Corrections Deputies Trained *	147	210	128	200	210
In-Service Employees Trained POST/STC **	2,702	3,822	2,202	3,500	4,000
In-Service Training Hours POST/STC **	79,307	132,907	83,606	150,000	75,820
Hours POST/STC **	254,761	223,559	198,838	250,000	305,860
Firearms Qualification	6,100	7,000	6,960	7,600	8,000
ACTIVITY B: Licensing					
% OF RESOURCES: 3%					
WORKLOAD					
Permits, Licenses, Photos, Fingerprinting	72,267	71,546	46,753	34,116	42,500
Services to Other Agencies Criminal File/Records Checks	50,376	6,712	10,871	14,677	12,000
Photos, Fingerprinting	3,090	5,257	5,531	5,000	5,000
Public Contact & Fees ***	N/A	N/A	18,950	22,962	19,000
Interviewing & Processing Time ***	N/A	N/A	7,870	12,781	8,000
ACTIVITY C: Criminal Intelligence					
% OF RESOURCES: 7%					
WORKLOAD					
Investigations ***	N/A	N/A	1,248	N/A	1,372
Inquiries ***	N/A	N/A	2,082	N/A	2,290
Reports ***	N/A	N/A	780	N/A	858

* Includes outside agencies, as well as Deputy Sheriffs.

** Includes sworn and non-sworn regular, reserve, and outside agencies. One employee attending more than one course is reflected as a multiple statistic.

*** New performance indicator starting FY 93-94.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY D:					
Narcotics Task Force					
% OF RESOURCES: 8%					
<u>WORKLOAD</u>					
Cases Initiated ***	N/A	N/A	520	N/A	572
Search Warrants***	N/A	N/A	110	N/A	120
Arrests ***	N/A	N/A	382	N/A	420
Marijuana Plants Eradicated ***	N/A	N/A	67,947	N/A	70,000
Weapons Seized ***	N/A	N/A	93	N/A	100
Assets Seizures ***	N/A	N/A	\$1,272,037	N/A	\$1,300,000
Clandestine Labs Seized***	N/A	N/A	24	N/A	20

ACTIVITY E:
Street Narcotics/Gang

% OF RESOURCES: 7%

WORKLOAD

Number of Investigations	489	776	858	944	1,476
Number of Arrests	513	275	381	376	376
Search Warrants/Prob./Parole Warrants	277	240	156	260	260
Seizures	N/A	\$2,814,010	\$2,296,313	\$2,000,000	\$2,300,000

EFFECTIVENESS

Narcotics, firearms, vehicles and cash valued as stated above were seized during drug-related investigations.

ACTIVITY F:
Task Force Operations

% OF RESOURCES: 6%

WORKLOAD

Investigations/Complaints ***	N/A	N/A	N/A	N/A	711
Arrests ***	N/A	N/A	N/A	N/A	836
Background/License Investigations ***	N/A	N/A	N/A	N/A	377

*** New performance indicator starting FY 94-95.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY G: Arson/Explosives					
<u>% OF RESOURCES:</u> 2%					
<u>WORKLOAD</u>					
Calls for Service (Bomb/Explosive) ***	N/A	N/A	234	N/A	246
Calls for Service (Arson Fires) ***	N/A	N/A	230	N/A	242
ACTIVITY H: Juvenile Services					
<u>% OF RESOURCES:</u> 16%					
<u>WORKLOAD</u>					
Calls for Service	19,750	23,430	24,955	25,773	27,949
Investigations	1,162	1,351	1,872	1,553	2,096
Evidentiary Examinations	200	205	210	225	235
Juvenile Intervention Contacts	11,874	14,736	16,361	16,209	18,324
ACTIVITY I: Fraud					
<u>% OF RESOURCES:</u> 2%					
<u>WORKLOAD</u>					
Calls for Service ***	N/A	N/A	1,100	N/A	1,155
ACTIVITY J: Evidence/Storage					
<u>% OF RESOURCES:</u> 3%					
<u>WORKLOAD</u>					
Pieces of Evidence Housed (Est.) ***	N/A	N/A	500,000	N/A	500,000
New Evidence Received ***	N/A	N/A	30,960	N/A	34,056
Evidence Disposed ***	N/A	N/A	26,461	N/A	31,753

*** New performance indicator starting FY 93-94.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY K: Homicide					
<u>% OF RESOURCES:</u> 10%					
<u>WORKLOAD</u>					
Calls for Service ***	N/A	N/A	1,045	N/A	1,110
Homicide Cases Initiated ***	N/A	N/A	47	N/A	55
Cases in Progress ***	N/A	N/A	67	N/A	70
Cases Closed ***	N/A	N/A	30	N/A	35
ACTIVITY L: Crime Lab					
<u>% OF RESOURCES:</u> 13%					
<u>WORKLOAD</u>					
Crime Lab Field Services	3,199	1,517	1,256	1,224	1,275
Crime Lab Facility Services	32,507	28,745	30,146	29,100	30,150
ACTIVITY M: Emergency Services Division					
<u>% OF RESOURCES:</u> 1%					
<u>WORKLOAD</u>					
Emergency Planning Meetings ***	N/A	N/A	120	N/A	150
Calls for Service - Special Enforcement/Dive Team ***	N/A	N/A	122	N/A	150
ASTREA Assists	3,960	2,800	1,687	3,000	3,360
ACTIVITY N: CAL-ID					
<u>% OF RESOURCES:</u> 6%					
<u>WORKLOAD</u>					
Total Latent Print Inquiries	8,086	6,679	6,658	7,000	6,700
Total Latent Print Hits	528	434	431	500	440

*** New performance indicator starting FY 93-94.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0265	Assistant Sheriff	0	0.00	0	0.00	0	0
2303	Administrative Assistant II	1	1.00	1	1.00	41,843	41,842
2700	Intermediate Clerk Typist	12	11.50	12	11.50	237,002	235,804
2710	Junior Clerk Typist	1	0.00	1	0.00	0	0
2713	Sheriff's Prop/Evid Clerk	6	6.00	6	6.00	119,144	122,019
2730	Senior Clerk	4	4.00	4	4.00	92,820	88,956
2733	Sheriff's Licensing Clerk I	2	2.00	2	2.00	42,498	37,058
2734	Sheriff's Licensing Clerk II	7	7.00	7	7.00	165,506	160,317
2735	Sheriff's Licensing Specialist	2	2.00	2	2.00	52,076	45,204
2736	Sheriff's Licensing Supervisor	2	2.00	2	2.00	47,290	54,452
2756	Administrative Secretary I	1	0.08	1	1.00	1,771	22,052
2757	Administrative Secretary II	4	4.00	4	4.00	100,939	101,896
2896	Supv. Legal Services Clerk	1	1.00	1	1.00	32,175	32,175
4317	Clinical Lab. Technician	3	3.00	0	0.00	105,369	0
4330	Lab. Assistant	1	1.00	1	1.00	22,635	22,635
5706	Asst. Weapons Coordinator	1	1.00	1	1.00	24,947	24,950
5721	Document Examiner	2	2.00	2	2.00	101,646	101,646
5732	Crime Lab Manager	1	1.00	1	1.00	49,683	60,385
5734	Supv. Criminalist	1	1.00	1	1.00	54,938	54,938
5736	Criminalist III	1	1.00	1	1.00	49,462	49,462
5737	Criminalist II	11	11.00	14	14.00	488,193	577,040
5739	Latent Fingerprint Technician	4	4.00	4	4.00	121,079	122,414
5746	Deputy Sheriff	157	157.00	158	156.50	6,754,733	6,915,926
5752	Investigative Specialist I	2	2.00	2	2.00	46,668	48,054
5775	Sheriff's Captain	4	4.00	4	4.00	267,452	254,096
5780	Sheriff's Lieutenant	12	12.00	13	12.75	709,330	772,751
5785	Sheriff's Prop. Invest.	3	3.00	3	3.00	78,382	79,598
5787	Sheriff's Prop/Evid Manager	1	1.00	1	1.00	35,579	32,380
5790	Sheriff's Sergeant	28	28.00	28	27.75	1,454,304	1,505,379
5793	Sheriff's Prop/Evid Cust.	1	1.00	1	1.00	28,666	24,906
5865	Disaster Prep. Oper Officer II	1	1.00	1	1.00	37,350	38,379
7099	Sheriff's Range Guard	5	5.00	5	5.00	116,201	116,930
Total		282	279.58	284	280.50	\$11,479,681	\$11,743,644
Salary Adjustments:						33,384	0
Premium/Overtime Pay:						1,002,892	1,009,948
Employee Benefits:						4,808,052	3,926,639
Integrated Leave Program:						(294,662)	0
Salary Savings:						(481,308)	(464,610)
Total Adjustments						\$5,068,358	\$4,471,977
Program Totals		282	279.58	284	280.50	\$16,548,039	\$16,215,621

PROGRAM: Field Services

DEPARTMENT: SHERIFF

PROGRAM #: 12004

ORGANIZATION #: 2400

MANAGER: James Decker, Commander

REFERENCE: 1994-95 CAO Proposed Budget - Pg. 13-26

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$42,990,186	\$46,271,478	\$47,232,519	\$44,148,172	\$45,040,927	(4.6)
Services & Supplies	\$737,803	920,274	1,038,340	980,901	1,908,576	83.8
Other Charges	0	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
Fixed Assets	29,966	64,952	7,250	2,700	0	(100.0)
Vehicle/Comm. Equip.	106,800	394,850	44,400	146,034	0	(100.0)
TOTAL DIRECT COST	\$43,864,755	\$47,651,554	\$48,322,509	\$45,277,807	\$46,949,503	(2.8)
PROGRAM REVENUE	(24,530,280)	(27,099,558)	(27,979,197)	(28,454,381)	(26,916,007)	(3.8)
NET GENERAL FUND CONTRIBUTION	\$19,334,475	\$20,551,996	\$20,343,312	\$16,823,426	\$20,033,496	(1.5)
STAFF YEARS	752.50	813.33	832.50	825.50	832.50	0.0
POSITIONS	755	838	838	838	838	0.0

NOTE:

During FY 93-94, the Sheriff's Department underwent a major reorganization. In an effort to provide comparative data, all historical information has been transferred to reflect the new organizational structure.

PROGRAM MISSION

To provide the County of San Diego with efficient and effective direct law enforcement services, which include protecting life and property, preserving the peace, making arrests, preventing unlawful disturbances, and investigating public offenses which have been committed.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Salaries and Benefits are over budget due primarily to midyear additions approved by the Board of Supervisors and continued underfunding of overtime. Services & Supplies and Fixed Assets are over budget due primarily to midyear additions approved by the Board of Supervisors.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- o The Sheriff's Department continued to provide effective law enforcement services within budgetary constraints.
- o The financing plan for the new 800 mhz communication system was approved by the Board of Supervisors on June 21, 1994. The Mobile Data Terminals (MDT) are part of the 800 mhz system proposed upgrade, but at this time funding has not been approved.

One Captain and two Sergeants were approved for the San Marcos Station funded by Contract Cities revenue.

- o In conjunction with the approval by the Board of Supervisors, the 800 mhz system and upgraded Communications Center study was completed and the department submitted a proposal to the Board of Supervisors which is scheduled for review by the Board in November 1994.
- o In an effort to improve the management of the workforce, the Board of Supervisors approved a reclassification of the Communications Dispatchers to Emergency Services Dispatchers. This will increase the pay rate to a salary equal to other law enforcement agencies.

1994-95 ADOPTED PROGRAM OBJECTIVES

- o Maintain the levels of law enforcement services at the FY 1993-94 estimated rates of approximately 240,900 Calls for Service, 60,100 Crime Reports, 12,775 Field Investigations, 21,575 Arrests, and 60,600 Citations Issued.
- o Maintain the current priority 1 and 2 response times of 12.8 minutes for unincorporated areas, 21.6 minutes for the rural areas, and 8.9 minutes for the Contract Cities. Also, maintain the current priority 3 and 4 response times of 33.2 minutes for the unincorporated areas, 35.6 minutes for the rural areas, and 28.4 for the Contract Cities.
- o Reduce attrition rate of Sheriff's Communications Staffing by 10%, which will result in better services and less training stemming from staff turnover.
- o Develop and formulate the preliminary stages of implementing the upgrade of the Sheriff's Communications Center to the 800 mhz system.
- o Maintain the current level of detective investigations of approximately 3,800 violent crimes with a clearance rate of 61%, and 22,700 property crimes resulting in a loss of \$48,200,000 worth of property stolen, of which the clearance rate is 12%, and \$12,200,000 worth of property recovered.
- o Maintain the current level of volunteers utilized by the Sheriff's Department, consisting of approximately 1,500 volunteers providing approximately 145,000 hours of services.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- o Promote public safety by providing comprehensive law enforcement services to the residents and visitors in the unincorporated areas and Contract Cities of San Diego County.
- o Respond in a timely manner to calls for law enforcement services.
- o Reduce attrition among Communications Center dispatchers.
- o Support the Board of Supervisors' efforts to upgrade the Sheriff's Communications Center to the 800 Mhz system, which will enable County-wide communications with all law enforcement agencies within San Diego County.
- o Provide general investigative support for crimes committed in the unincorporated areas and the Contract Cities of San Diego County.
- o Provide opportunities for volunteers to participate in Law Enforcement with the Sheriff's Department.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Field Services Program [SY 832.50; E = \$46,949,503; R = \$26,916,007] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for all law enforcement in the unincorporated area of San Diego County and the nine contract cities.
 - o Responsible for providing a wide variety of law enforcement services available to the 765,000 residents and visitors in the unincorporated areas and Contract Cities of San Diego County.
 - o Responsible for responding to over 240,900 calls for service.
 - o Reorganized during FY 93-94. The Sheriff's Department's Law Enforcement Services Program was split into the Regional Services and Field Services Programs. This reorganization resulted in transferring 817.50 staff years and 830 positions to the new Field Services Program. The history has been adjusted to reflect these organizational changes.

- o Adjusted by 7.00 staff years to meet the targeted \$2.5 million budget reduction in FY 94-95, as directed by the Board of Supervisors.
- o Reduced by 5.00 staff years and 5 positions due to the expiration of the Indian Reservation Enforcement Detail's (IRED) contracts.
- o Increased by a net 2.00 staff years and 2 positions related to Contract Cities service adjustments.
- o Responsible for reclassifying the Sheriff's Communications Dispatchers to Sheriff's Emergency Services Dispatchers in an effort to bring their salaries in line with the industry standard.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Law Enforcement Services- Contracts (Acct. 9852)	\$199,369	\$317,864	\$223,864	\$(94,000)
Communication Services (Acct. 9720)	21,200	60,500	18,000	(42,500)
Chrgs in Internal Serv Funds (Acct. 9786)	43,000	43,000	24,000	(19,000)
Contract Cities-Law Svcs (Acct. 9879)	27,292,209	27,651,143	26,549,643	(1,101,500)
Other - Miscellaneous (Acct. 9979)	95,173	35,000	30,500	(4,500)
Sub-Total	\$27,650,951	\$28,107,507	\$26,846,007	\$(1,261,500)
OTHER REVENUE:				
Misc. (Acct. 9988, 9995, 9998)	(10,329)	0	0	0
Recovered Expenditures (Acct. 9989)	132,341	70,000	70,000	0
Sub-Total	\$122,012	\$70,000	\$70,000	\$0
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Other Government Agencies (Acct. 9746)	\$56,370	\$276,874	\$0	\$(276,874)
Off-Hwy Motor Vehicle In. Lieu (Acct. 9264)	\$149,864	0	0	
Sub-Total	\$206,234	\$276,874	\$0	\$(276,874)
Total	\$27,979,197	\$28,454,381	\$26,916,007	\$(1,538,374)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$20,343,312	\$16,823,426	\$20,033,496	\$3,210,070
Sub-Total	\$20,343,312	\$16,823,426	\$20,033,496	\$3,210,070
Total	\$20,343,312	\$16,823,426	\$20,033,496	\$3,210,070

NOTE: For FY 1994-95, \$3 million in contract cities revenue appropriations are estimated to offset expenditures in other departments based on the current agreement.

EXPLANATION/COMMENT ON PROGRAM REVENUES

During FY 93-94, the Sheriff's Department underwent a major reorganization, in which the Law Enforcement Services Program was split into the Regional Services and Field Services Programs. In an effort to provide comparative data, all historical information has been transferred to reflect the new organizational structure.

CHARGES FOR CURRENT SERVICES:

- Increase of \$11,000 in Contracts Revenue (Acct. 9852) due to an increase in reimbursement from the Imperial Beach Sandcastle Competition. Decrease of \$105,000 in Contracts Revenue (Acct. 9852) to reduce revenue associated with last year's one-time expenditures for fixed assets and set-up costs for the Off-Road Enforcement Teams (ORET) Program. Net reduction of \$94,000.
- Decrease of \$42,500 in Communications Services (Acct. 9720) due to a reduction in services provided to the Fire Districts.
- Decrease of \$19,000 in Internal Services Funds (Acct. 9786) due to a reduction in services provided by the Station X Communication Center.
- Decrease of \$1,101,500 in Contract Cities revenue (Acct. 9879) due to a change in retirement rate stated by the

Auditor's Office which affects the reimbursement rate of the Salaries and Benefits for Contract Cities. provided to the Contract Cities.

- Decrease of \$4,500 in Other - Miscellaneous (Acct. 9979) due to a reduction in estimated actuals for Traffic School Fees.

AID FROM OTHER GOVERNMENTAL AGENCIES:

- Decrease of \$276,874 in Other Government Agencies (Acct. 9746) due to the elimination of the Indian Reservations Enforcement Detail's (IRED) contracts.

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	<u>750,000</u>
TOTAL	<u>\$3,020,000</u>

Cities began to pay for a share of "Regional" law enforcement costs (Homicide, Child Abuse, Fraud & Vice) effective 1-1-93.

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 93-94 "Credit" to be applied to 94-95 Invoices is estimated to be between \$500,000 - \$700,000.
- 2) The current 5-year agreement expired on June 30, 1994. The first amendment to the 5-year agreement is extended to December 31, 1994. These estimates are based on terms and elements included in that agreement.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Law Enforcement Operations--Contracts					
% OF RESOURCES: 71%					
WORKLOAD					
Calls for Service*	135,293	138,638	132,920	139,400	141,000
Crime Reports	32,778	34,741	34,174	35,300	36,100
Field Interviews	8,340	7,505	8,122	7,500	7,900
Arrests	12,704	12,453	13,767	12,600	12,800
Citations Issued	54,091	51,510	50,575	51,500	51,700
EFFICIENCY					
Response Time (Priorities 1-2 from CAD)	8.7	8.7	8.8	8.7	8.9

* 1994-95 Budgeted Calls for Service now include calls received directly by Citizens on Patrol (COP) units via cellular phones and not routed through the Communications Center, therefore not logged by the Computer Aided Dispatch (CAD) System.

ACTIVITY B:
Law Enforcement Operations--Unincorporated

% OF RESOURCES: 16%

WORKLOAD

Calls for Service*	96,643	99,568	97,102	99,600	99,900
Crime Reports	23,524	24,231	24,989	24,200	24,000
Field Interviews	4,598	4,775	4,580	4,800	4,875
Arrests	8,339	8,607	8,710	8,700	8,775
Citations Issued	7,871	8,616	8,440	8,600	8,900
EFFICIENCY					
Response time (Priorities 1-2 From CAD)	12.1	12.1	12.7	12.1	12.8

* 1994-95 Budgeted Calls for Service now include calls received directly by Citizens on Patrol (COP) units via cellular phones and not routed through the Communications Center, therefore not logged by the Computer Aided Dispatch (CAD) System.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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ACTIVITY C:
 Communications Center
% OF RESOURCES: 10%WORKLOAD

Comm. Ctr. Calls Received	711,664	733,100	718,184	758,100	740,000
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ACTIVITY D:
 Reserves
% OF RESOURCES: 1%WORKLOAD

Calls for Service	N/A	N/A	26,841	N/A	28,183
Hours of Service Provided	N/A	N/A	138,053	N/A	144,955

EFFICIENCY

* New performance indicator starting FY 94-95.

ACTIVITY E:
 Crime Prevention
% OF RESOURCES: 2%WORKLOAD

Security Inspections	2,895	1,903	1,816	2,450	1,550
Operation Identification	2,333	1,505	1,814	1,825	1,550
Neighborhood Watch Meetings	469	422	392	425	350
Programs & Presentations	1,058	975	1,061	1,050	900
Special Projects *	N/A	N/A	751	N/A	650

EFFICIENCY

* New performance indicator starting FY 94-95.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	\$75,835	\$75,835
2700	Intermediate Clerk Typist	40	38.00	41	39.50	766,025	799,544
2710	Junior Clerk Typist	1	1.00	1	1.00	17,081	17,081
2729	Office Support Secretary	1	1.00	1	1.00	20,043	20,670
2730	Senior Clerk	5	5.00	5	5.00	119,680	119,745
2756	Administrative Secretary I	15	15.00	15	15.00	325,982	322,186
2757	Administrative Secretary II	5	5.00	5	5.00	125,698	127,115
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,774
2801	Sheriff's Comm. Dispatcher I	17	17.00	0	0.00	399,529	0
2803	Sheriff's Comm. Dispatcher II	56	56.00	0	0.00	1,322,435	0
2805	Sr. Sheriff's Comm Dispatcher	31	29.00	0	0.00	847,177	0
2806	Supv Sheriff's Comm Dispatcher	7	7.00	0	0.00	226,240	0
2821	Sheriff's Comm. Dispatcher	0	0.00	17	17.00	0	390,850
2822	Sheriff's Emerg. Svcs. Disp.	0	0.00	87	85.00	0	2,181,861
2823	Supv. Shf. Emerg. Svcs. Disp.	0	0.00	7	7.00	0	226,240
5236	Departmental Aide	8	7.00	8	8.00	93,070	107,452
5743	Supv Crime Prevention Spec.	5	5.00	5	5.00	133,110	133,110
5744	Crime Prevention Specialist	18	14.50	18	18.00	341,401	419,919
5746	Deputy Sheriff	511	511.00	508	508.00	21,078,953	22,055,489
5748	Community Services Officer	21	17.00	21	19.00	396,498	446,010
5774	Sh. Comm. Coordinator	1	1.00	1	1.00	41,049	41,049
5775	Sheriff's Captain	7	7.00	8	8.00	468,044	545,177
5780	Sheriff's Lieutenant	23	23.00	23	23.00	1,348,746	1,427,165
5790	Sheriff's Sergeant	64	64.00	65	65.00	3,281,309	3,516,538
Total		838	825.50	838	832.50	\$31,458,679	\$33,003,810
Salary Adjustments:						\$69,970	(75,335)
Premium/Overtime Pay:						2,286,659	2,419,238
Employee Benefits:						10,802,275	10,999,083
Intergrated Leave Program:						837,575	0
Salary Savings:						(1,306,986)	(1,305,869)
Total Adjustments						\$12,689,493	\$12,037,117
Program Totals		838	825.50	838	832.50	\$44,148,172	\$45,040,927

PROGRAM: Central Services

DEPARTMENT: SHERIFF

PROGRAM #: 12002

ORGANIZATION #: 2400

MANAGER: Dennis Kenneally, Assistant Sheriff

REFERENCE: 1994-95 CAO Proposed Budget - Pg. 13-31

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,322,852	\$7,011,924	\$7,191,783	\$7,021,702	\$7,189,968	2.4
Services & Supplies	1,614,077	2,029,620	2,082,211	1,796,287	2,705,373	50.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	405,789	27,336	90,258	38,000	36,500	(3.9)
Vehicle/Comm. Equip.	0	0	40,000	40,000	0	(100.0)
TOTAL DIRECT COST	\$8,342,718	\$9,068,880	\$9,404,252	\$8,895,989	\$9,931,841	11.6
PROGRAM REVENUE	(129,338)	(385,122)	(76,640,361)	(739,334)	(80,526,197)	10,791.7
NET GENERAL FUND CONTRIBUTION	\$8,213,380	\$8,683,758	\$(67,236,109)	\$8,156,655	\$(70,594,356)	(965.5)
STAFF YEARS	160.50	169.50	174.92	171.50	174.92	2.0
POSITIONS	161	172	179	176	179	1.7

Note: Prior year actuals have been revised to correspond to the department reorganization, as reflected in the CAO Proposed Budget.

PROGRAM MISSION

To provide resource management and technical support to the operating units within the Sheriff's Department.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The increase from budgeted to actual expenditures in Salaries and Benefits is due primarily to an increase in retirement costs. The increase in Services and Supplies is due primarily to increased costs associated with on-going service and maintenance contracts.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- o The Sheriff's Personnel Division continued to conduct thorough background investigations of prospective employees despite staff shortages.
- o Within budgetary constraints, 'less than lethal' equipment was acquired by the Sheriff's Department for use by field deputies, in an effort to reduce both injuries and County liability.
- o The Sheriff's Department reduced reliance on Drug Asset Forfeiture monies to fund positions and acquire fixed assets which are more appropriately funded through the General Fund. New Federal guidelines prohibit the funding of salaries and benefits for more than one year.
- o Computer Aided Reporting System (C.A.R.S.) projects at two patrol stations proved to be successful in enhancing deputy efficiency in the field.
- o A computerized Records Information Management System was successfully implemented to manage department training and personnel files.

1994-95 ADOPTED PROGRAM OBJECTIVES

- o Maintain the capability to conduct 960 polygraph examinations, 3,200 background investigations, 2,600 employment interviews, as well as process workers compensation and employee insurance claims in a timely manner.
- o Maintain the capability of processing and monitoring 18 revenue contracts, with a value of \$28,566,468.

- o Maintain the capability to process 120 Environmental Impact Reports and support the Board's efforts in identifying the appropriate fees for Sheriff's Department facilities.
- o Maintain 175 major violator criminal case files, and respond to 375 analyses of criminal and law enforcement actions; continue to provide 675 miscellaneous statistical reports and respond to 750 requests for information.
- o Monitor a revenue budget of \$1,900,000, inventory of \$230,000 and expenses of \$1,750,000 for the Asset Forfeiture Fund and the Sheriff's Special Fund.
- o Continue to coordinate the on-going process of development and preparation of the Sheriff's annual \$165 million budget.
- o Continue to efficiently process payroll for 3,200 (current and prior) department employees in the Sheriff's Department with a budget of over \$137,000,000 Salaries and Benefits.
- o Maintain and service (at 38 sites), 850 devices on the computer network, and support 2,400 accounts for department personnel.
- o Maintain the capability to monitor and coordinate the preparation and processing of 12,000 requisitions and maintain an inventory of \$230,000.
- o Continue to provide twenty-four hour records support to patrol, detentions and local and nation-wide law enforcement agencies.
- o Maintain regional CAL-ID budget of \$1.4 million and coordination of 20 participating agencies.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- o Provide the recruitment, selection and management of the Sheriff's Department's Human Resources.
- o Provide resource management and coordination of Law Enforcement and Detention contracts for the Sheriff's Department.
- o Provide analysis of personnel, equipment, facilities and service demands to plan and project law enforcement requirements.
- o Provide support to department operational elements through prompt delivery of Crime Analysis products and statistical data to assist in the most efficient deployment of patrol and investigative elements.
- o Maintain, apply, conduct and oversee policy set by federal guidelines for asset forfeiture funds and the Sheriff's Special Funds.
- o Coordinate the receipt of budget-related input from department operations, develop and prepare all phases of the Sheriff's annual budget and monitor budget changes which occur during the fiscal year.
- o Provide Sheriff's Department payroll service through the Payroll Information Management System.
- o Provide a base level of automated support for the operations and management of the Sheriff's Department.
- o Provide financial, fiscal, and inventory support for the Sheriff's Department.
- o Provide law enforcement records management in compliance with state and federally mandated policies.
- o Provide resource management and coordination of regional automated fingerprint identification system.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

As a result of a department reorganization, the Special Services Bureau has been divided and distributed between this program and the Regional Services Program to better serve the needs of the department.

1. Support Services Bureau [140.50 SY; E = \$6,720,678; R = \$79,263,456] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for budget preparation, monitoring of expenditures, inventory control, payroll and recordkeeping.

- o Responsible for planning, coordinating, implementing and managing the data processing needs of the Department.
- o Responsible for maintaining criminal history records that serve the entire county criminal justice system--police, detentions, prosecutors, courts, probation, and state and federal agencies.
- o Reduced by 1.00 staff year to meet the targeted \$2.5 million budget reduction in FY 1994-95, as directed by the Board of Supervisors.

2. Special Services Bureau [SY 34.42; E = \$3,211,163; R = \$1,262,741] including support personnel is:

- o Mandated/Discretionary Service Level.
- o Responsible for providing analysis and reports upon which long-term plans for meeting future needs are based.
- o Responsible for maintenance of the contracts with Incorporated Cities for which the Sheriff's Department provides law enforcement services.
- o Responsible for targeting career criminals and collecting and evaluating crime statistics that assist in directing patrol.
- o Increased by the transfer of 1.00 staff year from Office of the Sheriff to Special Services Bureau for the Public Information Specialist position.
- o Increased by the addition of 1.00 staff year to Contract Management for an Analyst position that was approved, mid-year, by the Board of Supervisors in FY 1993-94.
- o Increased by the addition of .42 staff years to the High Intensity Drug Trafficking Apprehension Program (HIDTA) for a Program Assistant.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Chg. In Int. Svc. Funds (Acct. 9786)	\$15,080	\$15,080	\$15,000	\$(80)
Law Enforc. Svcs (Acct. 9853)	375	0	0	0
Booking Fees (Acct. 9857)	0	45,119	45,119	0
Other-Jury or Witness Fees (Acct. 9973)	12,844	25,000	18,000	(7,000)
AB189 Criminal Justice Facilities (Acct. 9176)	32,416	0	0	0
Sub-Total	\$60,715	\$85,199	\$78,119	\$(7,080)
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Fed Grant-High Intensity Drug (Acct. 9665)	643,000	229,906	1,071,360	841,454
Contract Cities-Law Svcs. (Acct. 9879)	0	147,218	147,218	0
Other Federal Grants (Acct. 9678)	(22,331)	0	0	0
St. Aid-Pub Safety Sales Tx (Acct. 9525)	75,722,225	0	78,958,200	78,958,200
Misc. Revenues (Acct. 9989/9995)	427	0	0	0
Sub-Total	\$76,343,321	\$377,124	\$80,176,778	\$79,799,654
OTHER FINANCING SOURCES:				
Trans. Asset Forfeiture (Acct. 9816)	\$236,325	\$277,011	\$271,300	\$(5,711)
Sub-Total	\$236,325	\$277,011	\$271,300	\$(5,711)
Total	\$76,640,361	\$739,334	\$80,526,197	\$79,786,863

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$(67,236,109)	\$8,156,655	\$(70,594,356)	\$(78,751,011)
Sub-Total	\$(67,236,109)	\$8,156,655	\$(70,594,356)	\$(78,751,011)
Total	\$(67,236,109)	\$8,156,655	\$(70,594,356)	\$(78,751,011)

EXPLANATION/COMMENT ON PROGRAM REVENUES

During FY 1993-94, the Sheriff's Department underwent a major reorganization, in which the Administrative Services Program became the Central Services Program, and a bureau was transferred from Law Enforcement Services to Central Services. In addition, the Training and Licensing Divisions were transferred from the Central Services Program to the Regional Services Program. In an effort to provide comparative data, all historical information has been transferred to reflect the new organizational structure.

CHARGES FOR CURRENT SERVICES:

-\$7,000 reduction in Jury/Witness Fees (Acct. 9973) is based on actual revenues received in FY 1993-94.

AID FROM OTHER GOVERNMENTAL AGENCIES:

- State Aid-Pub Safety Sales Tax (Acct. 9525), was added in FY 1993-94 and 1994-95 from Proposition 172 (Sales Tax Revenue), to be used for Public Protection.
- Federal Grant-High Intensity Drug Trafficking Area (HIDTA) revenues (Acct. 9665) were increased by \$19,742 due to the extension and enhancement of the grant.
- Federal Grant-High Intensity Drug Trafficking Area (HIDTA) Supplemental Grant Appropriations (Acct. 9665) of \$750,000 were authorized by the Board of Supervisors on April 26, 1994.
- Federal Grant-High Intensity Drug Trafficking Area (HIDTA) revenues (Acct. 9665) of \$71,712 were rebudgeted from FY 1993-94. Expenditure of these appropriations was not completed in FY 1993-94.

OTHER FINANCING SOURCES:

-Decrease of \$5,711 in the transfer of Asset Forfeiture (Acct. 9816) due to actual salaries of revenue offset positions.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment - General	1	Lot	\$16,000
Electronic Equipment - Audio/Video	1	Lot	3,000
Specialized Depart. & Safety Equipment	1	Lot	17,500
Total			\$36,500

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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Performance indicators for Central Services have been reviewed and changed and the "Efficiency and Effectiveness" categories are in the process of being revised.

ACTIVITY A:
Personnel% OF RESOURCES: 14%WORKLOAD

Employment Interviews	1,641	1,673	2,050	2,500	2,600
Background Investigations	1,715	2,175	2,513	3,400	3,200
Polygraph Examinations	542	929	614	1,200	960

ACTIVITY B:
Records% OF RESOURCES: 26%WORKLOAD

Bookings	123,417	125,450	135,777	120,000	135,000
Case Reports	71,326	78,957	78,702	77,000	79,000
Arrest Disposition Reports	8,192	7,896	7,400	7,500	7,500
ARJIS Entry	186,581	221,906	231,934	190,000	230,000
CAL-ID Fingerprint Entry	89,405	106,790	98,390	108,000	100,000
Teletype Activity*	N/A	N/A	101,600	N/A	115,000

* New indicator effective with 1994-95
CAO Proposed Budget.

ACTIVITY C:
Budget and Payroll% OF RESOURCES: 8%WORKLOAD

Total Budget Dollars	\$141,264,130	\$152,428,122	\$159,127,488	\$157,816,115	\$165,150,665
Payroll Records Maintained	2,625	3,100	3,200	3,200	3,200

ACTIVITY D:
Financial Services/Supply% OF RESOURCES: 14%WORKLOAD

Requisitions Prepared	9,443	9,709	9,975	9,975	12,000
Inventory Maintained	\$ 183,000	\$ 247,117	\$ 230,000	\$ 230,000	\$ 230,000

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY E:					
Data Services					
% OF RESOURCES: 12%					
WORKLOAD					
E-Mail Messages	98,676	181,284	274,437	200,000	350,000
Sun Transactions (in millions)	16.47	18	20.8	20	21
Network Accounts	1,063	1,678	2,065	1,800	2,400
Devices on Computer network	505	530	720	650	850

ACTIVITY F:

Contract Management/Planning & Research/Crime Analysis/MIDTA Coordination

% OF RESOURCES 26%**WORKLOAD**

Revenue Contracts	23	18	16	16	18
Contracts Revenue	\$24,830,039	\$27,876,000	\$28,231,690	\$28,350,000	\$28,566,468
EIR's Law Enforcement Impact	103	114	101	110	120
Criminal Case Files	100	148	165	155	175
Calls For Service Requests	350	386	372	380	375
Misc. Crime Reports	447	639	671	650	675
Media/Public Inquiries	650	680	748	700	750

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	75,835	75,835
0977	Sheriff's Chief Deputy	1	1.00	0	0.00	73,290	0
0980	Sheriff's Personnel Manager	1	1.00	1	1.00	58,962	58,962
2302	Administrative Assistant III	2	2.00	2	2.00	92,326	92,326
2303	Administrative Assistant II	6	6.00	6	6.00	234,905	237,491
2307	Dept. Personnel Officer III	1	1.00	1	1.00	52,156	52,156
2320	Personnel Aide	2	1.00	2	2.00	25,609	50,879
2328	Dept. Pers. Officer II	1	1.00	1	1.00	46,162	46,163
2337	Public Information Spec.	1	1.00	1	1.00	37,961	37,961
2367	Principal Adm. Analyst	2	2.00	2	2.00	118,751	104,312
2370	Adm. Services Manager III	1	1.00	1	1.00	60,386	60,385
2403	Accounting Technician	4	3.00	4	4.00	78,554	102,973
2412	Analyst II	3	3.00	4	4.00	120,938	158,404
2413	Analyst III	2	2.00	2	2.00	92,324	92,326
2414	Analyst IV	1	1.00	1	1.00	52,156	52,156
2423	Dept. Systems Programmer	1	1.00	1	1.00	45,081	45,081
2425	Associate Accountant	5	5.00	5	5.00	169,861	175,884
2427	Associate System Analyst	5	5.00	5	5.00	237,271	247,320
2485	Distrib. Net. Tech. II	1	1.00	1	1.00	28,084	28,084
2493	Intermediate Account Clerk	7	7.00	7	6.00	136,986	121,266
2494	Payroll Clerk	1	1.00	1	1.00	19,503	21,757
2499	Principal System Analyst	1	1.00	1	1.00	58,942	58,942
2505	Senior Accountant	1	1.00	1	1.00	45,081	45,081
2510	Senior Account Clerk	8	8.00	8	8.00	184,348	182,945
2511	Senior Payroll Clerk	5	5.00	5	5.00	124,843	125,280
2525	Senior System Analyst	2	2.00	2	2.00	109,496	109,494
2650	Stock Clerk	1	1.00	1	1.00	19,812	19,812
2660	Storekeeper I	1	1.00	1	1.00	22,490	22,490
2700	Intermediate Clerk Typist	4	2.00	4	2.00	39,199	36,431
2701	Sheriff's Sup. Records Clerk	2	2.00	2	2.00	58,562	58,918
2702	Sheriff's Records Manager	1	1.00	1	1.00	36,101	36,100
2703	Sheriff's Records Clerk II	17	17.00	19	19.00	436,370	483,779
2705	Sheriff's Records Clerk I	58	58.00	58	58.00	1,207,601	1,237,155
2730	Senior Clerk	3	3.00	3	3.00	70,768	69,530
2745	Supervising Clerk	2	2.00	2	2.00	55,540	55,540
2756	Administrative Secretary I	1	1.00	1	1.00	20,669	20,670
2757	Administrative Secretary II	3	3.00	3	3.00	74,294	75,980
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,774
3020	Computer Operator	2	1.50	2	1.50	37,574	38,185
3072	Senior Computer Operator	1	1.00	1	1.00	28,084	28,084
3120	Dept. Computer Specialist II	1	1.00	1	1.00	41,843	40,513
5248	Program Assistant	0	0.00	1	0.42	0	13,690
5746	Deputy Sheriff	8	8.00	8	8.00	295,520	351,511
5780	Sheriff's Lieutenant	1	1.00	1	1.00	59,188	61,847
5790	Sheriff's Sergeant	3	3.00	3	3.00	155,817	162,828
9999	Extra Help	0	0.00	0	0.00	0	56,740
Total		176	171.50	179	174.92	\$5,070,017	\$5,284,040

STAFFING SCHEDULE

Class Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
Salary Adjustments:					60,749	23,448
Premium/Overtime Pay:					131,506	237,988
Employee Benefits:					2,070,766	1,853,098
Integrated Leave Program:					(102,558)	0
Salary Savings:					(208,776)	(208,606)
Total Adjustments					\$1,951,687	\$1,905,928
Program Totals	176	171.50	179	174.92	\$7,021,704	\$7,189,968

PROGRAM: Office of the Sheriff

DEPARTMENT: SHERIFF

PROGRAM #: 12001

ORGANIZATION #: 2400

MANAGER: Jay La Suer, Undersheriff

REFERENCE: 1994-95 CAO Proposed Budget - Pg. 13-41

AUTHORITY: Section 605 of the County Charter charges the Sheriff with organizing his department in order to provide the County with efficient and effective law enforcement. The Sheriff is the chief law enforcement officer in the County and is charged with preserving the peace and arresting all persons who commit or attempt to commit crimes within the County (Government Code 26600 et. seq.) and is responsible for the maintenance of the County detention facilities and their inmates.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,924,638	\$1,376,534	\$1,384,027	\$3,203,537	\$2,499,095	(22.0)
Services & Supplies	287,589	110,134	130,708	112,989	142,159	25.8
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	\$3,212,227	\$1,486,668	\$1,514,735	\$3,316,526	\$2,641,254	(20.4)
PROGRAM REVENUE	(339,707)	(22,030)	(21,021)	(15,000)	(10,000)	(33.3)
NET GENERAL FUND CONTRIBUTION	\$2,872,520	\$1,464,638	\$1,493,714	\$3,301,526	\$2,631,254	(20.3)
STAFF YEARS	57.00	23.00	22.00	21.00	22.00	4.8
POSITIONS	57	23	23	23	23	0.0

PROGRAM MISSION

The mission of the Office of the Sheriff is to provide overall management of the department; exercise administrative control and supervision of department personnel and programs; act as liaison with local, state and federal agencies; and maintain effective communications with county organizations, law enforcement and support agencies and with the public at large.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

\$1.9 million was appropriated in Salaries and Benefits to establish a Worker's Compensation unit in the Sheriff's Department, however, these positions were not authorized by the Board of Supervisors, and therefore, these funds were not expended for that purpose. These appropriations, reduced to \$1,026,000 by Board action, have been moved to Acct. 9010 (Regular Overtime) in FY 1994-95.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- o Continued to maximize law enforcement capabilities and enhance services provided to the citizens of San Diego County, to the extent possible, while operating within existing fiscal constraints.
- o Ensured that personnel within the Sheriff's Department are well qualified, trained in the most current law enforcement techniques and utilized equipment which promotes cost-effective operation of the Sheriff's Department.
- o All Sheriff's correctional facilities are being utilized to maximum capacity. System-wide, the average daily inmate population in 1993 was 5,729, while the court-ordered rated capacity is 5,063. This represents an excess of 666 inmates.
- o Use of Drug Asset Forfeiture resources to fund Drug Awareness Resistance Education (DARE) positions was reduced by over 50% from the preceding year (\$303,955 in FY 92-93 reduced to \$142,389 in FY 93-94).
- o Established system specifications for a computerized system to effectively manage cases under investigation by the Sheriff's Internal Affairs Division.

1994-95 ADOPTED PROGRAM OBJECTIVES

- o Maintain executive control over department of over 2,800 permanent employees.
- o Continue to investigate 300-400 complaints of misconduct or negligence involving department personnel.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- o Provide overall executive administrative control and supervision.
- o Investigate complaints of misconduct or negligence involving department personnel.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Sheriff [22.00 SY; E = \$2,641,254; R = \$10,000] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for the overall management of the department.
 - o Responsible for the coordination of all news media contacts for the department.
 - o Responsible for investigation of complaints of misconduct or negligence involving employees in the department.
 - o Responsible for maintaining community relations with the citizens of San Diego County.
 - o Adjusted with the reduction of two staff years necessary to meet the target \$2.5 million budget reduction in FY 94-95 as directed by the Board of Supervisors.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
OTHER REVENUE:				
Recovered Expenditures (Acct. 9989)	\$59	\$0	\$0	\$0
Other Miscellaneous (Acct. 9995, 9979)	20,962	15,000	10,000	(5,000)
Sub-Total	\$21,021	\$15,000	\$10,000	\$(5,000)
Total	\$21,021	\$15,000	\$10,000	\$(5,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$1,493,714	\$3,301,526	\$2,631,254	\$(670,272)
Sub-Total	\$1,493,714	\$3,301,526	\$2,631,254	\$(670,272)
Total	\$1,493,714	\$3,301,526	\$2,631,254	\$(670,272)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Other Revenue:

- Decrease of \$5,000 projected in revenue from film location crowd/traffic control based on anticipated activity in FY 1994-95.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Office of the Sheriff					
% OF RESOURCES: 36%					
WORKLOAD					
Total Department Appropriations	141,264,130	152,428,122	159,177,488	157,816,115	165,150,665
Total Department Staff Years	2,409.00	2,501.08	2,737.46	2,702.58	2,782.58
Population Unincorporated Areas	381,922	389,400	402,500	395,400	412,600
Population Contract Cities	344,300	352,400	356,700	358,036	361,500
Unincorporated Area--Square Miles	3,737	3,623	3,623	3,623	3,623
Contract Cities--Square Miles	124	137	137	137	137
ACTIVITY B:					
Internal Affairs					
% OF RESOURCES: 23%					
WORKLOAD					
Complaint Investigations	301	314	233	330	300
Claims Against County	153	143	120	200	157
Discovery Proceedings	25	30	12	35	33
Chargeable Traffic Accidents*	93	94	67	100	103
Non-chargeable Traffic Accidents*	75	84	48	100	92
Disciplinary Actions*	137	105	33	130	116
ACTIVITY C:					
Public Affairs					
% OF RESOURCES 2%					
WORKLOAD					
Press/news releases issued*	N/A	N/A	202	N/A	220
Media or public inquiries handled via telephone*	N/A	N/A	2,600	N/A	2,800
Direct media contacts*	N/A	N/A	315	N/A	345
Film industry contacts*	N/A	N/A	100	N/A	110

* New indicators effective with 1994-95 Adopted Budget.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0160	Sheriff	1	1.00	1	1.00	\$93,723	\$93,723
0260	Undersheriff	1	1.00	1	1.00	82,310	82,309
0362	Special Assistant	3	2.00	3	3.00	125,778	184,242
0976	Sh. Comm. Relations Coord.	1	1.00	1	1.00	54,184	54,184
2700	Int. Clerk Typist	2	1.00	2	1.00	20,669	20,670
2756	Admin. Secretary I	1	1.00	1	1.00	22,052	22,052
2757	Admin. Secretary II	1	1.00	1	1.00	25,474	25,474
2758	Admin. Secretary III	3	3.00	3	3.00	87,022	91,568
2759	Admin. Secretary IV	1	1.00	1	1.00	30,774	33,135
2776	Criminal Legal Secretary II	1	1.00	1	1.00	32,091	32,091
2780	Sheriff's Executive Assistant	1	1.00	1	1.00	41,843	41,842
5780	Sheriff's Lieutenant	1	1.00	1	1.00	59,188	61,847
5790	Sheriff's Sergeant	6	6.00	6	6.00	311,634	325,656
Total		23	21.00	23	22.00	\$986,742	\$1,068,793
Salary Adjustments:						1,873,938	15,704
Premium/Overtime Pay:						21,040	1,045,990
Employee Benefits:						382,109	419,244
Integrated Leave Program						0	0
Salary Savings:						(60,292)	(50,636)
Total Adjustments						\$2,216,795	\$1,430,302
Program Totals		23	21.00	23	22.00	\$3,203,537	\$2,499,095

SUPERIOR COURT

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Operations	\$21,449,312	\$21,589,592	\$21,876,016	\$20,812,225	\$20,928,040	\$115,815	0.6
Court Support	19,898,058	19,721,303	19,387,696	20,148,824	19,804,380	(344,444)	(1.7)
TOTAL DIRECT COST	\$41,347,370	\$41,310,895	\$41,263,712	\$40,961,049	\$40,732,420	\$(228,629)	(0.6)
PROGRAM REVENUE *	(9,586,342)	(5,556,152)	(4,492,961)	(3,605,778)	(3,580,207)	25,571	(0.7)
NET GENERAL FUND COST	\$31,761,028	\$35,754,743	\$36,770,751	\$37,355,271	\$37,152,213	\$(203,058)	(0.5)
STAFF YEARS	787.26	773.90	756.98	819.00	797.00	(22.00)	(2.7)

* 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.

MISSION

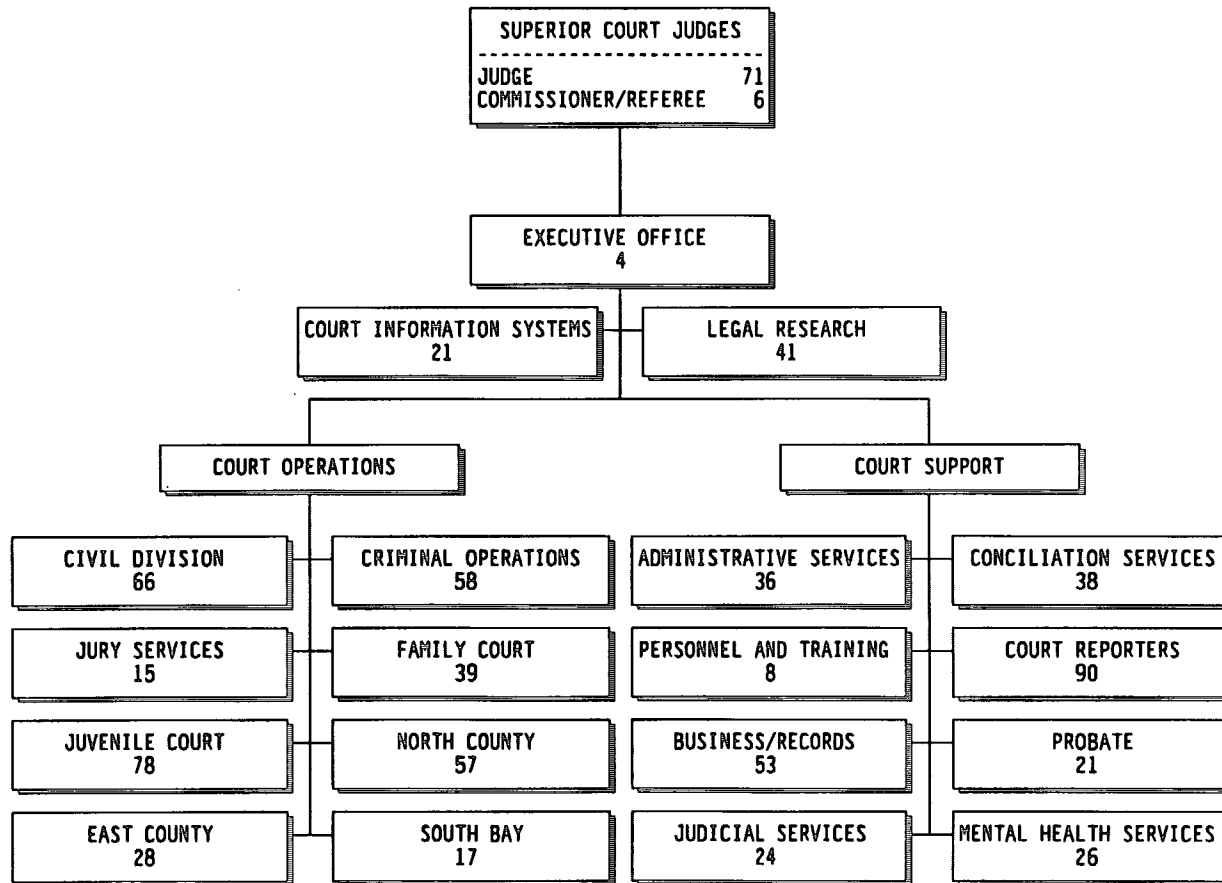
To provide the citizens of San Diego County with prompt, courteous, accessible court services.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

- To administer court services in a fair, effective and efficient manner.
- To provide equal court access to the community by providing full-service branch courts and encouraging the use of alternative dispute resolution forums.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

- To resolve and dispose of cases under the jurisdiction of the Superior Court within statutory guidelines.



PROGRAM: OPERATIONS

DEPARTMENT: SUPERIOR COURT

PROGRAM #: 13039
MANAGER: Kenneth E. Martone

ORGANIZATION #: 2000
REFERENCE: 1994-95 Proposed Budget - Pg. 14 - 3

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$17,105,450	\$17,173,671	\$17,619,966	\$16,937,430	\$16,968,943	0.2
Services & Supplies	4,140,746	4,273,577	3,849,018	3,874,795	3,959,097	2.2
Other Charges	1,659	99	0	0	0	0.0
Fixed Assets	201,457	142,245	407,032	0	0	0.0
Vehicles/Comm Equipment	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$21,449,312	\$21,589,592	\$21,876,016	\$20,812,225	\$20,928,040	0.6
PROGRAM REVENUE	(7,371,127)	(3,581,835)	(2,916,013)	(2,249,093)	(2,114,664)	(6.0)
NET GENERAL FUND CONTRIBUTION	\$14,078,185	\$18,007,757	\$18,960,003	\$18,563,132	\$18,813,376	1.3
STAFF YEARS	452.41	445.38	448.03	476.00	476.00	0.0

PROGRAM MISSION

To provide the citizens of San Diego County with prompt, courteous, accessible court services.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

FY 1993-94 Mid-Year Budget changes included the following:

- \$2,924 reduction in memberships (Board Action #40, 10/19/93).
- \$45,430 reduction in travel (Board Action #40, 10/19/93).
- \$40,775 Teeter Reserve transfer to Superior Court (Board Action #40, 2/15/94) for the establishment of 1 dependency courtroom in Oceanside. One time fund allocation was for Fixed Assets (\$38,400) and Supplies (\$2,375).
- \$686,483 for discontinuation of Integrated Leave Program and \$23,776 VTO credit augmented Salaries and Benefits appropriation. (Board action 3/18/94 & 6/7/94)
- Year-end adjustment transferred \$25,000 from Operations Services and Supplies to Court Support Program Salaries and Benefits.

FY 1993-94 actuals include prior year costs as follows:

- \$237,302 in Services and Supplies
- \$326,822 in Fixed Assets, which includes furniture and equipment for the East County remodel funded by SANCAL (\$48,000) and a replacement jury management system funded from Penalty Assessments (\$256,693).

The Superior Court (Operations and Court Support programs) ended FY 1993-94 with a fund balance of \$227,103. This total is made up of \$202,163 in Salaries and Benefits, \$6,546 in Services and Supplies, \$4,003 in Other Charges and \$14,391 in Fixed Assets. This budget to actual comparison includes allowance for PFY expenditure (\$762,592), encumbrances (\$745,790) rolled forward into FY 1994-95, and mid year adjustments as outlined above.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- 72.4 percent of general civil filings were disposed of within 1 year of filing. This falls short of the desired 90 percent target.
- Felony criminal filings took an average of 41 days, from filing to dispositions.

1994-95 ADOPTED PROGRAM OBJECTIVES

- Provide for the timely processing and disposition of all cases under the jurisdiction of the Superior Court.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- To dispose of 90% of all civil cases within one year of filing of the complaint.
- To reduce the average length of time from Superior Court arraignment to disposition in felony criminal cases.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Civil Division [67.00 SY; E = \$2,945,201; R = \$579,386] including support personnel:
 - o Mandated/Mandated Service Level.
 - o Provides for civil case processing and preparation of calendars for 24 civil departments and 1 probate department.
 - o Operates a Mandated Arbitration Program for Superior and Municipal Court Civil cases.
 - o All cases over \$25,000 are under the jurisdiction of the Superior Court.
2. Criminal Division [58.00 SY; E = \$2,480,254; R = \$187,702] including support personnel:
 - o Mandated/Mandated Service Level.
 - o Provides for criminal case processing and preparation of calendars for 18 criminal departments.
 - o Penal Code section 1049.5 requires that felony trials commence within 60 days of arraignment.
3. Juvenile Court [78.00 SY; E = \$2,974,684; R = \$81,745] including support personnel:
 - o Mandated/Mandated Service Level.
 - o Provides for the acceptance of all delinquency and dependency filings, case processing and preparation of calendars for 11 Juvenile Court Departments.
 - o All traffic violations involving juveniles are disposed of by the Juvenile Court.
 - o Statutory time limits must be adhered to in both dependency and delinquency matters.
4. Family Court [38.00 SY; E = \$1,240,550; R = \$212,520] including support personnel:
 - o Mandated/Mandated Service Level.
 - o Provides for the acceptance of all filings, case processing and preparation of calendars relating to family law and domestic matters for the 6 Domestic Departments located at the downtown family court building.
 - o Orders to Show Cause Hearings in cases with Temporary Restraining orders must be set within time limits defined in the Family Law Code.
5. Jury Services [15.00 SY; E = \$2,408,265; R = \$632,789] including support personnel:

- o Mandated/Mandated Service Level.
 - o Manages the jury system for all Superior and Municipal Courts.
 - o The right to jury trial is guaranteed by the United States Constitution.
 - o Payment of fees to jurors is required by statute.
6. North County Branch [57.00 SY; E = \$2,106,030; R = \$213,760] including support personnel:
- o Mandated/Mandated Service Level.
 - o Accepts filings, provides case processing and prepares calendars for all types of cases under the jurisdiction of the Superior Court. This branch has 13 court departments.
7. East County Branch [28.00 SY; E = \$1,041,860; R = \$92,900] including support personnel:
- o Mandated/Mandated Service Level.
 - o Accepts filings, provides case processing and prepares calendars for all types of cases under the jurisdiction of the Superior Court. This branch has 6 court departments.
8. South Bay Branch [17.00 SY; E = \$590,207; R = \$33,862] is:
- o Mandated/Mandated Service Level.
 - o Accepts filings, provides case processing and prepares calendars for all types of cases under the jurisdiction of the Superior Court. This branch has 4 Court departments.
9. Legal Research [41.00 SY; E = \$2,813,461; R = \$0] including support personnel:
- o Mandated/Discretionary Service Level.
 - o Provides legal research to Judges, Commissioners and Referees as required.
10. Judges, Commissioners and Referees [77.00 SY; E = \$2,327,528; R = \$80,000] is:
- o Mandated/Mandated Service Level.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
FEES AND GRANTS:				
Fines & Forfeitures	112,676	260,000	80,000	(180,000)
Filing Documents	1,303,177	900,007	1,100,000	199,993
Jury Fees	628,183	960,000	465,000	(495,000)
Traffic School Fees	75,820	75,745	75,745	0
Court Admin. Fees	3,403	1,000	1,000	0
Other Misc	49,592	5,000	373,006	368,006
Recovered Expenditures	284,762	19,913	19,913	0
Other Sales Taxable - Forms	20,250	27,428	0	(27,428)
PFY Reimbursement from SANCAL	200,000	0	0	0
PFY Reimbursement from Penalty Assessment	238,150	0	0	0
Sub-Total	\$2,916,013	\$2,249,093	\$2,114,664	\$(134,429)
Total	\$2,916,013	\$2,249,093	\$2,114,664	\$(134,429)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$18,960,003	\$18,563,132	\$18,813,376	\$250,244
Sub-Total	\$18,960,003	\$18,563,132	\$18,813,376	\$250,244
Total	\$18,960,003	\$18,563,132	\$18,813,376	\$250,244

EXPLANATION/COMMENT ON PROGRAM REVENUES

- Fines and Forfeitures revenue, most notably Attorney sanctions, continues to decline. FY 1994-95 CAO Proposed Budget has reduced the amount budgeted by \$180,000.
- FY 1993-94 Filing Documents revenue exceeded budget by \$403,170. FY 1994-95 Adopted Budget includes an increase of \$199,993 in filing fee revenue. The rest of the overrealized revenue, is the result of accounting corrections in the Clerks Filing Fee Trust Fund. This is one-time only revenue and is not budgeted for 1994-95.
- FY 1993-94 Jury Fees revenue includes a one-time transfer from Jury Fee Trust Fund of \$172,868. Another \$130,347 escheated from Jury Trust Fund accounts was transferred to the General Fund, since Auditor and Controller regulations do not allow individual county departments to budget or retain escheated funds. Therefore, FY 1994-95 CAO Proposed Budget amount for Jury Fee revenue has been reduced by \$500,000, the amount from Jury Trust Fund account escheatment included in FY 1993-94 budget. Other revenue budgeted amounts, specifically filing fees and other Miscellaneous Revenue (\$325,665), have been increased to avoid increased net county cost.
- FY 1993-94 Recovered Expenditure Revenue exceeded budget by \$264,849. This is due primarily to cost recovery (\$239,285) from Judicial Council for the conduct of Judicial Council Coordinated Proceeding #2754, Breast Implant Cases.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Filings					
% OF RESOURCES: 100%					
WORKLOAD					
Total Filings	81,458	78,757	75,927	76,520	78,546
Judicial Weighted Caseload	8,608,075	8,280,455	8,444,748	8,511,350	8,572,823
EFFICIENCY/OUTPUT					
Weighted Units Per Judge Staff Year*	121,240	116,626	118,940	119,878	120,744
EFFECTIVENESS/OUTCOME					
Percent Over State Standard (94,170)	28.7	23.84	26.30	27.3	28.2

*Does not include Commissioners and Referees.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0570	Judge, Superior Court	71	71.00	71	71.00	\$689,187	\$674,784
0559	Supv. Research Attorney	1	1.00	1	1.00	94,900	94,900
0538	Referee	4	4.00	4	4.00	337,744	354,592
0573	Family Court Commissioner	2	2.00	2	2.00	168,872	177,316
0737	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	61,640	61,640
0509	Director, Court Operations	3	3.00	3	3.00	185,100	182,339
0516	Juv. Traf. Hearing Officer	3	3.00	3	3.00	173,268	176,073
0553	Research Attorney II	22	22.00	22	22.00	1,287,124	1,297,080
0734	Judicial Clerk	6	6.00	6	6.00	292,385	244,025
0514	Coordinator, Calendar Svcs	3	3.00	3	3.00	146,791	148,986
0530	Research Attorney I	8	8.00	8	8.00	381,207	411,616
0525	Coordinator, Jury Services	1	1.00	1	1.00	41,843	41,842
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	45,081
0537	Referee Pro-Tem	27	2.00	27	2.00	176,175	183,202
0568	Supv. Superior Court Clerk	1	1.00	1	1.00	45,725	45,726
0531	Chief Calendar Clerk	1	1.00	1	1.00	40,861	40,861
0522	Deputy Jury Comm. III	1	1.00	1	1.00	34,610	34,615
0511	Chief Arbitration Clerk	2	2.00	2	2.00	81,722	81,722
0577	Asst. Div. Chief, Business	1	1.00	1	1.00	38,877	38,877
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	78,922	78,924
0585	Coordinator, Court Interpreter	1	1.00	1	1.00	37,062	30,455
0554	Court Services Clerk IV	7	7.00	7	7.00	238,847	243,222
0566	Superior Court Clerk	117	117.00	117	117.00	3,792,403	3,774,364
0599	Sup. Ct. Clerk Interpreter	6	6.00	6	6.00	184,825	184,824
0535	Deputy Jury Commissioner II	11	11.00	11	11.00	299,497	295,910
0502	Admin. Secretary II	1	1.00	1	1.00	25,474	25,474
0711	Independent Calendar Clerk	21	21.00	21	21.00	649,725	655,811
0555	Court Services Clerk III	25	25.00	25	25.00	629,015	636,247
0703	Exhibits Custodian	3	3.00	3	3.00	68,182	70,589
0556	Court Services Clerk II	73	73.00	73	73.00	1,737,584	1,698,379
0717	Asst. Superior Court Clerk	20	20.00	20	20.00	409,705	501,371
0557	Court Services Clerk I	49	49.00	49	49.00	1,012,446	999,177
Total		501	476.00	501	476.00	\$13,823,297	\$13,866,522
Salary Adjustments:						(1,304,540)	(1,381,991)
Premium/Overtime Pay:						0	0
Employee Benefits:						4,878,923	4,663,720
Integrated Leave Plan						(274,210)	0
Salary Savings:						(186,040)	(179,308)
Total Adjustments						\$3,114,133	\$3,102,421
Program Totals		501	476.00	501	476.00	\$16,937,430	\$16,968,943

PROGRAM: COURT SUPPORT

DEPARTMENT: SUPERIOR COURT

PROGRAM #: 13081

ORGANIZATION #: 2031

MANAGER: Kenneth E. Martone

REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$16,560,358	\$16,338,731	\$16,089,253	\$16,609,865	\$16,060,220	(3.3)
Services & Supplies	3,004,778	3,013,130	3,071,353	3,020,806	3,226,007	6.8
Other Charges	4,198	2,175	996	5,000	5,000	0.0
Fixed Assets	328,724	367,267	226,094	513,153	513,153	0.0
Vehicles/Comm Equipment	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$19,898,058	\$19,721,303	\$19,387,696	\$20,148,824	\$19,804,380	(1.7)
PROGRAM REVENUE	(2,215,215)	(1,974,317)	(1,576,948)	(1,356,685)	(1,465,543)	8.0
NET GENERAL FUND CONTRIBUTION	\$17,682,843	\$17,746,986	\$17,810,748	\$18,792,139	\$18,338,837	(2.4)
STAFF YEARS	334.85	328.52	308.96	343.00	321.00	(6.4)

PROGRAM MISSION

- To provide administrative and operational support to the direct service programs and the Judges of the Superior Court. To ensure that court policies and procedures are developed and implemented in concert with the policies established by the Judges of the Superior Court.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

FY 1993-94 Mid-Year Budget changes included the following:

- \$273,721 (including \$2,960 in Supplies) and 22.00 SY Pretrial Services program transferred to Municipal Courts (Board Action #7, 12/7/93).
- \$65,326 in over-realized revenue (A/C 9989) appropriated for the establishment of 1 Dependency Court in Oceanside (Board Action #40, 2/15/94). These funds were used to pay FY 1993-94 operating costs of the Marshal (\$28,927), Alternate Public Defender (\$25,253) and Public Defender (\$11,146).
- Year-end adjustment transferred \$25,000 from Operations Program Services and Supplies to Court Support Salaries and Benefits.

FY 1993-94 estimated actuals include prior year costs as follows:

- \$169,216 in Services and Supplies.
- \$29,252 in Fixed Assets.

The Superior Court as a whole (Operations and Court Support programs) ended FY 1993-94 with a fund balance of \$227,103. This total is made up of \$202,163 in Salaries and Benefits, \$6,546 in Services and Supplies, \$4,003 in Other Charges and \$14,391 in Fixed Assets. This budget to actual comparison includes allowance for PFY expenditure (\$762,592) year-end encumbrances (\$745,790) rolled forward into FY 1994-95, and mid year adjustments as outlined above.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- Judicial Council Research Grant to study effectiveness of Parent Education that is delivered before Family Court mediation in child custody cases is on track and continuing.
- Superior Court Records indices are 30 percent complete.

- Implemented automated inventory system for supplies and forms.

1994-95 ADOPTED PROGRAM OBJECTIVES

- To provide the accounting, purchasing, budgeting and personnel services necessary for the operation of the court.
- To provide for the timely processing of all filings and handling of all legal documents.
- To provide the Probate, Mental Health and Conciliation services necessary for the operation of the court as required by law.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- To file all documents within 48 hours of receipt.
- To complete all required mediations within 6 weeks.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Executive Office and Administrative Services [48.00 SY; E = \$3,112,274; 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.
2. Court Information Services [21.00 SY; E = \$1,917,540; R = \$0] including support personnel:
 - Mandated/Discretionary Service Level.
 - Provides design/development/maintenance of automated case management and tracking systems.
3. Judicial Services [24.00 SY; E = \$1,034,042; R = \$0] including support personnel:
 - Mandated/Discretionary Service Level.
 - Provides support services to judicial officers at all court locations.
4. Probate Division [21.00 SY; E = \$967,229; R = \$240,000] 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.
5. Court Reporters [90.00 SY; E = \$7,761,046; R = \$200,000] 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. Business/Records [53.00 SY; E = \$1,891,636; R = \$120,000] including support personnel:
 - Mandated/Mandated Service Level.
 - 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.
7. Conciliation Court [38.00 SY; E = \$1,883,915; R = \$154,986] 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.

8. Counselor in Mental Health [26.00 SY; E = \$1,236,698; R = \$750,557] including support personnel:

- o Mandated/Mandated Service Level.
- o Conducts investigations and makes recommendations to the Court regarding conservatorship, and serves as Temporary Conservator when necessary.
- o Conducts investigations of persons, who as a result of a mental disorder may be a danger to themselves or others, or who are unable to provide for their own basic needs.
- o Certification Review and Roger 'S' hearings must be conducted within mandatory time limits.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Marriage Licenses	112,610	120,000	120,000	0
State Aid - Mental Health	750,557	750,557	750,557	0
Clerk's Transcripts	108,586	100,000	100,000	0
Recovered Expenditures	380,230	230,000	94,429	(135,571)
State Grant - Parent Education	26,923	36,128	5,557	(30,571)
Fee for Court Costs	52,165	0	275,000	275,000
Other Court Costs	4,712	0	0	0
Filing Documents (Evaluations)	20,830	0	0	0
Other Miscellaneous	335	0	0	0
Microautomation Fee	120,000	120,000	120,000	0
Sub-Total	\$1,576,948	\$1,356,685	\$1,465,543	\$108,858
Total	\$1,576,948	\$1,356,685	\$1,465,543	\$108,858

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$17,810,748	\$18,792,139	\$18,338,837	\$(453,302)
Sub-Total	\$17,810,748	\$18,792,139	\$18,338,837	\$(453,302)
TOTAL	\$17,810,748	\$18,792,139	\$18,338,837	\$(453,302)

EXPLANATION/COMMENT ON PROGRAM REVENUES

- Recovered Expenditure Revenue comprised of Probate Conservatorship (\$218,351), Conciliation Court service fees (\$33,693) and a one-time restitution payment (\$128,185) exceeded budget by \$84,903. Mid-year Board Action (#40, 2/15/94) appropriated this anticipated over-realized revenue for the establishment of one Juvenile Dependency Courtroom in Oceanside (\$65,326).
- For FY 1994-95 Probate and Conciliation Court revenues are budgeted as Fee for Court Costs instead of Recovered Expenditure.
- State Grant - Judicial Council Three Year Grant (\$95,000) for court mandated Pre-mediation Parent Education is due to expire May 30, 1995.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment - General	1	Lot	\$200,000
Data Processing Equipment	1	Lot	313,153
Total			\$513,153

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Probate					
<u>% OF RESOURCES:</u>	4.70%				
<u>WORKLOAD</u>					
# Filings	5,106	5,155	4,907	5,200	5,020
<u>EFFICIENCY/OUTPUT</u>					
# Cases Disposed of	5,266	5,201	3,813	5,200	4,000
<u>EFFECTIVENESS/OUTCOME</u>					
Ratio of Dispositions to Filings*	103%	100%	78%	100%	79.68%
* Note: Commencing FY 1993-94 methodology used in counting dispositions has been changed.					
ACTIVITY B: Business/Records					
<u>% OF RESOURCES:</u>	8.87%				
<u>WORKLOAD</u>					
Supplemental Filings	135,344	136,252	134,728	135,500	135,500
Case Files Handled	246,729	222,134	280,477	240,000	260,000
<u>EFFICIENCY/OUTPUT</u>					
Supplemental Files Handled/Staff	4,838	5,450	5,389	5,420	5,420
<u>EFFECTIVENESS/OUTCOME</u>					
% Handled in Required Time Limits	93%	90%	96%	95%	97%
ACTIVITY C: Conciliation Court					
<u>% OF RESOURCES:</u>	9.57%				
<u>WORKLOAD</u>					
Child Custody/Visitation Mediation Hearings	7,984	7,307	7,401	7,776	8,205
Guardianship Investigations	336	332	403	365	476
<u>EFFICIENCY/OUTPUT</u>					
# of Hearings per Counselor (22 Conslr)	380	348	336	370	373
#of Guardianships/per Counselor (2 Conslr)	168	166	202	182	238
<u>EFFECTIVENESS/OUTCOME</u>					
% of Mediation Settlements	68%	50%	65%	65%	65%

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY D:					
Counselor in Mental Health					
<u>% OF RESOURCES:</u> 5.95%					
<u>WORKLOAD</u>					
Conservatorship Investigations	1,525	1,479	1,503	1,500	1,450
Mental Health Hearings	2,276	1,821	2,046	2,100	1,800
<u>EFFICIENCY/OUTPUT</u>					
Investigations/Counselor	139	123	132	130	130
Hearings/Counselor	207	152	163	170	160
<u>EFFECTIVENESS/OUTCOME</u>					
% Private Conservators Appointed	45%	45%	41%	45%	40%

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0520	Exec. Officer & Jury Comsnr	1	1.00	1	1.00	115,551	115,551
0519	Ast. Sup. Ct. Exec. Officer	2	2.00	2	2.00	162,608	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	61,700	61,700
0505	Dir, Family Counseling	1	1.00	1	1.00	61,700	61,700
0513	Supv. Court Systems Analyst	3	3.00	3	3.00	185,466	185,469
8802	Director, Personnel Svcs.	1	1.00	1	1.00	55,958	55,958
0565	Sup. Ct. Capital Projects Mgr	1	1.00	1	1.00	58,420	58,420
0540	Court Reporter, Superior Crt	82	82.00	82	82.00	4,542,308	4,535,091
0507	Conciliation Counselor IV	2	2.00	2	2.00	108,576	108,576
0533	Chief, Admin. Services	1	1.00	1	1.00	54,748	54,747
0551	Principal Admin. Analyst	1	1.00	1	1.00	52,156	52,156
0501	Court Systems Analyst II	3	3.00	3	3.00	147,502	147,519
0534	Departmental Officer III	1	1.00	1	1.00	52,156	52,156
0541	Pro Tem Court Reporter	70	6.00	70	6.00	301,542	324,612
0514	Coordinator Calendar Svcs	2	2.00	2	2.00	102,224	102,224
0506	Conciliation Counselor III	9	9.00	9	9.00	444,276	432,365
0523	Chief Probate Examiner (V)	1	1.00	1	1.00	50,301	50,301
0545	Pretrial Services Manager	1	1.00	0	0.00	35,301	0
0552	Deputy Counselor in M. H. III	1	1.00	1	1.00	53,634	54,288
0532	Admin. Assistant III	4	4.00	4	4.00	173,275	168,659
0567	Senior Accountant	1	1.00	1	1.00	34,662	36,411
0575	Division Chief, Records	1	1.00	1	1.00	43,303	44,380
0503	Court Systems Analyst I	6	6.00	6	6.00	282,844	283,095
0710	Senior Personnel Analyst	2	2.00	2	2.00	92,324	92,326
0524	Admin. Assistant II	1	1.00	1	1.00	39,818	41,842
0549	Deputy Counselor IN M.H. II	13	13.00	13	13.00	541,321	545,386
0547	Supv. Pretrial Services Officer	4	4.00	0	0.00	166,944	0
0526	Probate Examiner III	2	2.00	2	2.00	87,104	87,106
0707	Chief Court Reporter	1	1.00	1	1.00	62,478	63,708
0512	Chief Judicial Secretary	1	1.00	1	1.00	38,081	39,993
0518	Conciliation Counselor II	13	13.00	13	13.00	557,804	557,217
0578	Asst. Div. Chief, Records	1	1.00	1	1.00	32,943	37,125
0571	Public Information Officer	1	1.00	1	1.00	45,081	45,081
0546	Pretrial Services Officer	3	3.00	0	0.00	116,772	0
0563	Analyst II	1	1.00	1	1.00	41,843	41,842
0521	Conservatorship Investigator	3	3.00	3	3.00	113,545	109,844
0527	Probate Examiner II	9	9.00	9	9.00	348,427	353,161
0554	Court Services Clerk IV	7	7.00	7	7.00	229,747	238,247
0714	Court Admin. Clerk III	4	4.00	4	4.00	90,862	119,195
0562	Computer Specialist - Sup. Ct.	7	7.00	7	7.00	241,498	236,115
0515	Judicial Secretary	17	17.00	17	17.00	563,295	563,295
0719	Coordinator, Volunteer Services	1	1.00	1	1.00	31,509	31,509
0555	Court Services Clerk III	9	9.00	9	9.00	240,096	234,306
0713	Court Admin. Clerk II	9	9.00	9	9.00	185,663	219,158
0588	Accounting Technician	1	1.00	1	1.00	26,666	24,075
0716	Court Property Specialist II	1	1.00	1	1.00	22,490	24,075
8801	Senior Cashier	1	1.00	1	1.00	24,700	24,701
0702	Microfilm Operator	1	1.00	1	1.00	22,280	22,279
0556	Court Services Clerk II	48	48.00	48	48.00	1,145,963	1,128,971
0712	Court Admin. Clerk I	4	4.00	4	4.00	93,403	95,838
0502	Admin Secretary II	1	1.00	1	1.00	25,474	25,474
0557	Court Services Clerk I	28	28.00	24	24.00	535,315	483,557
0715	Court Property Specialist I	3	3.00	3	3.00	60,338	64,017
9999	Temporary Extra Help	112	13.00	102	3.00	239,964	33,924
Total		506	343.00	484	321.00	\$13,318,107	\$12,805,501

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
	Salary Adjustments:					(215,613)	(301,999)
	Premium/Overtime Pay:					0	0
	Employee Benefits:					4,040,235	3,724,106
	Integrated Leave Plan					(366,238)	0
	Salary Savings:					(166,626)	(167,388)
	Total Adjustments					\$3,291,758	\$3,479,005
	Program Totals	506	343.00	484	321.00	\$16,609,865	\$16,060,220

HEALTH & SOCIAL SERVICES

AREA AGENCY ON AGING

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Area Agency on Aging	\$9,794,420	\$9,731,073	\$10,346,674	\$11,467,912	\$12,091,616	\$623,704	5.4
TOTAL DIRECT COST	\$9,794,420	\$9,731,073	\$10,346,674	\$11,467,912	\$12,091,616	\$623,704	5.4
PROGRAM REVENUE	(9,239,599)	(9,325,132)	(10,554,839)	(10,910,433)	(11,733,892)	(823,459)	7.5
NET GENERAL FUND COST	\$554,821	\$405,941	\$(208,165)	\$557,479	\$357,724	\$(199,755)	(35.8)
STAFF YEARS	73.67	74.84	77.67	78.00	84.00	6.00	7.7

MISSION

To serve the vulnerable and disadvantaged elderly and persons in need of long term care services; to provide access to information, services and resources in our network, and the catalyst for the development of resources in the community; and to advocate for the current and future needs of aging and disabled persons.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. Grants and contract management for Older Americans Act funding which:
 - ◆ provide for administration of program revenue from more than 30 revenue sources;
 - ◆ provide for program, fiscal monitoring and technical assistance to more than 30 Title III contract providers, with more than 100 sites, for the annual delivery of
 - 1.3 million nutritious meals;
 - 70,000 hours of adult day care;
 - 140 hours of adult day health care;
 - 14,000 legal services hours;
 - 178,000 units of transportation assistance;
 - subsidized employment for 77 older workers;
 - representative payee program for 60 seniors; and
 - ◆ provide for more than 80 purchase of service agreements for long term care gap-filling services and supplies.
2. Utilize other Older Americans Act funding to directly provide:
 - ◆ a region-wide four year plan for a system of senior services;
 - ◆ program development and coordination activities to support the senior network, especially in the development of creative, strong and enduring relationships with private and other sectors;
 - ◆ more than 6,000 Long Term Care Ombudsman visits to more than 90 skilled nursing facilities and more than 350 residential care facilities for the elderly;
 - ◆ training and supervision of more than 100 volunteer ombudsmen;
 - ◆ county-wide information and assistance services, responding to more than 45,000 calls from senior and disabled clients, and referring calls to appropriate services;
3. Utilizing a variety of federal and state long term care case management and in-home care funding to directly provide:
 - ◆ a Multipurpose Senior Services Program with a caseload of 500 at-risk, low income seniors;
 - ◆ a Long Term Care Linkages Program with a caseload of 100 at-risk, low income disabled adults;
 - ◆ a Title III In-home Assessment and Case Management Demonstration Program with a caseload of 300 at-risk seniors;
 - ◆ an AIDS Waiver Program with a caseload of 240 clients afflicted with AIDS;

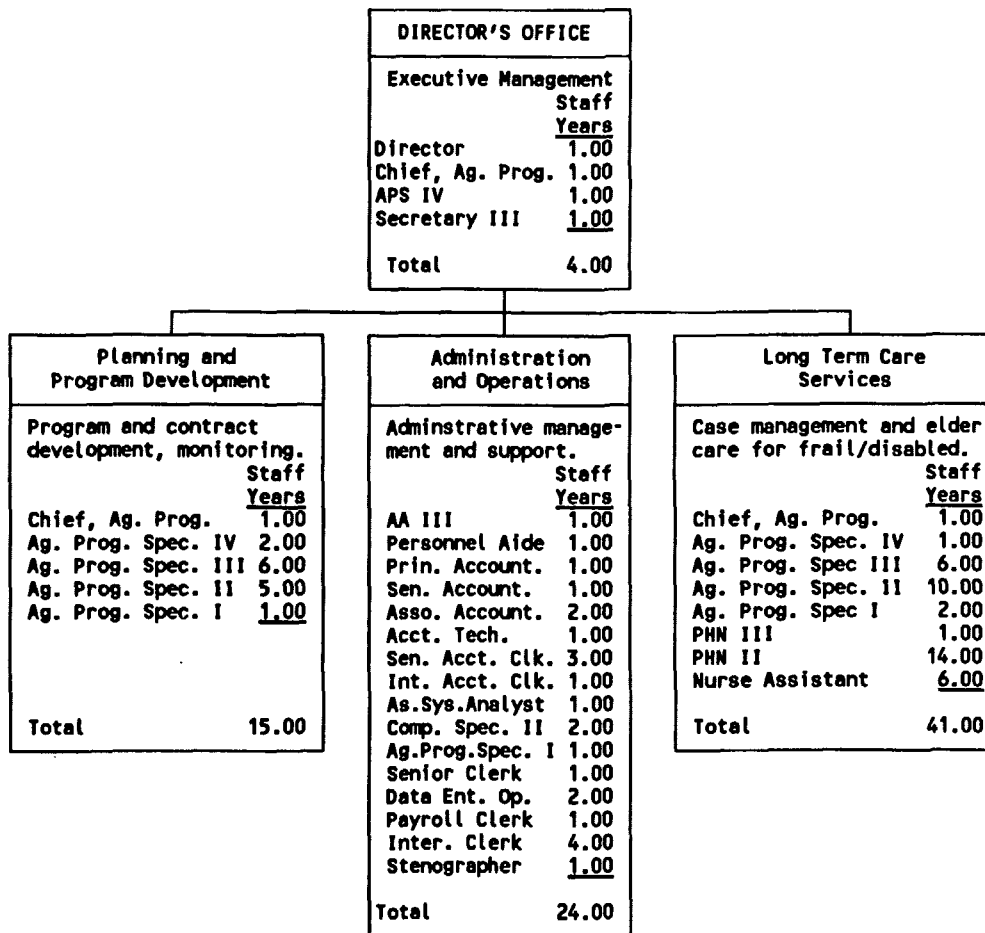
4. Provide automation efforts to:

- ◆ create data gathering efficiencies within the senior network;
- ◆ create data gathering efficiencies between the AAA and other County departments with which we share common clients.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

- 1A. No financial loss to the County resulting from AAA grant or contract management or program or fiscal monitoring activities.
- 1B. Have at least 30% cumulative minority participation in Title III programs. (Minorities constitute approximately 15% of the county's senior population.)
- 1C. Have at least 50% cumulative low income participation in Title III programs. (Low income persons constitute approximately 7% of the county's senior population.)
- 1D. Reduce the incidence of poor nutrition among 80% of the participants in Title III demonstration nutrition sites.
- 2A. Add two Project Care sites in the county.
- 2B. Obtain contributions of at least \$75,000 and complete four additional Meals On The Move holiday deliveries of 2000 meals.
- 2C. Resolve more than 500 complaints received from patients, relatives and other representatives regarding the care provided in out-of-home care facilities.
- 2D. Assist out-of-home care patients to develop more than 500 durable powers of attorney.
- 2E. For difficult and complex information and assistance calls, provide a referral/follow-up to 3,000 seniors annually, insuring the successful match of client needs to the appropriate service agency.
- 3A. Maintain, through case management service, at-risk seniors and disabled adults in their own homes at a cost below that of skilled nursing facilities.
- 3B. Increase financial resources to expand case management services to all geographic areas of the County.
4. Develop automated, time and labor-saving systems in four areas:
- A. meal count system for 50% of Title III nutrition sites;
 - B. transfer of client data entry from AAA to Title III sites;
 - C. linking the AAA to Community Work Stations system for the sharing of client information; and
 - D. linking the AAA data system to that of the Department of Social Services for purposes of accessing and sharing information on MediCal, In-Home Supportive Service, and SSI for clients common to both departments.

AREA AGENCY ON AGING



Staff Changes:

- One (1) Aging Program Specialist I added to Long Term Care.
- One (1) Aging Program Specialist II added to Long Term Care.
- One (1) Aging Program Specialist III added to Long Term Care.
- Three (3) Public Health Nurse III added to Long Term Care.

PROGRAM: Area Agency on Aging

DEPARTMENT: AREA AGENCY ON AGING

PROGRAM #: 27014
MANAGER: Daniel L. Laver

ORGANIZATION #: 3700
REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,394,708	\$3,481,101	\$3,711,968	\$3,566,633	\$3,897,436	9.3
Services & Supplies	6,358,485	6,249,972	6,615,329	7,901,279	8,194,180	3.7
Other Charges	0	0	0	0	0	0.0
Fixed Assets	41,227	0	19,377	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$9,794,420	\$9,731,073	\$10,346,674	\$11,467,912	\$12,091,616	5.4
PROGRAM REVENUE	(9,239,599)	(9,325,132)	(10,554,839)	(10,910,433)	(11,733,892)	7.5
NET GENERAL FUND CONTRIBUTION	\$554,821	\$405,941	\$(208,165)	\$557,479	\$357,724	(35.8)
STAFF YEARS	73.67	74.84	77.67	78.00	84.00	7.7

PROGRAM MISSION
(See Department Mission)

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Salaries and benefits were higher than budgeted due to mid-year changes that (1) merged City and County senior nutrition programs within the administrative umbrella of the AAA, and (2) expansion of the AIDS Waiver Program. Services and supplies were lower than budgeted primarily because (1) the department building lease expense changed from a direct cost to indirect, and (2) contracted services costs were lower than expected. The department's net cost was a positive amount primarily because a receivable account was established for prior year \$8 910 revenue.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Secured 12,027 hours of volunteer service in the Nursing Home Ombudsman Program.
2. Processed 36,693 requests for information assistance, referrals to service and follow-up through the AAA operated Senior Information and Assistance Program.
3. Maintained a long term care daily caseload in excess of 920 clients.
4. Participated in four regional senior employment events serving more than 7,000 older workers.

1994-95 ADOPTED PROGRAM OBJECTIVES
(See Department Objectives)

1994-95 ADOPTED PROGRAM OUTCOME RESULTS
(See Department Outcome Results)

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Information and Referral [4.34 SY; E = \$206,916; R = \$201,254] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 97% by program revenue.
 - o Expected to handle 35,000 requests for information or referral services in 1994-95.

2. Nursing Home Ombudsman Program [4.06 SY; E = \$250,709; R = \$244,333] including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Offset 97% by program revenue.
 - o Expected to make 1,200 site visits to nursing homes in 1994-95.
3. Program Development [4.19 SY; E = \$214,836; R = \$185,525] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 86% by program revenue.
 - o Expected to establish new resources with a dollar value in excess of \$100,000 in 1994-95.
4. Grant/Contract Administration [15.99 SY; E = \$6,562,014; R = \$6,295,192] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 95% by program revenue.
 - o Expected to make 300 site visits to contractors in 1994-95.
5. Long Term Care [55.42 SY; E = \$4,857,141; R = \$4,807,588] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 98% by program revenue.
 - o Expected to manage a caseload of 1,500 unduplicated clients in 1994-95.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GRANTS:				
Title III-B	\$2,099,231	\$1,850,775	\$1,858,051	\$7,276
Title III-C1	1,973,565	1,909,905	1,830,959	(78,946)
Title III-C2	965,895	963,219	963,219	0
Title III-D	54,361	41,112	41,112	0
Title III-F	156,857	0	0	0
Title VII-A Ombudsman	35,669	29,388	29,388	0
Title VII-B Elder Abuse	11,636	35,144	35,114	(30)
United States Department of Agriculture	797,456	796,184	796,184	0
State Support Services	85,159	81,126	81,826	700
Title V	423,458	393,822	393,822	0
City of San Diego	393,489	438,988	586,058	147,070
State Congregate Nutrition	112,533	107,717	107,717	0
State Home Delivered Nutrition	57,662	53,603	53,603	0
Title XIX	1,242,024	1,350,762	1,350,762	0
State General Fund	169,794	170,230	170,230	0
AIDS Case Management	1,418,170	2,423,105	2,946,893	523,788
State Ombudsman	90,451	95,421	95,421	0
Tax Check-Off	0	0	0	0
Respite Care Registry	8,000	8,000	8,000	0
May Foundation (OASIS)	51,000	15,000	15,000	0
Mercy Hospital and Medical Center	25,000	25,000	25,000	0
Palomar Pomerado Hospital (OASIS)	25,000	0	0	0
City of Escondido	15,000	0	0	0
Meals On The Move America	0	0	0	0
Wagner-Peyser	1,191	20,000	20,000	0
SB 910	298,299	0	223,601	223,601
Linkages - Fines and Forfeitures	43,939	101,932	101,932	0
Sub-Total	\$10,554,839	\$10,910,433	\$11,733,892	\$823,459
Total	\$10,554,839	\$10,910,433	\$11,733,892	\$823,459

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
	\$(208,165)	\$324,622	\$102,353	\$(140,617)
Sub-Total	\$(208,165)	\$324,622	\$102,353	\$(140,617)
BUDGETED MATCH:				
Title III-B	\$0	\$122,811	\$149,919	\$27,108
Title III - C1	0	75,816	71,262	(4,554)
Title III - C2	0	34,190	34,190	0
Sub-Total	\$0	\$232,817	\$255,371	\$22,554
Total	\$(208,165)	\$557,439	\$357,724	(118,063)

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. For FY 1993-94 no match is indicated. That is the result of a receivable account established for SB 910 prior year revenue. The County continues to have a cash match obligation for Title III revenue.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Senior Nutrition					
<u>% OF RESOURCES:</u>	32%				
<u>WORKLOAD</u>					
Number of Meals	1,319,472	1,280,417	1,288,688	1,380,000	1,406,651
<u>EFFICIENCY/OUTPUT</u>					
Meal Cost	\$2.60	\$3.30	\$3.54	\$3.30	\$3.30
<u>EFFECTIVENESS/OUTCOME</u>					
Unduplicated Nutrition Clients	13,095	14,549	14,723	15,600	15,600
ACTIVITY B: Long Term Care					
<u>% OF RESOURCES:</u>	39%				
<u>WORKLOAD</u>					
Assessments/Reassessments	2,619	2,635	2,213	2,400	2,300
<u>EFFICIENCY/OUTPUT</u>					
Cost/Client Day	\$7.28	\$9.72	\$11.91	\$11.80	\$12.12
<u>EFFECTIVENESS/OUTCOME</u>					
Unduplicated Clients	1,872	1,518	1,451	1,600	1,500
ACTIVITY C: Senior Legal Services					
<u>% OF RESOURCES:</u>	1%				
<u>WORKLOAD</u>					
Legal Services Hours	22,235	18,980	18,003	14,000	14,000
<u>EFFICIENCY/OUTPUT</u>					
Cost /Legal Services Hour	\$5.33	\$6.27	\$6.58	\$8.47	\$8.47
<u>EFFECTIVENESS/OUTCOME</u>					
Unduplicated Clients	7,041	5,379	4,947	5,000	5,000

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2119	Director	1	1.00	1	1.00	\$69,722	\$69,721
5207	Chief, Aging Programs	3	3.00	3	3.00	164,244	164,241
2497	Principal Accountant	1	1.00	1	1.00	52,156	52,156
5206	Aging Program Specialist IV	4	4.00	4	4.00	184,648	184,652
2302	Administrative Assistant III	1	1.00	1	1.00	46,162	46,163
2505	Senior Accountant	1	1.00	1	1.00	45,081	45,081
5205	Aging Program Specialist III	11	11.00	12	12.00	438,476	477,257
4567	Senior Public Health Nurse	1	1.00	1	1.00	44,830	44,829
2425	Associate Accountant	2	2.00	2	2.00	68,746	74,250
4565	Public Health Nurse II	11	11.00	14	14.00	456,555	585,706
5204	Aging Program Specialist II	14	14.00	15	15.00	494,085	523,279
2403	Accounting Technician	1	1.00	1	1.00	26,294	26,666
5203	Aging Program Specialist I	3	3.00	4	4.00	87,882	117,180
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,774
2320	Personnel Aide	1	1.00	1	1.00	27,622	27,622
2730	Senior Clerk	1	1.00	1	1.00	20,273	20,774
2510	Senior Account Clerk	3	3.00	3	3.00	63,868	67,211
2760	Stenographer	1	1.00	1	1.00	19,826	19,829
3030	Data Entry Operator	2	2.00	2	2.00	41,338	41,340
2700	Intermediate Clerk	4	4.00	4	4.00	79,060	79,951
2493	Intermediate Account Clerk	1	1.00	1	1.00	20,797	19,472
4615	Nurses Assistant	6	6.00	6	6.00	117,982	117,985
2427	Associate Systems Analyst	1	1.00	1	1.00	49,673	49,672
3119	Department Computer Spec. II	2	2.00	2	2.00	59,608	60,230
2494	Payroll Clerk	1	1.00	1	1.00	21,758	21,757
9999	Extra Help	0	0.00	0	0.00	49,971	90,685
Total		78	78.00	84	84.00	\$2,781,431	\$3,058,483
Salary Adjustments:						24	3,623
Premium/Overtime Pay:						0	0
Employee Benefits:						922,688	916,720
ILP Savings:						0	0
Salary Savings:						(73,333)	(81,390)
Total Adjustments						\$849,379	\$838,953
Program Totals		78	78.00	84	84.00	\$3,630,810	\$3,897,436

HEALTH SERVICES

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Alcohol and Drug Services	\$19,878,633	\$18,925,593	\$18,446,216	\$19,581,096	\$19,661,970	\$80,874	0.4
Community Health Services	117,840,852	118,073,291	115,284,931	116,989,756	122,119,877	5,130,121	4.4
Environmental Health Services	16,486,796	15,233,556	15,817,400	18,591,801	18,532,994	(58,807)	(0.3)
Mental Health Services	71,374,661	73,132,479	77,010,459	70,629,030	75,466,472	4,837,442	6.8
Support Services	6,037,891	6,015,262	6,434,013	6,544,248	6,531,138	(13,110)	(0.2)
Department Administration	2,436,181	2,455,903	1,892,667	1,803,745	706,116	(1,097,629)	(60.9)
TOTAL DIRECT COST	\$234,055,014	\$233,836,084	\$234,885,686	\$234,139,676	\$243,018,567	\$8,878,891	3.8
PROGRAM REVENUE	(203,549,499)	(208,556,846)	(217,349,738)	(214,923,305)	(227,633,602)	(12,710,297)	5.9
NET GENERAL FUND COST	\$30,505,515	\$25,279,238	\$17,535,948	\$19,216,371	\$15,384,965	(3,831,406)	(19.9)
STAFF YEARS	2,244.46	2,134.16	2,109.54	2,397.49	2,393.41	(4.10)	(0.2)

MISSION

Assuring a healthy community through partnership.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. 90% of clients discharged from detoxification programs will be referred to appropriate treatment and recovery programs.
2. 50% of clients in long-term Alcohol and Drug residential services will successfully complete their treatment episode.
3. 40% of clients in non-residential Alcohol and Drug treatment services will successfully complete their treatment episode.
4. 90% of Alcohol and Drug treatment clients will not have been arrested for criminal activity committed while in the program.
5. 20% of all Alcohol and Drug treatment clients of at least 30 days and unemployed at admission, will be employed at discharge.
6. 65% of admissions to the Drinking Driver and PC 1000 programs will successfully complete the program.
7. 85% of pregnant women in treatment services will deliver alcohol- and drug-free babies.
8. 35% of Alcohol and Drug case management clients will complete a treatment program.
9. An average of 70% of the participants at a contractor-conducted or sponsored education event will have increased their knowledge and awareness of alcohol and other drug use issues.
10. Reduce death and disability, due to violence and unintentional injury.
11. Reduce the incidence of immunizable diseases by maintaining full immunization of school entrants at 98% or above and increasing immunization among two year olds to at least 80% for Measles, Mumps and Rubella.
12. Slow the spread of tuberculosis and development of treatment resistant strains by ensuring that at least 90% of infectious tuberculosis (TB) patients complete their treatment and 90% of infectious TB contacts receive timely follow-up assessment and referral.
13. Reduce the incidence of infectious Syphilis in the general population to 3.1 per 100,000 through a targeted program to reduce the rate among African-Americans to 25.0 per 100,000 and by developing a community based comprehensive STD surveillance system.
14. Respond rapidly and effectively to any new public health threat through careful epidemiological monitoring and maintenance of public health laboratory, nursing and education resources.

DEPARTMENTAL OBJECTIVES (continued)

15. Ensure accessibility of care, while continuing to control costs of medical services (CMS) and emergency services (Fourth Operating Agreement) to indigent adults through close monitoring of providers, strict enforcement of eligibility requirements and use of the least expensive appropriate care.
16. Continue to control hospital costs and reduce patient morbidity resulting from preventable medical emergencies and hospitalizations by supporting Community Clinic Primary Care Services, the Perinatal Care Network, community agencies serving people with HIV and Public Health Nursing contacts for High Risk Infant Follow-up, Child Neglect/Abuse Prevention and the Healthy Infant Program.
17. Enable at least 5% of California Children Services patients to improve their conditions sufficiently to discontinue therapy.
18. Reduce the need to institutionalize patients through a) support of Heartland Day Care Center operated by Adult Protective Services, b) provision of up to 96 meals a day to the Meals on Wheels service operated by Senior Adult Services and c) operate a nutrition-socialization service for 150 seniors at two sites in the Santee-Lakeside area.
19. 90% of all health regulated businesses in San Diego County will meet local, state and federal health standards.
20. 95% of all citizen complaints regarding code violations where a serious public health or safety issue is involved will be responded to in 24 hours or less with corrective action taken immediately.
21. 95% of all vector control services will result in reduced human exposure to vectors, and citizen satisfaction with the action taken.
22. 2,000 members of the public and County employees will be educated regarding environmental health and safety issues.
23. 100% of all installations, repairs and removals of underground storage tanks, wells and septic systems will meet local, state and federal health standards.
24. Between admission and discharge of adults in various mental health treatment modes, their progress is measured by the Global Assessment of Functioning (GAF) Scale. This scale, which uses nine different categories of psychological, social and occupational functioning, assists clinicians in determining where the patient is on a continuum between nearly total mental disorder and dysfunction (category 1 to 10) to general absence of symptoms (category 81 to 90). The patient must improve 8 points to be discharged from 24-hour care, 2 points for discharge from outpatient care, and 1 point for discharge from partial day treatment.
25. The same GAF Scale (#24 above) is also used to measure the mental health treatment progress of children and adolescents. For youth, the improvement shall be 6 points for discharge from 24-hour care, 1 point for discharge from outpatient care and 2 points for discharge from partial day treatment.
26. Mental Health Services will continue to participate in the California State Department of Mental Health mandated "Adult Performance Outcome Survey" and will implement the "Child and Youth Performance Outcome Survey" when it is finalized (target date October 1994).
27. Assure integration of services throughout Health Services and with other county departments.
28. Develop successful community collaborations and partnerships for prevention, integrated services and community planning.
29. Assure timely responses to Federal, State and Board initiatives.
30. Lead the Department to a fiscally responsible year-end fund balance.
31. Provide mandated accounting, auditing and financial reporting services to all DHS programs within local, state, and federal requirements.
32. Ensure the maximum amount possible of Medi-Cal administrative expenses (SB 910) are claimed.
33. Provide personnel and payroll services to all DHS programs and employees within standard and legal employment practices.
34. Assure compliance with Equal Employment Opportunities/Affirmative Action regulations and the County's Affirmative Action program.
35. Implement automation and provide data processing support for all DHS programs.
36. Provide pharmaceuticals and ensure their use results in quality clinical outcomes.
37. Provide timely and accurate delivery of materials, the transfer of purchasing documents, and copy and mail services.
38. Develop, implement and maintain professional procurement practices that promote efficacy and client satisfaction of services received.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Working together in partnership with others to provide leadership and support to individuals, families, and communities in being alcohol and drug problem free.

To ensure high quality public health and personal health services to communities and individuals in the County of San Diego in a way that: 1) integrates systems of care, and 2) empowers communities and individuals to achieve improved health status.

Protect and promote environmental health for our community.

To promote mental health and eliminate the debilitating effects of mental illness.

Assuring a healthy community through partnership.

To provide support services to manage the Department's direct services.

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

DIRECTOR'S OFFICE

The Department is responsible for improving the health of the residents of San Diego County by carrying out statutes and regulations of the Federal and State governments as well as ordinances and policies of the Board of Supervisors that relate to health care.

7 Positions

7.42 Staff Years

MANAGEMENT SERVICES

MANAGEMENT SERVICES. Management Services provides support to the entire Department of Health Services through seven (7) components: Administration & Budget, EDP Support, Fiscal, Personnel, Pharmacy, Supply Center/Contracting, and a new SB 910 Unit.

136 Positions

132.25 Staff Years

ALCOHOL AND DRUG SERVICES

ALCOHOL AND DRUG SERVICES (ADS). Alcohol and Drug Services provides leadership and support to individuals, families, and communities in being alcohol and drug problem-free. It plans, develops, administers, and evaluates services with private, non-profit, community-based agencies; services are supported by technical assistance from ADS staff. There are distinct alcohol and drug programs and 99% of the budget is State and Federal revenues. ADS provides programs for: prevention; treatment and recovery; the specific needs of women, youth, and families; those involved with the criminal justice system; and special populations such as Native-Americans, Hispanics, African-Americans, and gays and lesbians.

49 Positions

48.00 Staff Years

COMMUNITY HEALTH SERVICES

COMMUNITY HEALTH SERVICES (CHS). This new service evolved from consolidating Programs which previously comprised Physical Health Services and Public Health Services. CHS is responsible for providing, organizing, and managing high quality public health and medical services to communities and individuals in the County of San Diego. The new Service is also responsible for the enforcement of all State statutes, rules and regulations of the City, and County ordinances to protect the public health, and ensure sanitation in all incorporated and unincorporated areas of the San Diego County.

The programs within CHS are Adult Health Services, Community Disease Control, Correctional Facilities Medical Services, Emergency Medical Services - Health Promotion & Injury Prevention, Maternal and Child Health, Office of AIDS Coordination, and Long-Term Care. They deliver person-centered medical services to vulnerable populations throughout San Diego County, and mobilize community resources to promote health, monitor and prevent disease in San Diego County. The programs will focus on stimulating public and private systems, and empowering communities, to achieve improved health status, prevent disease, prolong life and promote optimum health for the citizens of the County.

The Office of AIDS Coordination reports to the director, but is budgeted under Community Health Services.

1,236 Positions

1,173.84 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 being 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.

338 Positions

337.67 Staff Years

MENTAL HEALTH SERVICES

MENTAL HEALTH SERVICES. This service is responsible for providing treatment services to both chronic and acutely mentally disordered clients in a variety of settings; e.g., acute inpatient unit, residential care settings, outpatient clinics, and partial day programs. Services are provided to children, adolescents, adults, and seniors and include evaluation and screening, diagnosis, treatment, referral, case management, continuing care, community services, advocacy, and services to the justice system. Emergency, acute, and residential services are provided on a twenty-four hour, seven-day a week basis to those whose mental, emotional, and behavioral disorders require this level of attention. Services are provided through countywide inpatient and residential facilities, five regional clinics, approximately 60 contracts, and six State facilities/programs.

745 Positions

694.23 Staff Years

17-4

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,207,779	\$2,181,393	\$2,129,762	\$2,429,234	\$2,466,187	1.5
Services & Supplies	17,638,964	16,735,310	16,312,230	17,142,972	17,150,893	0.0
Other Charges	8,890	8,890	8,890	8,890	8,890	0.0
Fixed Assets	23,000	0	0	0	36,000	100.0
TOTAL DIRECT COST	\$19,878,633	\$18,925,593	\$18,450,882	\$19,581,096	\$19,661,970	0.4
PROGRAM REVENUE	(20,022,000)	(18,845,486)	(17,778,986)	(19,595,553)	(19,833,427)	1.2
NET GENERAL FUND CONTRIBUTION	\$(143,367)	\$80,107	\$671,896	\$(14,457)	\$(171,457)	1,086.0
STAFF YEARS	44.23	41.00	39.19	48.00	48.00	0.0

PROGRAM MISSION

Working together in partnership with others to provide leadership and support to individuals, families, and communities in being alcohol and drug problem free.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The FY 1993-94 Actual Salaries and Benefits show a savings of \$299,472, due primarily to a Countywide hiring freeze. Services and Supplies were under budget by \$830,742, which resulted from several factors. Those factors include a delay in receiving clear guidelines from the State Department of Alcohol and Drug Programs on expenditure of the HIV alcohol and drug set-aside; staffing shortages delaying the planning and development of requests for proposals for new programs; and the significant increase in the time period needed to work with a consortium of interested community members to develop the most appropriate program for Native American individuals. All of the under expenditures are either federal or state resources, that will be carried forward to the upcoming Fiscal Year.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. 50% of clients in long-term residential services will successfully complete their treatment episode.
 - 54% of clients in long-term residential services successfully completed their treatment episode, attaining 108% of the objective.
2. 40% of clients in non-residential treatment services will successfully complete their treatment episode.
 - 49.4% of clients in non-residential treatment services successfully completed their treatment episode, attaining 100% of the objective.
3. 85% of pregnant women in the Options for Recovery Program will deliver alcohol and drug-free babies.
 - 98% of neonates born to women in the Options for Recovery programs were free of illicit drugs at birth, a 115% achievement rate for this objective.
4. 65% of admissions to the Drinking Driver and PC 1000 programs will successfully complete the program.
 - 61% of admissions to Driving Under the Influence successfully completed the program, constituting a 94% achievement rate.

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.
- The average length of stay for long-term residential programs was 126.5 days, 23.5 days short of the 160 day length of stay objective. For non-residential programs, the average length of stay was 133 days, 27 fewer days than the objective. Increases in the proportion of mandatory clients (criminal justice and social service referrals) resulted in decreased lengths of stay for both residential and non-residential services. This population of clients mandated to treatment are harder to keep in treatment.

Note: The increased numbers of clients referred by courts, probation and parole officers, and the Department of Social Services calls for a review of all performance indicators for the upcoming fiscal year.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Persons discharged from detoxification programs will be referred to appropriate treatment and recovery programs.
2. Clients will achieve behavioral change that supports a drug/alcohol-free lifestyle.
3. The number of newborn babies testing positive for alcohol and drugs will be decreased.
4. Clients enrolled in case management services will locate an accessible system of recovery services.
5. Persons who have participated in contractor-conducted or sponsored educational events will have increased their knowledge and awareness of the facts about the use, abuse, and addiction to alcohol and other drugs and about the alcohol and other drug services available.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. 90% of clients discharged from detoxification programs will be referred to appropriate treatment and recovery services.
2. 50% of clients in long-term residential services will successfully complete their treatment episode.
3. 40% of clients in non-residential treatment services will successfully complete their treatment episode.
4. 90% of treatment clients will not have been arrested for criminal activity committed while in the program.
5. 50% of all treatment clients of at least 30 days and unemployed at admission, will be employed at discharge.
6. 65% of admissions to the Drinking Driver and PC 1000 programs will successfully complete the program.
7. 85% of pregnant women in treatment services will deliver alcohol- and drug-free babies.
8. 35% of case management clients will complete a treatment program.
9. An average of 70% of the participants at a contractor-conducted or sponsored education event will have increased their knowledge and awareness of alcohol and other drug use issues.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

This FY 1994-95 Proposed Budget reflects no net decrease of Staff Years.

Other charges in FY 1994-95 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:

1. Treatment and Prevention Contract Services [26.00 SY; E = \$18,470,036; R = \$18,641,493] including design, implementation, and oversight of contract direct services is:
 - Mandated/Discretionary Service Level.
 - 99% direct cost offset by State/Federal revenue.
 - Responsible for 50 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.
 - Providing \$471,000 in funding for the Sheriff's Department Drug Abuse Resistance and Education (D.A.R.E) Program.

-
- Providing contract monitoring, oversight, training and technical assistance.
 - Providing improved contract monitoring and technical assistance with \$36,000 in fixed asset upgrades.
 - Providing a prevention initiative via contract and partnering with other county entities.
 - Increase of \$237,874 from increased Federal sources.
2. Program Support, Planning and Evaluation [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.
 - Responsible for strategic planning to develop long-term solutions to alcohol and drug abuse.
 - 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.
 - 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.
 - 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

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
Admin. Fees, Drinking-Driver Programs	\$219,219	\$200,000	\$200,000	\$0
Sub-Total	\$219,219	\$200,000	\$200,000	\$0
SUBVENTIONS:				
State Dept. of Alcohol Programs	\$3,070,000	\$4,219,056	\$3,086,481	\$(1,132,575)
State General Funds (11.11% match requirement)	2,696,157	2,696,157	2,696,157	0
State-Dept Corrections no match required	1,500,000	1,500,000	1,500,000	0
State-AIDS	76,351	0	147,772	147,772
Sub-Total	\$7,342,508	\$8,415,213	\$7,430,410	\$(984,803)
GRANTS:				
Federal Block Grant (no match required)	\$9,135,379	\$9,415,666	\$10,710,782	\$1,295,116
Federal Block Grant allocated to Sheriff's Department Drug Abuse Resistance and Education	314,000	314,000	471,000	157,000
Other Revenue (no match required)	1,159,202	1,083,039	1,170,889	87,850
Sub-Total	\$10,608,581	\$10,812,705	\$12,352,671	\$1,539,966
COURT FINES:				
AB 2086 Trust Fund	\$981,062	\$1,164,000	\$765,000	\$(399,000)
Sub-Total	\$981,062	\$1,164,000	\$765,000	\$(399,000)
OTHER:				
Other Miscellaneous Prior Year	\$(430,382)	\$0	\$0	\$0
Sub-Total	\$(430,382)	\$0	\$0	\$0
Total Direct Program Revenue	\$18,720,988	\$20,591,918	\$20,748,081	\$156,163
Department Overhead and County External Overhead Allocation	\$(942,002)	\$(996,365)	\$(914,654)	\$81,711
Total	\$17,778,986	\$19,595,553	\$19,833,427	\$237,874

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
SUBVENTION:				
State General Funds (11.11% budgeted match)	\$299,543	\$299,543	\$299,543	\$0
Sub-Total	\$299,543	\$299,543	\$299,543	\$0
GENERAL FUND SUPPORT COSTS:				
	\$(314,000)	\$(314,000)	\$(471,000)	\$(157,000)
Sub-Total	\$(314,000)	\$(314,000)	\$(471,000)	\$(157,000)
Total	\$(14,457)	\$(14,457)	\$(171,457)	\$(157,000)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Revenue for Alcohol and Drug Services is increasing by \$156,163 for FY 1994-95, based on State and Federal funding allocations. The \$471,000 negative General Fund Support in FY 1994-95 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.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment	1	Lot	\$21,000
Data Processing Equipment	1	Lot	15,000
Total			\$36,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
None			
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Alcohol and Drug Services ⁽¹⁾					
% OF RESOURCES: 100%					
WORKLOAD					
Client Services - Number of admits to treatment (SDCADDs)	7,896	9,078	9,989	9,000	9,000
• <u>Outpatient</u> - number of non-residential treatment visits	68,740	77,662	95,829	68,000	68,000
• <u>Residential</u> - 24-hour days of highly structured treatment services	244,397	275,076	281,941	220,752	240,000
• <u>Detoxification/Pretreatment</u> - resident days	22,658	21,806	19,519	20,000	20,000
<u>Case Management</u> - number of clients in case management	455	2,425	5,971	500	2,000
<u>Recovery</u> - number of participant visits	585,117	541,049	621,308	250,000	250,000
<u>Drinking Driver</u> and PC 1000 enrollments	13,873	14,430	14,749	13,000	13,000
<u>IRC Dropoffs</u>	23,373	18,218	13,557	17,000	13,000
<u>Prevention</u>					
• staff hours of prevention services	30,848	98,156	96,762	50,000	84,000
EFFICIENCY/OUTPUT					
<u>Client Services:</u>					
• <u>Outpatient</u> - cost per treatment visit	\$42.73	\$45.52	\$36.14	\$45.00	\$45.00
• <u>Residential</u> - cost per resident day	\$23.35	\$29.52	\$29.52	\$25.00	\$30.00
• <u>Detox/Pretreatment</u> - cost per resident day	\$49.29	\$62.93	\$55.38	\$50.00	\$55.00
• <u>Case Management</u> - cost per individual	\$730.76	\$676.72	\$271.00	\$1,200.00	\$800.00
<u>Recovery</u> - cost per participant visit	\$6.61	\$4.47	\$3.03	\$10.00	\$10.00
<u>Prevention</u> - cost per staff hour	\$36.31	\$29.42	\$30.88	\$35.00	\$35.00
<u>Contractor Generated Revenue</u> - as a percent of total program (for programs reporting revenue)	26.11%	20.80%	18.00%	16.00%	16.00%
EFFECTIVENESS/OUTCOME					
<u>Residential Services⁽²⁾</u>					
• percent of clients who successfully complete treatment	56.6%	45.0%	54.0%	50.0%	50.0%
• average length of stay ⁽³⁾	114	133.5	126.5 days	150 days	120 days
• percent of clients alcohol and drug free at exit ⁽⁴⁾	87.8%	93.4%	98.0%	80.0%	80.0%
• percent of clients not arrested during program ⁽⁵⁾	N/A	N/A	99.0%	N/A	90.0%
• percent of clients unemployed at admission who will have become employed at exit ⁽⁷⁾	N/A	N/A	38.5%	N/A	30.0%

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>Non-Residential Services</u>					
• percent of clients who successfully complete treatment	49.3%	42.9%	49.4%	40.0%	40.0%
• average length of stay ⁽³⁾	127	136.1	133.0 days	160 days	120 days
• percent of clients alcohol and drug free at exit ⁽⁴⁾	58.2%	70.2%	92.3%	70.0%	70.0%
• percent of clients not arrested during program ⁽⁶⁾	N/A	N/A	93.8%	N/A	90.0%
• percent of clients unemployed at admission who will have become employed at exit ⁽⁷⁾	N/A	N/A	17.0%	N/A	20.0%
<u>Recovery</u> - average length of involvement	558 days	561 days	479.9 days	1 year	1 year
<u>Drinking Driving and PC 1000</u> - percent of clients who successfully complete the assigned program	61.47%	66.50%	61.00%	65.00%	65.00%
<u>Special Populations</u>					
• percent of pregnant women delivering alcohol and drug-free babies	88.0%	87.0%	85.0%	85.0%	85.0%
• percent of CSB admissions successfully completing alcohol and drug treatment program as part of Family Centered Services Plan	N/A	N/A	29.2%	30.0%	30.0%
<u>Prevention</u>					
• Number of individuals directly affected	N/A	155,256	172,632	40,000	40,000
• Number of community actions ⁽⁵⁾	N/A	225	929	175	175

(1) Alcohol Services and Drug Services merged in January of 1992 to form Alcohol and Drug Services. 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.

(6) This is a new Performance Indicator starting in FY 1993-94.

(7) This is a new Performance Indicator starting in FY 1994-95.

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.

NOTE: ADS changed some indicators in the Adopted Budget for FY 1994-95; some workload indicators were revised upward because actuals for the past 3 years show that it is time to increase the expected performance level. Lower numbers for dropoffs to the Inebriate Reception Center (IRC) stemmed from the steady decreases in the number of dropoffs over the past 3 years. Last, changes in the "Effectiveness/Outcome" section were necessary because these outcomes were unrealistic for the increasing numbers of mandated clients in treatment programs. Since we expect even larger proportions of our treatment population to be mandated by Criminal Justice or Social Services, it is unreasonable to expect that we can continue to meet these objectives. It should also be noted that, in a recession such as San Diego

PERFORMANCE INDICATORS

1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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is currently experiencing, finding employment can be difficult for those with no substance abuse history. Employment is even more difficult for those who have few job skills and little work experience. These changes are being made based on additional information and analyses available since the FY 1994-95 Proposed Budget was submitted.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0306	Asst. Alcohol & Drug Prgm. Adm.	1	1.00	3	3.00	\$51,456	\$196,020
2222	Deputy Dir. Alcohol & Drug Svcs.	1	1.00	1	1.00	63,408	63,408
2229	Deputy Dir, Drug Services	1	1.00	0	0.00	64,572	0
2412	Analyst II	9	9.00	8	8.00	369,576	331,008
2413	Analyst III	3	3.00	3	3.00	130,788	135,144
2510	Senior Account Clerk	0	0.00	1	1.00	0	23,076
2700	Intermediate Clerk Typist	2	1.50	3	2.00	29,844	40,128
2757	Administrative Secretary II	1	1.00	1	1.00	24,792	25,080
2758	Administrative Secretary III	1	1.00	1	1.00	30,672	30,768
2761	Group Secretary	2	2.00	1	1.00	51,216	25,668
3007	Junior Word Processor	1	1.00	1	0.50	20,664	10,794
3009	Word Processor Operator	1	1.00	1	1.00	22,164	22,788
3118	Dept'l Computer Specialist I	1	1.00	1	1.00	27,804	28,260
4314	Utilization Review Specialist	1	1.00	2	2.00	42,048	84,096
4815	Health Info. Spec I	1	1.00	1	1.00	33,660	34,032
4821	Public Health Educator I	1	1.00	1	1.00	34,752	34,764
4844	Supv. Public Health Educator	1	1.00	0	0.00	40,284	0
5190	Alcohol Services Coordinator	1	1.00	0	0.00	41,832	0
5197	Alcohol & Drug Program Spec II	10	10.00	12	12.00	392,520	465,120
5198	Alcohol & Drug Program Spec III	6	6.00	8	8.00	269,856	351,648
5199	Asst. Admin. Alc. & Drug Svcs	3	3.00	0	0.00	160,344	0
9999	Extra Help	0	0.50	0	0.50	15,267	15,267
Total		48	48.00	49	48.00	\$1,917,519	\$1,917,069
Salary Adjustments:						\$13,883	\$69,551
Premium/Overtime Pay:						400	400
Employee Benefits:						551,132	540,464
Salary Savings:						(53,700)	(61,297)
Total Adjustments						\$511,715	\$549,118
Program Totals		48	48.00	49	48.00	\$2,429,234	\$2,466,187

PROGRAM: Community Health Services

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41026
MANAGER: Paul B. Simms

ORGANIZATION #: 6000
REFERENCE: 1994-95 Proposed Budget - Pg. 16-13

AUTHORITY: The Community Health Services Program provides health related services to the residents of San Diego County mandated under multiple authorities including the California State Health and Safety Code, Sections 248-270.1, 289-329, 300-3507, and 10000-10690; Division 2.5 Sections 1797-1799.201 and Chapter 23, Art. 8, Section 1632; California Code of Regulations Title 17, Section 1075-1084, 1255, 1276, 1302, 2500, and 2512; the Welfare and institutions Code Sections 14005.4, 16703, 16704, 16800, 16900, 17000, and 17600; Article XV, Sec. 233.4-233.5 of the County Administrative Code; County Regulatory Ordinance Chapter 5, Section 66.506; Government Code; Art. 1, Sec. 13961.5; and Board of Supervisors Policies A-67 and E11.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$40,703,658	\$40,439,448	\$40,768,163	\$44,375,282	\$46,244,417	4.2
Services & Supplies	57,732,818	59,090,974	63,311,635	56,932,349	72,598,335	27.5
Other Charges	19,167,055	18,139,124	13,899,216	15,570,325	5,857,684	(62.4)
Fixed Assets	236,965	403,745	263,939	111,800	532,124	376.0
Operating Transfers	0	0	(2,958,022)	0	(3,112,683)	(100.0)
TOTAL DIRECT COST	\$117,840,496	\$118,073,291	\$115,284,931	\$116,989,756	\$122,119,877	4.4
PROGRAM REVENUE	(93,171,258)	(96,137,267)	(98,272,265)	(97,103,912)	(105,522,396)	8.7
NET GENERAL FUND CONTRIBUTION	\$24,669,238	\$21,936,024	\$17,012,666	\$19,885,844	\$16,597,481	(16.5)
STAFF YEARS	1,002.08	980.43	974.04	1,141.50	1,173.84	2.8

PROGRAM MISSION

The Mission of Community Health Services (CHS) is to ensure high quality public health and personal health services to communities and individuals in the County of San Diego in a way that: 1) integrates systems of care, and 2) empowers communities and individuals to achieve improved health status.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Community Health Services Salaries and Benefits costs reflected savings of nearly \$3.6 million due to cost containment efforts, ongoing shortages of skilled medical personnel, and the reduction of County staff positions that shifted costs to community-based contracts. Mid-year actions approved by the Board, prior year costs, and unfunded expenditures for Services and Supplies provided to the Medical Examiner, Probation Department Adult Institutions, and the Sheriff's Department accounted for Actual expenditures for Services and Supplies at a level higher than the FY 1993-94 Adopted Budget; however, these expenditures were within Board approved appropriation level.

Actual revenue for the Community Health Services program exceeded the FY 1993-94 Adopted Budget by \$1.0 million level due to new or revised revenue agreements approved in mid-year Board actions, receipt of various prior year revenues, and increased SB 910 Medicaid claims. These revenue increases were partially offset by the underrealization of State Realignment Vehicle License Fee revenue.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Community Disease Control

- 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.
- Contain or reduce the average annual reported cases of tuberculosis to the level of those reported during FY 1989-90.
This goal was not achieved in FY 1993-94 and probably will not be achieved in the foreseeable future. However, trends late in the year indicate that new cases may decrease in FY 1994-95.

3. 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).
Marked reductions in syphilis during the past two years have surpassed this objective to achieve an incidence of 4.1 per 100,000.
4. 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, with over 470,000 persons having received tobacco education, including youth, pregnant women, employees and current smokers in recovery.

The AIDS and Community Epidemiology unit of this Program is responsible for the following achievement:

5. Provide early intervention services for 200 HIV infected persons.
Early intervention services were provided for 294 HIV infected persons.

California Children Services

1. To provide therapy services to 1,850 children within the MTU's.
Therapy services were provided to 1,790 children within the MTU's. The objective was not met due to continued staffing shortages.

Maternal and Child Health

MATERNAL HEALTH OBJECTIVES:

1. To provide assessment, teaching, referral and follow-up for maternal health problems through 15,130 Public Health Nurse contacts.
Public health nursing services were provided to 23,763 contacts.
2. To increase provider enrollment in the Perinatal Referral Service by 3%.
Provider enrollment has increased by 7.5% from 107 for FY 1992-93 to 115 for FY 1993-94.

CHILD HEALTH OBJECTIVES:

1. Provide 170,000 preventive health screening exams through private physicians and clinics to Medi-Cal eligibles, birth through 20 years, who are without medical care.
The CHDP program provided 209,256 preventive health screening exams.
2. Provide WIC program services and nutritional counseling and supplements to at least 17,850 low-income women, infants and children monthly.
WIC served an average of 18,761 clients each month.
3. Provide outreach contacts and referral to 5,000 pregnant women eligible for Medi-Cal.
Outreach and referral was provided to 11,000 Medi-Cal eligible pregnant women, of which approximately 5,000 were contacted through the Child Health and Disability Prevention Program.

Emergency Medical Services

1. To continue to expand the EMS Data Information System to further enhance medical accountability, planning, oversight, monitoring and off-line medical control by developing regular standardized data reports.
EMS continued expanding its data information system, by replacing its 10 year old optical scanner with a state of the art scantron 8600 scanner increasing speed/accuracy in prehospital form processing. EMS also expanded the Quality Assurance net wide area network to include terminals for paramedics at 8 base hospitals, funded by a grant from the California EMS authority.
2. To conduct monitoring and site visits at each of the Trauma Centers and Base Hospitals to evaluate and measure performance against contract standards.
Compliance site visits were conducted at the six trauma centers in March 1994. All were found in compliance with standards. Site visits were not conducted at base hospitals, due to staff reductions in the FY 1993-94 budget.

Primary Care Services

1. To provide, through contracts with community clinics throughout San Diego County, 154,000 primary health care patient visits to poor and working poor persons unable to pay the full cost of service.
A total of 169,400 primary health care patient visits were provided.

2. To increase access to health care by promoting the collocation and consolidation of various health care services. Community clinics now provide services collocated with Public Health Centers at North San Diego and Escondido. The WIC program provides services collocated at four community clinics, UCSD Medical Center and Tri-City Hospital. An agreement was concluded to collocate the El Cajon Public Health Center with the East County Community Clinic with move expected in early 1995.

County Patient Services

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.
Reviewed 100% of referrals and certified only those patients eligible.

County Medical Services

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 90% or more of CMS monthly unduplicated clients as clinic outpatients or emergency room treat and release episodes, urgent care visits have been instituted at clinics to reduce use of hospital emergency rooms.

Edgemoor Geriatric Hospital

1. To provide quality inpatient nursing, medical and therapeutic or rehabilitative care to an average of 310 patients.
Inpatient care was provided to an average census of 231 patients. This reflects a reduced countywide demand for skilled nursing beds. Costs were maintained within available revenues.
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.
Maintained support for Heartland Senior Day Care Center, provided 102 meals on wheels daily and 130 meals daily for the nutrition-socialization service.
3. To initiate preliminary architectural planning towards replacement of the physical structure of Edgemoor Hospital. Achievement of this objective has been delayed due to doubts raised by various health care reform proposals, Medi-Cal Managed Care and other reorganization of community health care systems. This continues to be an objective, but must be evaluated in light of completing priorities.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Establish a Violence and Injury Prevention program to provide a coordinated public health approach to the primary causes of death and disability to San Diego County's young people.
2. Implement a pilot Integrated Action Team in the Escondido region, using Public Health Nursing, Public Health Education, other County agencies and community agencies to provide coordinated preventive case management services.
3. Complete the collocation of the El Cajon Public Health Center with the East County Community Clinic.
4. Provide 225,000 immunizations through Public Health Centers and contract clinics and establish a pilot countywide immunization tracking system.
5. Develop a community based comprehensive sexually transmitted disease (STD) surveillance system in three Community Clinics.
6. Expand Public Health Laboratory services provided to community clinics for detection of communicable diseases.
7. Complete the automation of Birth and Death certificate processing to eliminate approximately \$200,000 in data entry costs in the Department of Information Services.
8. Expand the Emergency Medical System (EMS) Data Information System to further enhance medical accountability, planning and oversight for the County EMS system.
9. Conduct monitoring and site visits at each Trauma Center and Base Hospital to evaluate and measure performance against contract standards.

10. Provide tuberculosis prevention services in the form of 9,995 medical visits, 11,000 chemoprophylaxis treatments, 10,500 chest x-rays, 35,000 skin tests and case management of 775 tuberculosis patients.
11. Provide 26,000 Public Health Nursing tuberculosis (TB) follow-up contacts, to ensure TB patients comply with their treatment regimen, assess others who have been contacted by infectious TB patients and make appropriate referrals for medical examinations and preventive treatment (chemoprophylaxis).
12. Provide 15,000 Sexually Transmitted Disease Clinic visits with appropriate treatment, counseling and contact tracing for those identified with infectious diseases.
13. Provide HIV education to 16,000 individuals, 28,000 HIV antibody tests and provide counseling to prevent the spread of HIV.
14. Provide AIDS Case Management, Early Intervention and services through contract community agencies to assist people infected with HIV.
15. Continue to monitor incidence of disease, injury and mortality in the County and take appropriate action when necessary to protect the public health.
16. Continue to provide preventive and early intervention health services for women and children through 47,000 Public Health Nursing contacts, 180,200 CHDP screenings, providing CHDP Treatment to 15,000 children, and providing services to 14,000 women through the Perinatal Care Network.
17. Closely monitor the Fourth Operating Agreement by reviewing 100% of referrals to ensure that treatment is for emergency care and that eligibility requirements are strictly observed.
18. Control costs of providing County Medical Services (CMS) to medically indigent adults, by treating 90% or more of monthly unduplicated clients as clinic outpatients or emergency room treat and release episodes and maintaining average length of stay for acute CMS inpatients at six days or less.
19. Assure that quality primary healthcare services are accessible to the poor and working poor of San Diego County through 154,000 primary care visits to Community Clinics.
20. Maintain geographic placement of community health providers serving the Primary Care Services program which enables easiest access for the greatest number of eligible residents.
21. Provide therapy services to 1,850 children through the California Children Services program.
22. Provide quality inpatient nursing, medical and therapeutic or rehabilitative care to an average of 310 patients at Edgemoor Hospital.
23. At least 50% of those community agencies trained to conduct tobacco control education will have implemented the program within 6 months of receiving training.
24. Initiate preliminary architectural planning towards replacement of the physical structure of Edgemoor Hospital.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Reduce death and disability, due to violence and unintentional injury.
2. Reduce the incidence of vaccine preventable diseases by maintaining full immunization of school entrants at 98% or above and increasing immunization among two year olds to at least 80% for Measles, Mumps and Rubella.
3. Slow the spread of tuberculosis and development of treatment resistant strains by ensuring that at least 90% of infectious tuberculosis (TB) patients complete their treatment and 90% of infectious TB contacts receive timely follow-up assessment and referral.
4. Reduce the incidence of infectious Syphilis in the general population to 3.1 per 100,000 through a targeted program to reduce the rate among African-Americans to 25.0 per 100,000 and by developing a community based comprehensive STD surveillance system.
5. Respond rapidly and effectively to any new public health threat through careful epidemiological monitoring and maintenance of public health laboratory, nursing and education resources.
6. Ensure accessibility of care, while continuing to control costs of medical services (CMS) and emergency services (Fourth Operating Agreement) to indigent adults through close monitoring of providers, strict enforcement of eligibility requirements and use of the least expensive appropriate care.
7. Continue to control hospital costs and reduce patient morbidity resulting from preventable medical emergencies and hospitalizations by supporting Community Clinic Primary Care Services, the Perinatal Care Network, community agencies serving people with HIV and Public Health Nursing contacts for High Risk Infant Follow-up, Child

Neglect/Abuse Prevention and the Healthy Infant Program.

8. Enable at least 5% of California Children Services patients to improve their conditions sufficiently to discontinue therapy.
9. Reduce the need to institutionalize patients through a) support of Heartland Day Care Center operated by Adult Protective Services, b) provision of up to 96 meals a day to the Meals on Wheels service operated by Senior Adult Services and c) operate a nutrition-socialization service for 150 seniors at two sites in the Santee-Lakeside area.

NOTE: The Outcome Results described above are partially measured by the outcome indicators provided later in this program budget. Community Health Services will continue to develop additional measures to more fully document outcome performance. It should be noted that some outcomes, such as reduced costs to hospitals related to Community Health Services interventions cannot be directly measured, while others, such as incidence of communicable diseases are affected by many factors outside the control of Community Health Services. Measures for these outcomes may not be possible or must be indirect.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Adult Services [60.17 SY; E = \$53,376,759; R = \$41,917,882] is:
 - o Mandated Activity/Discretionary Service Level.
 - o Managing a health care system to provide services to medically indigent adults through contracts with the public and private sectors.
 - o Compensating hospital and physicians for unpaid emergency services as provided by State Tobacco Tax funds.
 - o Monitoring of the relative volume of patient days and visits for their appropriateness for County sponsorship under the Fourth Operating Agreement.
 - o Providing delivery and coordination of inpatient, outpatient and ancillary services for custodial care, in accordance with established policies.
 - o Providing approximately 154,000 primary care medical visits annually to poor and working poor residents unable to pay full cost of services through contracts with Community Clinics.
 - o Screening and referring for appropriate care approximately 2,540 refugees for public health problems such as tuberculosis and inadequate immunization.
 - o Reducing 1.00 staff year, Certified Nurse Practitioner, in Primary Care Services as part of the staffing adjustments for Community Health's consolidation.
2. Community Disease Control [190.17 SY; E = \$15,286,527; R = \$14,785,898] including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o Identifying disease and suspected disease clusters through epidemiological reporting systems and diagnostic assistance to healthcare professionals;
 - o Registering of all births and deaths in the County and maintenance of a mortality database for use in analyzing mortality patterns and causes of death.
 - o Conducting coordinated follow up on approximately 30,000 infectious disease contacts (e.g. tuberculosis, sexually transmitted diseases, hepatitis, meningitis, malaria, foodborne illnesses, etc.) using community epidemiology staff, communicable disease investigations, and public health nurses to ensure that exposed persons and the community are appropriately protected;
 - o Conducting flu and pediatric immunization clinics through Public Health Centers and managing distribution of State purchased vaccines for flu and pediatric immunizations for administration by other agencies.
 - o Coordinating the Infant Immunization Initiative to expand the community's ability to fully immunize all infants by age two.
 - o Providing tuberculosis screening (medical assessments, skin testing, X-rays and laboratory analysis), prevention (contact tracing, chemoprophylaxis) and treatment;

- Providing outreach to populations at high risk for tuberculosis infection (jail/prison inmates, drug users, people with AIDS, recent immigrants, transborder populations) and expert tuberculosis control support for institutions and agencies serving those populations.
 - Providing sexually transmitted disease screening, diagnosis and treatment, counseling and contact follow-up and expert consultation with community clinicians.
 - Providing anonymous and confidential testing for HIV antibodies and AIDS prevention counseling targeting high risk populations.
 - Providing AIDS Case Management, administration of the AIDS Drug Assistance program and early intervention services for HIV infected people.
 - Operating the Hansen's Disease program.
 - Providing Preventive Healthcare for the Aging.
 - Providing Public Health Laboratory support for the County's Psychiatric hospitals, long term care facility (Edgemoor), water quality program, food service regulatory program and for Community Clinics.
 - Increasing 9.92 staff years from the CAO Proposed Budget level due to an increase in funding for activities in Lead Case Management (3.16 SY), Tuberculosis and STD Control (4.50 SY), and adjustments completing the consolidation of Community Health Services.
3. Correctional Health [54.17 SY; E = \$229,711; R = \$400,411] 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 all necessary screening physicals, sick-call contacts, medications and treatments, and emergency responses for all inmates of the correctional facilities.
 - Providing 24-hour medical, nursing, and first aid services in collaboration with UCSD Medical Center and Children's Hospital at A.B. and Jessie Polinsky Children's Center.
 - Providing pharmaceuticals and medical services and supplies to the Coroner, Probation, and Sheriff's Detention Facilities.
 - Receiving \$768,000 in Costs Applied Funding per a Memorandum of Agreement with Department of Social Services for providing medical services at A.B. and Jessie Polinsky Children's Center.
 - Receiving \$2,053,313 in Costs Applied Funding per a Memorandum of Agreement with Department of Probation for providing medical services at Probation Detention Facilities.
4. Emergency Medical Services, Health Promotion & Injury Prevention [83.58 SY; E = \$6,583,042; R = \$5,650,455] is:
- Mandated Activity/Discretionary Service Level.
 - Providing countywide coordination of the Emergency Medical Services (EMS) System, including: development of local policies and protocols in accordance with State law; approval of training programs; certification of Emergency Medical Technicians (EMT), paramedics and Mobile Intensive Care Nurses; providing quality improvement oversight for trauma hospitals and paramedic base station hospitals; supporting the administration of ambulance/paramedic County Service Areas; conducting medical disaster preparedness exercises; and administering the EMT Defibrillation program.
 - Providing primary prevention services to motivate and empower individuals and groups to adopt and maintain healthy behaviors in such areas as HIV/AIDS, tobacco control, tuberculosis, immunizations, sexually transmitted diseases, CHDP, and child passenger and pedestrian safety. Strategies used include community organization and development, policy change, coalition building, educational curricula and printed materials, training of community intermediaries, and media and public awareness campaigns.
 - Coordinating community initiatives to reduce violence and unintentional injuries.
 - Administering the County Ambulance Ordinance.
 - Monitoring the evidentiary examination process for victims of sexual assault.
 - Managing the Emergency Medical Services Trust Fund.

- o Adding 5.00 staff years, 1.00 SY Health Planning & Program Specialist, 1.00 SY Epidemiology Specialist, 1.00 SY Quality Assurance Specialist, 1.00 SY Biostatistician, and 1.00 SY Departmental Computer Specialist, to form the Injury Prevention Division and enhance Quality Assurance functions.
 - o Reducing 0.50 staff years, Board Secretary, in the consolidation of Community Health Services.
5. Long Term Health [475.75 SY; E = \$17,879,748; R = \$18,051,753] is:
- o Mandated Activity/Discretionary Service Level.
 - o Providing a skilled nursing facility as a countywide service to patients requiring skilled nursing, medical and rehabilitation services not obtainable in the private sector.
 - o Serving an average of 310 patients (98% Medi-Cal).
 - o Offset 100% by revenue.
 - o Providing space, maintenance and utilities to the Heartland Adult Day Health Care Center for Day Care Maintenance. The Center serves an average of 30 senior citizens per day who reside in the community and need therapy, nutritional assistance and health monitoring during the day.
 - o Providing two-meal packages to Senior Adult Services, Inc. for Meals-on-Wheels for distribution of approximately 96 meals per day to homebound persons.
 - o Including fixed assets totalling \$198,685 to replace worn out, outdated or inoperable equipment. Some of these fixed assets are needed to comply with California Code of Regulations, Title 22, Section 72557(A).
 - o Providing through a contract by the Area Agency on Aging a service designed to promote health and delay the need for institutionalization of senior citizens in the Santee-Lakeside area. Components include a nutritious midday meal, transportation, health screening and immunization, service referrals and socialization to maintain senior citizens in an active lifestyle.
6. Children, Youth & Families [286.00 SY; E = \$20,868,710; R = \$17,862,579] is:
- o Mandated Activity/Discretionary Service Level.
 - o Ensuring coordinated community efforts in support of maternal, adolescent and child health in the County of San Diego through the Strategic Plan for the health of San Diego County's children, youth and families.
 - o Coordinating the Perinatal Care Network, to perform outreach and operate a referral and expedited eligibility processing system to reduce barriers to access for Medi-Cal eligible pregnant women to receive perinatal care.
 - o Coordinating the Child Health and Disability Prevention (CHDP) program to provide preventive health screenings to approximately 170,000 children from low income families annually.
 - o Coordinating the Child Health and Disability Prevention Treatment Reimbursement (CHDP-TR) program to treat approximately 15,000 children annually for conditions discovered during CHDP screenings, and ensure timely payment of claims to providers.
 - o Providing Child Health and Disability Prevention screening and treatment clinics to approximately 10,200 children annually at County Public Health Centers.
 - o Providing California Children Services diagnosis, treatment and therapy services to approximately 9,000 children suffering from crippling conditions, injuries and disease each year through oversight of diagnosis and treatment services provided by private practitioners and direct provision of occupational and physical therapy services in schools.
 - o Providing nutrition education and counseling and food vouchers to approximately 23,300 low income families with pregnant women, infants and young children each month through the Women, Infant and Children (WIC) program.
 - o Providing approximately 47,000 Public Health Nursing contacts for assessment and referral services in support of Child Abuse/Neglect Prevention, High Risk Infant Follow-up and Early and Periodic, Screening, Diagnosis and Treatment programs.
 - o Implementing a Memorandum of Agreement with Department of Social Services resulting in \$114,421 in Costs Applied for providing services to the Family Preservation Foster Care Program.
 - o Increasing 5.59 staff years from the CAO Proposed Budget level due to increases of staff for the Department

of Social Services Family Preservation Program, the High Risk Infant Follow-up Program, the addition of the Administrator for Children, Youth and Families, completion of the consolidation of Community Health Services, and adjustments between Community Health sub-programs relating to changing funding sources (i.e. the reduction of Tobacco Tax funds).

7. Office of AIDS Coordination [7.00 SY; E = \$6,636,178; R = \$6,853,418] is:
- o Mandated Activity/Discretionary Service Level.
 - o Coordinating County and community provided AIDS related services through the Regional Advisory Board on AIDS/HIV, HIV Health Services Planning Council and San Diego HIV Care Coalition; information and referral services; and resource development and grant writing assistance.
 - o Providing assessment and testing of mothers and children at risk for HIV infection.
 - o Providing housing and tenant based rental assistance for people with AIDS.
 - o Administering contracts with 25 community agencies to provide medical and dental care, counseling and a wide range of social support services for people with HIV infection.
 - o Funding AIDS case management activities in the Community Disease Control program.
8. Administration & Support [17.00 SY; E = \$1,259,202; R = \$0] is:
- o Mandated Activity/Discretionary Service Level.
 - o Responsible for the planning, direction and overall management of the now merged Public and Physical Health Services. These programs 1) consist of the delivery of person-centered medical services to vulnerable populations throughout San Diego County and 2) mobilize community resources to promote health, monitor and prevent disease in San Diego County. These programs are Adult Health Services, Community Disease Control, Correctional Facilities Medical Services, Emergency Medical Services - Health Promotion & Injury Prevention, Maternal and Child Health, Office of AIDS Coordination, and Long Term Care.
 - o Policy development and oversight of policy implementation.
 - o Oversight of Managed Care implementation process.
 - o Adding 1.00 staff year, Departmental Computer Specialist I, to provide for the full automation of Vital Records and Statistics processing.
 - o Adding 1.00 staff year, Assistant Deputy Director, to complete the consolidation of Community Health Services and provide a reasonable span of contest for the Deputy Director.
 - o Budget development and monitoring, including monitoring of purchases and staffing changes, production of analytical cost and revenue reports and liaison with Department and County budget management and fiscal staff.
 - o Information Systems management and development.
 - o Legislative analysis.
 - o Facilities Management.
 - o Contract Administration.
 - o Special Projects development and implementation.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
Telephone, Commissions and Canteen Rent	\$71	\$450	\$450	\$0
Patient Fees, Insurance and Medi-Cal	17,742,057	17,976,946	17,857,056	(119,890)
Employee Meal Sales	7,271	740	740	0
Meals-On-Wheels	37,538	34,000	34,000	0
Meal Donations	50,012	45,660	45,660	0
Day Care Maintenance	9,000	9,000	23,000	14,000
Duplication Chgs. Records & Files	229	0	0	0
Emer. Med. Svcs Penalty Assm. (SB 12/612)	1,621,700	3,552,797	3,548,786	(4,011)
EMT Certification Fee	\$35,779	\$3,500	\$3,500	\$0
Trauma Center Designation Fees	315,000	271,552	271,552	0
Base Hospital Designation Fees	200,000	227,090	227,090	0
Ambulance Operator Permits	55,355	65,000	65,000	0
Pharmacy Issues - Community Clinics	\$131,977	\$300,000	\$210,000	\$(90,000)
Certified Copies - Births	\$546,156	\$340,370	\$340,370	\$0
Certified Copies - Deaths	599,993	783,048	781,698	(1,350)
Permits for Disposal of Human Remains	\$106,477	\$140,868	\$140,868	\$0
Records & Statistics Trust Fund	0	120,764	203,224	82,460
SB910 Medicaid	\$3,028,040	\$1,895,907	\$2,705,885	\$809,978
Option for Recovery	182,335	96,000	96,000	0
Child Pengr Safety Trust Fund	0	0	100,000	100,000
Employment Tbc Skin Tests	64,470	84,430	84,430	0
Employment Tbc X-rays	34,018	31,354	31,354	0
Immunizations	289,105	366,250	380,000	13,750
Sexually Transmitted Disease Clinic Visits	64,263	110,000	110,000	0
Laboratory Fees (Virology)	88,061	50,883	50,883	0
Massage Technician Proficiency Testing	9,219	7,400	7,400	0
Regulation of Health Assessments	6,937	17,519	17,519	0
Miscellaneous Revenue	185,758	16,000	2,000	(14,000)
Patient Fees	6,455	8,625	8,625	0
Returned Check Fee	1,640	0	0	0
Recovered Expenditures	125	0	0	0
State-Medi-Cal (CHDP/EPSDT)	372,683	440,892	531,785	90,893
Patient Fees-Non Medi-Cal or CHDP	131	950	950	0
Records and Statistics Trust Fund Transfer for Infant Mortality Review	0	204,872	204,872	0
Family Repayment for Services	\$43,505	\$63,000	\$63,000	\$0
Court Fees & Misc. Other Fees	562	0	0	0
Miscellaneous Revenue, Prior Year	(56,251)	0	0	0
Sub-Total	\$25,779,671	\$27,265,867	\$28,147,697	\$881,830
GRANTS:				
Nutrition Center Grant (15% match requirement)	\$79,740	\$76,532	\$90,132	\$13,600
EMSA Grant	126,716	0	0	0
Research Grant	\$0	\$13,500	\$0	\$(13,500)
Refugee Preventive Health (no match required)	348,132	344,839	348,442	3,603
State Office of Traffic Safety	0	0	250,000	250,000
U.S. Conf. of Mayors Grant	0	0	100,000	100,000
State-Preventive Health Care-Aging (100.00% match requirement)	\$53,000	\$51,892	\$51,892	\$0
State Aid-Adult Programs	8,593	0	0	0
Cooperative Initiative/Health Care Child Care	\$346,691	\$292,000	\$292,000	\$0
Robert Wood Johnson Grant	21,000	0	389,630	389,630
State-Lead Poisoning	113,429	144,791	594,189	449,398
State-Special P.H. Assistance	15,692	15,708	15,708	0
State-Tuberculosis Allocation	28,910	27,010	27,010	0
State-Pediatric Immunization Project & Hepatitis B Prevention	866,300	939,206	1,139,292	200,086
State-AB 1733, Child Abuse Prevention	43,199	0	0	0
State-Preventive Border Health	0	59,017	59,017	0
State-STD Control	65,119	50,887	70,604	19,717
State-Chlamydia Assessment Project	14,285	0	0	0
State-Rabies Exam	0	768	768	0
State-AIDS AZT	891,334	689,638	875,123	185,485
State-AIDS Master Grant Agreement:				
State-AIDS Counseling & Education Activities in STD Clinics	0	120,000	120,000	0
State-AIDS Education and Prevention Program	0	114,000	114,000	0
State-AIDS Alt. Site Grant	662,453	980,059	980,059	0

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
State-AIDS Block Grant	291,040	417,600	415,948	(1,652)
State-AIDS Sentinel Surveillance	37,500	75,000	75,000	0
State-AIDS Early Intervention	256,855	300,000	300,000	0
Federal Care Title I Formula	2,113,933	1,024,219	1,580,386	556,167
Federal Care Title I Supplemental	1,155,163	1,650,698	2,181,593	530,895
Federal-Comp. Public Health (314d)	23,833	20,300	23,834	3,534
Federal-HOPWA Grant	407,135	1,608,150	3,091,439	1,483,289
Federal-Tuberculosis Grant	1,056,179	662,867	2,327,864	1,664,997
Tuberculosis/HIV Surveillance	81,159	66,709	66,709	0
Federal-Other (Hansens)	0	179,776	179,776	0
Federal-AIDS HRSA Grant	(18,299)	0	0	0
Federal-AIDS Pediatrics	0	17,684	0	(17,684)
Federal-National Survey for Resis. Gon	2,450	1,596	2,275	679
Federal - Family Planning - Title X	\$69,176	\$59,296	\$59,296	\$0
Prior Year, State Revenue	612,099	0	0	0
Prior Year, Federal/Other Govt Revenue	(183,419)	0	0	0
Miscellaneous Revenue, Prior Year	10,066	0	0	0
State Follow-up to High Risk Mothers & Infants	90,000	37,916	90,000	52,084
Breast & Cervical Cancer Control	0	15,200	17,267	2,067
CCS HIV Screening	\$4,622	\$14,000	\$14,000	\$0
Sub-Total	\$9,694,085	\$10,070,858	\$15,943,253	\$5,872,395
SUBVENTIONS:				
Prior Year IRCA	\$(8,296)	\$0	\$0	\$0
SLIAG	2,898,480	0	0	0
State-Prenatal Care	\$0	\$242,010	\$0	\$(242,010)
State-Family Planning - Title XIX (Medi-Cal)	5,077	11,000	11,000	0
State-Maternal and Child Health Categorical Allotment - Title V	1,093,074	1,423,963	1,149,550	(274,413)
State-Family Planning	99,281	84,333	84,333	0
State-Tobacco Tax, Capital Outlay	216,794	71,400	0	(71,400)
State-Tobacco Tax, Hospital Account	9,788,122	7,105,656	7,103,148	(2,508)
State-Tobacco Tax, Unallocated Account	2,573,005	2,641,535	2,565,485	(76,050)
State-Tobacco Tax, Health Education Account	1,776,067	2,425,291	2,120,714	(304,577)
State-Tobacco Tax, Physician Account	1,596,905	925,000	781,842	(143,158)
State-Child Health and Disability Prevention Program (CHDP)	575,944	728,898	728,898	0
State-Early Periodic Screening, Diagnosis and Treatment Contract (EPSDT)	1,116,052	1,083,330	1,153,466	70,136
State-Women, Infant and Children Program (WIC)	1,363,144	1,434,916	2,634,158	1,199,242
Black Infant Health Project	0	84,375	136,375	52,000
DSS Family Pres./Foster Care	0	95,932	0	(95,932)
Miscellaneous Revenue	428	0	0	0
State - California Children Services (CCS)				
CCS - Treatment (25% match required)	\$2,627,259	\$3,570,000	\$3,570,000	\$0
CCS - Administration	248,553	658,853	367,757	(291,096)
CCS - Medi-Cal	763,761	838,540	936,108	97,568
Prior Year, State Revenue	835,458	0	0	0
Miscellaneous Revenue, Prior Year	410,675	0	0	0
Sub-Total	\$27,979,783	\$23,425,032	\$23,342,834	\$(82,198)
OTHER:				
Recovered Expenditures	\$50,938	\$0	\$0	\$0
Miscellaneous Revenue	662,574	0	0	0
Sales/Use Tax Trans. 1/2 %	108,000	0	0	0
Environmental Health Services' Revenues Redirected to Community Health Services for Support Services	120,937	172,275	172,275	0
Private Donation	(6,473)	0	0	0
Operating Transfer from CATV	3,333	0	0	0
Private Donation	0	0	700	700
Sub-Total	\$939,309	\$172,275	\$172,975	\$700

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
REALIGNMENT:				
Health Account - Vehicle License Fees	\$32,194,929	\$35,092,638	\$35,088,215	\$(4,423)
Health Account - Sales Tax	8,972,032	8,235,850	8,235,850	0
Health Account - Sales Tax to DSS	(74,916)	(74,916)	(74,916)	0
Mental Hlth Realignment, Public Health Lab.	283,024	405,263	284,548	(120,715)
Social Services Realignment, SS Sales Tax	1,641,968	1,785,000	1,785,000	0
Sub-Total	\$43,017,037	\$45,443,835	\$45,318,697	\$(125,138)
Total Direct Program Revenue	\$107,409,885	\$106,377,867	\$112,925,456	\$6,547,589
Department Overhead and County External Overhead Allocation:	\$(9,137,620)	\$(9,273,955)	\$(7,403,060)	\$1,870,895
Total	\$98,272,265	\$97,103,912	\$105,522,396	\$8,418,484

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
SB910 Medi-Cal	\$1,102,206	\$631,969	\$986,273	\$354,304
Sub-Total	\$1,102,206	\$631,969	\$986,273	\$354,304
GRANTS:				
State Preventive Health Care for the Aging (100% budgeted match)	\$53,000	\$51,892	\$51,892	\$0
Nutrition Center Grant	11,961	11,480	13,520	2,040
Sub-Total	\$64,961	\$63,372	\$65,412	\$2,040
SUBVENTIONS:				
CCS Treatment (25% budgeted match)	\$875,953	\$1,785,000	\$1,785,000	\$0
CCS Administration	124,277	329,427	183,879	(145,548)
State Prenatal Care	190,633	252,191	209,019	(43,172)
State EPSDT	279,013	275,000	345,392	70,392
Sub-Total	\$1,469,876	\$2,641,618	\$2,523,290	\$(118,328)
REALIGNMENT MATCH:				
Health Account - Vehicle License Fees	\$3,863,391	\$4,219,395	\$4,219,395	\$0
Sub-Total	\$3,863,391	\$4,219,395	\$4,219,395	\$0
GENERAL FUND SUPPORT COSTS:	\$10,512,232	\$12,329,490	\$8,803,111	\$(3,526,379)
Sub-Total	\$10,512,232	\$12,329,490	\$8,803,111	\$(3,526,379)
Total	\$17,012,666	\$19,885,844	\$16,597,481	\$(3,288,363)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The FY 1994-95 Adopted Budget direct program revenue for the Community Health Services program is increasing by \$6,547,589 over the FY 1993-94 Adopted Budget level. Included in the increase is \$809,978 in SB 910 Medi-Cal Case Management revenue; augmentation to the Tuberculosis Cooperative Agreement of \$910,396 approved 8/2/93 (#10) and 3/29/94 (#7) along with the rebudget of \$754,601 in Prior Year funds; increased Federal C.A.R.E. Act Title I Formula and Supplemental revenue of \$556,167 and \$530,895 respectively (7/29/93 #20); grants from the Office of Traffic Safety and the Child Passenger Safety Trust Fund totaling \$350,000 (10/19/93 #11); a \$100,000 grant for Community-wide Assessment of Human Immunodeficiency Virus (HIV) Prevention Needs for Underserved Populations from the U.S. Conference of Mayors approved 12/7/93 (#14); an increase of \$1,199,242 in the Women, Infants and Children Nutrition Supplement

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
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revenue approved 12/7/93 (#14), 3/29/94 (#3) and \$578,339 approved in Change Letter based on the FY 1994-95 Letter of Intent; a grant for \$389,630 to develop a U.S.-Mexico Tuberculosis Control Cooperative Model approved 2/1/94 (#14); an increase of \$449,398 in Lead Poisoning Case Management funds approved 6/21/94 (#17); an increase in funds for Housing Opportunities for People with AIDS (HOPWA) totalling \$1,483,289 as approved 6/7/94 (#11); an increase to the State AIDS Drug Program of \$184,485 approved 5/10/94 (#32); and, an increase to the Pediatric Immunization Grant of \$200,086 approved 3/29/94 (#1).

These revenue increases were partially offset by reductions in funds to Community Clinic Pharmacy Issues of \$90,000; reductions to State Tobacco Tax funds of \$597,693; an adjustment to California Children Services funds decreasing CCS Administration revenue by \$291,096 partially offset by a \$97,568 increase to CCS Medi-Cal revenue; a reduction to the Maternal and Child Health Allotment - Title V of \$274,413 and State Prenatal Care funding of \$242,010; a transfer of \$120,715 in Mental Health Realignment funds back to Mental Health Services due to a reduction of Laboratory support requirements; and, a deletion of \$95,932 in revenue from the Department of Social Services for Family Preservation services that were rebudgeted as cost applied.

General Fund Support costs which exceed budgeted match in Community Health Services' (CHS) FY 1994-95 CAO Proposed Budget include Board approved Discretionary Overmatch for the following programs: 1) \$205,525 for contract renewals/agreements for Indigent Ambulance Contracts and the Poison Information Center; 2) \$125,000 for the First Responder Claim Fund; 3) \$17,000 to provide shelter to the homeless, and 4) \$600,000 for Community Clinic contracts. Also reflected in the General Fund Support costs are services provided by the Correctional Facilities Medical Services portion of CHS which provides mandated medical, dental, nursing and ancillary services to persons housed at protective institutions operated by the County Departments of Probation and Social Services; and, the County Patient Support component of CHS which provides services mandated under the Welfare and Institutions Code.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment - General	1	Lot	\$85,845
Modular Furniture & Equipment	1	Lot	5,775
Data Processing Equipment	1	Lot	257,100
Engineering/Industrial Equipment & Instruments	1	Lot	30,595
Laboratory/Med/Institutional Instruments & Furniture	1	Lot	146,514
Electronic Equipment - Audio/Video	1	Lot	6,295
Total			\$532,124

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
NONE			
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Community Health Services					
% OF RESOURCES: 100%					
WORKLOAD					
Immunizations by Public Health Centers	121,027	104,556	97,486*	104,556	110,000
Immunizations by Contract Clinics	123,911	175,299	217,865*	175,299	185,000
TB Clinic Exams	N/A	4,086	4,217	N/A	4,500
TB Chemoprophylaxis Visit	N/A	8,742	9,872	N/A	11,000
TB Chest X-Rays	N/A	9,722	10,014	N/A	10,500
TB Skin Tests	N/A	36,300	27,502	N/A	35,000
PHN Contacts for TB Follow-up	N/A	N/A	30,246	N/A	26,000
STD Clinic Visits	19,788	18,870	14,651	18,000	15,000
Syphilis Specimens Tested	N/A	23,047	21,824	N/A	20,000
HIV Antibody Tests	24,749	36,082	32,189	N/A	28,000
Substance Abusers Served by HIV Street Outreach	N/A	3,591	5,638	2,000	2,000
Enteric Disease and Hepatitis Investigations	2,338	2,760	2,773	2,800	2,825
Births Registered	52,387	49,021	51,065	52,392	53,932
Deaths Registered	18,083	18,197	18,160	18,084	17,802
PHN Contacts for MCH Patients	65,361	53,417	53,411	37,380	47,000
WIC Clients Seen Monthly	7,000	11,877	18,761	17,850	23,300
Child Health and Youth Clinic Patients Screened (County)	9,713	9,113	10,134	8,634	10,200
Children Served by CHDP	183,523	197,308	209,256	160,000	170,000
Children Receiving Therapy in CCS Medical Therapy Units	1,813	1,700	1,790	1,850	1,850
Number of CCS Claims Processed	54,432	47,996	47,188	52,000	52,000
Perinatal Care Network (PCN) Clients Served	N/A	8,604	11,000	N/A	14,000
PCN Provider Referrals	N/A	1,312	1,228	N/A	1,200
County Patient Services Inpatient Days					
Custodial Patients	288	252	290	320	300
Indigent Care	4,353	4,366	2,323	2,250	1,700
County Patient Services Outpatient Visits (ER & Clinic)					
Custodial Patients	1,503	1,611	1,449	1,800	1,500
Indigent Care	11,753	12,181	7,248	9,149	6,500
CMS Hospital Admissions	5,880	4,909	4,727	6,000	4,600
CMS ER and Outpatient Encounters	102,060	111,231	117,228	103,500	117,800

* Pediatric immunizations only. In addition, 17,500 flu vaccinations were given by Public Health Centers and 43,861 by contract clinics.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
Unduplicated CMS Clients	23,582	25,859	26,890	27,500	26,400
Primary Care Patient Visits to Community Clinics	168,708	168,708	169,400	154,000	154,000
Refugee Health Screenings Performed	2,314	3,246	3,057	3,246	2,540
Sexual Assault Medical Evidentiary Examinations	261	313	340	320	320
Trauma Cases Reviewed	4,719	5,200	4,241	5,000	5,000
EMT's & Paramedics Certified/Monitored	1,327	1,540	1,803	1,000	1,000
Prehospital reports Processed	132,200	114,386	225,000	120,000	120,000
Disaster exercises Coordinated	5	5	13	5	5
Average Inpatient Census (Edgemoor)	243	229	231	310	310
Meals on Wheels Served	21,670	23,470	60,198*	20,000	54,300*
Correctional Facility Sick Call Contacts	292,169	205,988	208,212	235,000	279,700
Emergency Calls Treated at Correctional Facilities	1,269	1,350	1,050	1,225	1,120
<u>EFFICIENCY/OUTPUT</u>					
Cost per Immunization	\$ 9.51	\$ 3.66	\$ 3.75	\$ 3.66	\$ 4.00
Cost per PHN TB Follow-up Contact	N/A	\$51.00	\$58.80	N/A	\$44.00
Cost per STD Clinic Visit	\$70.25	\$71.47	\$84.10	\$70.00	\$85.00
Cost per Syphilis Specimen Tested	N/A	\$ 9.10	\$ 9.56	N/A	\$10.50
Cost per HIV Antibody Specimen Tested	N/A	\$13.49	\$14.11	N/A	\$16.00
Cost per Certified Copy of Birth or Death Certificate	\$ 2.13	\$ 1.38	\$ 1.39	N/A	\$ 1.33
Cost per PHN Contact for Prenatal Follow-up	N/A	\$78.00	\$85.65	N/A	\$98.00
Cost per PHN Contact for High Risk Infant Follow-up	N/A	\$60.00	\$88.88	N/A	\$61.00
Cost per PHN Contact for Child Abuse/Neglect Follow-up	N/A	\$44.00	\$55.34	N/A	\$34.00
Cost per CHYC Screening	\$83.30	\$76.63	\$77.80	\$83.30	\$65.00
Cost per CCS Therapy Treatment	\$12.59	\$15.50	\$15.00	\$15.00	\$15.00
CPS Cost per Inpatient Day	\$1,567.00	\$1,759.00	\$1,876.00	\$1,876.00	\$2,007.00
CPS Cost per Outpatient Visit	\$222.00	\$202.00	\$215.00	\$215.00	\$230.00
CPS Cost per ER Visit	\$280.00	\$267.00	\$284.00	\$284.00	\$304.00
Total CMS Program Cost per Unduplicated Patient	\$1,471.85	\$1,285.13	\$1,207.00	\$1,146.00	\$1,242.00
County Cost per Primary Care Services Community Clinic Visit	\$13.55	\$14.01	\$13.46	\$15.36	\$15.36

* This figure includes meals served to non-inpatient seniors in collaboration with Adult Protective Services and the Heartland Adult Day Health Center as well as Meals-on-Wheels.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
County Cost per Primary Care Services Patient	N/A	\$32.70	\$32.22	\$32.70	\$32.70
Cost per Sexual Assault Medical Evidentiary Exams	\$386.00	\$414.00	\$450.00	\$400.00	\$428.00
Edgemoor Cost per Patient Day	\$171.27	\$182.17	\$215.94	\$178.40	\$184.27
Cost per Correctional Facility Nursing Contact	\$ 3.77	\$ 4.24	\$4.02	\$ 4.10	\$ 4.85
<u>EFFECTIVENESS/OUTCOME</u>					
Percent School Entrants Immunized	98+%	99.0%	98.0%	98.0%	98.0%
Percent Children Under Age 2 Immunized for Measles, Mumps & Rubella	N/A	73.0%	85.8%	N/A	80.0%
Percent of TB Patients Completing Treatment	N/A	N/A	94.0%	N/A	90.0%
Percent TB Contacts Followed Up	N/A	N/A	90.0%	N/A	90.0%
Incidence of Infectious Syphilis (per 100,000)	N/A	3.9	4.1	N/A	3.1
Incidence of Infectious Syphilis Among African Americans (per 100,000)	N/A	25.0	28.8	N/A	25.0
Percent of Hepatitis A Investigations Initiated on Day of Report	N/A	N/A	95.0%	N/A	95.0%
Overall Score on Laboratory Proficiency Testing	N/A	99.0%	100.0%	95.0%	95.0%
Percent Requests for Certified Copies of Birth/Death Certificates Processed Within 3 Days	N/A	N/A	95.0%	95.0%	95.0%
Percent CCS Children Improving Enough to Discontinue Therapy	6.3%	11.0%	8.0%	5.0%	5.0%
Percent of CCS Claims Processed Within 30 Days	92.0%	90.0%	96.0%	92.0%	92.0%
Percent PCN/CPSP Providers Trained	N/A	N/A	79.0%	N/A	85.0%
Percent of Total CMS Monthly Users Requiring Inpatient Care	N/A	8.5%	6.0%	8.6%	8.6%
Percent of Refugees Receiving Health Assessment	N/A	89.0%	98.0%	N/A	85.0%
Trauma Deaths Which were Preventable or Potentially Preventable by the EMS System	N/A	1.9%	2.5%	N/A	5.0%
Edgemoor Percent of Discharges Planned	15.0%	18.0%	15.0%	15.0%	15.0%
Percent of Children Entering First Grade in Compliance with State First Grade Entry Health Examination Requirements	N/A	N/A	94.4%	N/A	90.0%

* FY 1993-94 Survey is in Progress

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
<u>ADULT HEALTH</u>							
0331	Chief, County Medical Svcs.	1	1.00	0	0.00	\$65,292	\$0
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	42,156	43,176
2367	Principal Admin. Analyst	1	1.00	1	1.00	48,168	49,500
2411	Analyst I	1	1.00	1	1.00	35,136	35,316
2412	Analyst II	4	4.00	4	4.00	164,256	165,504
2413	Analyst III	4	4.00	4	4.00	174,384	180,192
2425	Associate Accountant	1	1.00	1	1.00	37,116	35,580
2700	Intermediate Clerk Typist	10	9.50	10	9.50	189,012	190,608
2730	Senior Clerk	3	3.00	3	3.00	70,488	70,668
2757	Administrative Secretary II	2	1.00	2	1.00	24,792	25,080
3119	Dept'l Computer Specialist II	2	2.00	2	2.00	66,624	70,416
3120	Dept'l Computer Specialist III	1	1.00	1	1.00	40,164	41,832
4125	Chief, Primary Care Services	1	1.00	1	1.00	55,032	56,124
4517	Certified Nurse Practitioner	1	1.00	0	0.00	47,160	0
5243	Patient Svcs Specialist IV	4	4.00	4	4.00	141,984	143,664
5246	Patient Svcs Specialist III	4	4.00	4	4.00	128,832	129,120
5248	Program Assistant	1	1.00	1	1.00	39,852	39,852
5255	Patient Services Specialist II	18	18.00	18	18.00	493,560	493,776
5287	Social Svcs. Administrator I	1	1.00	1	1.00	43,920	43,920
8850	Administrator, Adult Health	0	0.00	1	1.00	0	65,160
	Sub-Total	61	59.50	60	58.50	\$1,907,928	\$1,879,488
<u>COMMUNITY DISEASE CONTROL</u>							
2302	Administrative Assistant III	0	0.00	1	1.00	0	\$44,268
2303	Administrative Assistant II	1	1.00	1	1.00	40,020	40,560
2304	Administrative Assistant I	2	2.00	2	2.00	66,144	66,240
2349	Biostatistician	1	1.00	1	1.00	41,964	41,964
2427	Associate Systems Analyst	0	0.00	1	1.00	0	48,912
2493	Intermediate Account Clerk	3	2.17	3	2.17	42,940	43,290
2662	Pharmacy Storekeeper	1	1.00	1	1.00	22,596	21,000
2700	Intermediate Clerk Typist	41	35.50	44	39.00	706,308	782,496
2730	Senior Clerk	13	12.25	11	12.08	305,270	284,635
2745	Supervising Clerk	2	2.00	2	2.00	54,168	54,768
2756	Administrative Secretary I	3	2.00	3	2.00	42,432	43,224
2757	Administrative Secretary II	2	2.00	3	3.00	49,584	75,240
3030	Data Entry Operator	1	1.00	1	1.00	17,928	17,940
3118	Dept'l Computer Specialist I	1	1.00	1	1.00	27,804	28,260
4123	Chief, Comm. Disease Control	1	1.00	1	1.00	103,200	103,200
4129	Chf, AIDS & Comm. Epidemiology	1	1.00	1	1.00	88,044	88,044
4172	Epidemiology Coordinator	1	1.00	1	1.00	46,140	40,080
4175	Epidemiology Specialist	2	1.67	2	2.00	65,160	77,856
4184	Radiologist	0	0.00	1	0.00	0	0
4186	Sr. Physician, STD Control	0	0.00	1	1.00	0	61,020
4187	Sr. Physician, TB Control	0	0.00	1	1.00	0	60,696
4192	Senior Physician	5	1.92	0	0.00	143,769	0
4193	Physician	2	2.00	2	2.00	132,792	132,792
4300	Asst. Chief, Public Hlth Lab.	1	1.00	1	1.00	56,064	56,064
4315	Chief, Public Health Lab.	1	1.00	1	1.00	64,908	64,908
4317	Clinical Lab Technologist	1	1.00	1	1.00	32,352	35,472
4321	Senior Clinical Lab Technologist	1	1.00	1	1.00	40,488	37,632
4322	Supv. Clin. Lab Technologist	1	1.00	1	1.00	45,348	45,348
4330	Laboratory Assistant	5	5.00	4	4.00	106,380	83,904
4346	Public Health Microbiologist	14	13.00	14	12.50	466,752	451,200
4348	Supervising PH Microbiologist	2	2.00	2	2.00	90,024	90,024
4351	Senior Lab Assistant	3	3.00	3	3.00	76,644	76,572
4353	Senior PH Microbiologist	5	5.00	5	5.00	203,580	203,160
4370	Radiology Technician	1	1.00	1	1.00	28,512	28,512
4510	Clinic Services Coordinator	1	1.00	1	1.00	49,668	49,668
4517	Certified Nurse Practitioner	3	2.33	3	2.33	108,808	108,808
4527	Clinical Nurse Specialist	1	1.00	1	1.00	51,108	49,908
4538	Staff Nurse II	21	14.33	21	14.33	561,236	553,324
4555	Asst. Chief Nurse, Public Hlth.	1	0.67	1	0.67	38,752	38,752
4560	Chief Nurse, Public Health	0	0.58	0	0.58	36,449	36,449

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
4565	Public Health Nurse II	18	13.00	18	14.50	536,952	600,648
4567	Public Health Nurse III	9	7.92	9	7.92	349,315	346,560
4570	Public Health Nurse IV	4	4.00	4	4.00	183,072	200,448
4571	Public Health Nurse Manager	1	1.50	1	1.50	75,150	81,864
4615	Nurses Assistant	0	0.08	0	0.08	1,619	1,629
4625	Licensed Vocational Nurse	0	0.00	1	1.00	0	23,496
4911	Social Services Aid II	6	5.00	6	5.00	94,620	94,920
5261	Social Worker V	2	2.00	2	2.00	68,304	71,736
5730	HIV Health Advisor	5	5.00	5	5.00	177,720	174,480
5735	Communicable Disease Investig.	12	11.50	12	11.50	401,580	402,546
5794	Supv Comm Disease Investigator	3	3.00	3	3.00	122,724	127,404
8806	Senior Epidemiologist	0	0.00	1	1.00	0	39,730
	Sub-Total	205	178.42	208	187.16	\$6,064,392	\$6,331,651

CORRECTIONAL HEALTH

2493	Intermediate Account Clerk	2	0.75	1	1.00	\$14,841	\$19,980
2510	Senior Account Clerk	1	1.00	1	1.00	23,304	23,076
2700	Intermediate Clerk Typist	3	3.00	3	3.00	59,688	60,192
2757	Administrative Secretary II	1	1.00	1	1.00	24,792	25,080
4150	Chief, Correctional Health Svcs	1	1.00	1	1.00	53,448	53,448
4192	Senior Physician	1	1.00	1	1.00	74,880	77,064
4193	Physician	1	0.50	1	0.50	33,834	33,198
4497	Assistant Chief Nurse	2	2.00	1	1.00	107,352	57,144
4519	Physician Assistant	1	1.00	1	1.00	42,012	48,396
4538	Staff Nurse II	35	33.00	35	33.00	1,292,148	1,273,932
4544	Supervising Nurse	4	4.00	4	4.00	199,248	193,968
4625	Licensed Vocational Nurse	6	3.00	6	6.00	70,884	140,976
	Sub-Total	58	51.25	56	53.50	\$1,996,431	\$2,006,454

EMERGENCY MEDICAL SERVICES, HEALTH PROMOTION & INJURY PREVENTION

2302	Administrative Assistant III	1	1.00	1	1.00	\$45,276	\$44,268
2303	Administrative Assistant II	1	1.00	1	1.00	40,020	40,560
2304	Administrative Assistant I	1	1.00	1	1.00	33,072	33,120
2349	Biostatistician	0	0.00	1	1.00	0	41,964
2359	Audio-Visual Specialist	2	2.00	2	2.00	68,808	71,064
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	42,156	43,176
2367	Principal Admin. Analyst	1	1.00	1	1.00	48,168	49,500
2379	Chief, Emergency Med Services	1	1.00	0	0.00	57,744	0
2382	Coord., Emergency Med Svcs.	2	2.00	2	2.00	100,488	105,888
2384	Emergency Med. Svcs. Spec	4	4.00	4	4.00	147,072	152,016
2387	Quality Assurance Specialist	4	4.00	5	5.00	185,952	235,020
2412	Analyst II	1	1.00	1	1.00	41,064	41,376
2413	Analyst III	1	0.00	1	1.00	0	45,048
2700	Intermediate Clerk Typist	5	4.00	5	4.00	79,584	80,256
2714	Intermediate Transcriber Typ.	2	2.00	2	2.00	43,128	42,480
2724	Senior Transcriber Typist	1	1.00	1	1.00	24,576	26,304
2730	Senior Clerk	2	2.00	2	2.00	46,992	47,112
2754	Board Secretary	3	2.50	2	2.00	70,380	56,304
2757	Administrative Secretary II	3	3.00	2	2.00	74,376	50,160
3120	Dept'l Computer Specialist III	1	1.00	2	2.00	40,164	83,664
4103	Public Health Nutrition Mgr	2	0.67	1	1.00	25,048	38,376
4107	Hlth Planning & Prog. Spec.	0	0.00	1	1.00	0	54,744
4175	Epidemiology Specialist	1	1.00	1	1.00	39,096	38,928
4194	Consulting Physician Spec.	1	0.50	1	0.50	87,318	87,318
4465	Nutritionist	1	1.00	0	0.00	35,100	0
4805	Chf, Public Health Education	1	1.00	1	1.00	56,124	56,124
4806	Asst. Chief, P.H. Education	1	1.00	1	1.00	48,624	48,624
4815	Health Information Spec. I	3	1.50	3	1.50	50,490	51,048
4816	Hlth. Information Spec. II	4	4.00	4	4.00	144,192	148,608
4821	Public Health Educator I	9	6.00	0	0.00	208,512	0
4822	Public Health Educator II	21	20.33	21	20.33	722,240	732,488
4824	Health Education Associate	1	1.00	1	1.00	28,932	28,932

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
4842	Supv Health Information Spec.	2	2.00	2	2.00	86,016	86,856
4844	Supv. Public Health Educator	5	4.25	5	4.00	171,207	160,608
4911	Social Services Aid II	1	1.00	1	1.00	18,924	18,984
8851	Admin. EMS, HP & IP	0	0.00	1	1.00	0	65,158
	Sub-Total	90	79.75	81	76.33	\$2,910,843	\$2,906,076

LONG-TERM CARE

2224	Admin., Edgemoor Hospital	1	1.00	1	1.00	\$77,664	\$77,664
2303	Administrative Assistant II	1	1.00	1	1.00	40,020	40,560
2304	Administrative Assistant I	1	1.00	1	1.00	33,072	33,120
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	42,156	43,176
2425	Associate Accountant	1	1.00	1	1.00	37,116	35,580
2430	Cashier	1	1.00	1	1.00	22,296	21,792
2493	Intermediate Account Clerk	1	1.00	1	1.00	19,788	19,980
2510	Senior Account Clerk	1	1.00	1	1.00	23,304	23,076
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,864	24,864
2650	Stock Clerk	2	2.00	2	2.00	38,808	39,624
2658	Storekeeper II	1	1.00	1	1.00	24,780	24,780
2700	Intermediate Clerk Typist	10	10.00	10	10.00	198,960	200,640
2706	Admissions Clerk	1	1.00	1	1.00	21,540	21,672
2730	Senior Clerk	2	2.00	2	2.00	46,992	47,112
2757	Administrative Secretary II	2	2.00	2	2.00	49,584	50,160
2764	Office Manager	1	1.00	1	1.00	29,556	29,556
3042	Medical Records Manager	1	1.00	1	1.00	39,516	39,516
3046	Medical Records Clerk	5	5.00	5	5.00	102,120	104,220
3049	Medical Records Technician	2	2.00	2	2.00	42,864	42,864
3056	Medical Transcriber	1	1.00	1	1.00	23,880	24,312
4099	Assoc. Hospital Administrator	3	3.00	3	3.00	157,932	156,420
4130	Medical Director, Edgemoor	1	1.00	1	1.00	95,436	73,512
4193	Physician	4	3.00	4	3.00	203,004	199,188
4196	Psychiatrist II	2	2.00	2	2.00	192,360	191,304
4250	Pharmacist	2	2.00	2	2.00	115,776	118,008
4260	Pharmacy Technician	1	1.00	1	1.00	24,180	26,676
4402	Geriatrics Therapy Specialist	2	2.00	2	2.00	92,280	94,368
4406	Recreational Therapy Aid	7	7.00	7	7.00	142,632	142,716
4407	Recreational Therapist	4	3.50	4	3.50	109,410	110,964
4408	Recreation Therapy Supervisor	1	1.00	1	1.00	36,684	36,684
4426	Physical Therapy Assistant	3	3.00	3	3.00	73,800	73,836
4445	Speech Pathologist	1	0.50	1	0.50	22,254	19,404
4497	Assistant Chief Nurse	0	0.00	1	1.00	0	57,144
4504	Chief Nurse	1	1.00	1	1.00	62,484	62,484
4533	Inservice Education Coord.	1	1.00	1	1.00	48,096	48,096
4534	Nursing Inservice Instructor	1	1.00	1	1.00	42,612	36,996
4536	Staff Head Nurse	8	8.00	7	7.00	350,112	306,432
4538	Staff Nurse II	58	47.50	58	47.50	1,859,910	1,833,690
4544	Supervising Nurse	6	6.00	6	6.00	298,872	290,952
4613	Hospital Supply Technician	6	6.00	6	6.00	117,936	117,936
4615	Nurses Assistant	225	212.75	225	212.75	4,133,307	4,158,837
4625	Licensed Vocational Nurse	18	18.00	18	18.00	425,304	422,928
4770	Dietitian	4	2.00	4	2.00	61,080	61,080
4771	Chief, Dietetic Services	1	1.00	1	1.00	49,644	38,184
4772	Asst Chief, Dietetic Services	1	1.00	1	1.00	41,832	41,832
4911	Social Services Aid II	2	2.00	2	2.00	37,848	37,968
5250	Sr. Psychiatric Social Worker	1	1.00	1	1.00	36,840	37,032
5260	Social Worker III	1	1.00	1	1.00	28,572	31,692
5263	Sr. Social Work Supervisor	1	1.00	1	1.00	43,092	43,092
5266	Social Worker IV	1	1.00	1	1.00	32,400	33,672
5884	Building Maintenance Engr	4	4.00	4	4.00	125,088	125,088
5885	Bldg. Maintenance Supv.	1	1.00	1	1.00	29,784	29,796
5888	Hosp. Plant/Maint. Super.	1	1.00	1	1.00	39,108	39,036
5905	Carpenter	1	1.00	1	1.00	30,624	30,624
5920	Electrician	1	1.00	1	1.00	33,564	33,564
5940	Painter	2	2.00	2	2.00	58,464	58,464
5950	Plumber	1	1.00	1	1.00	34,176	34,176

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
5967	Senior Painter	1	1.00	1	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	39,936	40,968
6405	Food Service Supervisor	3	3.00	3	3.00	81,396	82,512
6410	Senior Cook	4	4.00	4	4.00	95,568	95,952
6411	Cook	3	3.00	3	3.00	60,660	63,432
6415	Food Services Worker	32	25.00	32	25.00	405,300	408,900
6520	Linen Marker & Distributor	8	8.00	8	8.00	136,896	137,184
6530	Laundry Worker III	1	1.00	1	1.00	18,816	18,816
6531	Laundry Worker II	3	3.00	3	3.00	53,964	53,964
7010	Linen Service Supv.	1	1.00	1	1.00	21,708	21,708
7030	Senior Custodian	1	1.00	1	1.00	19,800	20,592
7031	Custodian	21	21.00	21	21.00	387,072	386,820
7045	Executive Housekeeper	1	1.00	0	0.00	25,296	0
7085	Supervising Custodian	1	1.00	1	1.00	22,836	21,324
7520	Sewing Room Operator	2	2.00	2	2.00	32,712	33,240
7541	Construction & Svc. Wrkr. I	3	3.00	3	3.00	62,748	62,748
	Sub-Total	503	469.25	502	468.25	\$11,751,021	\$11,707,239

CHILDREN, YOUTH & FAMILIES

2302	Administrative Assistant III	1	1.00	1	1.00	\$45,276	\$44,268
2303	Administrative Assistant II	3	3.00	4	4.00	120,060	162,240
2362	Perinatal Provider Netwrk Coord	1	1.00	1	1.00	50,664	52,152
2366	EDP Coordinator, Health Svcs.	1	1.00	0	0.00	52,152	0
2403	Accounting Technician	1	1.00	1	1.00	25,956	26,184
2413	Analyst III	1	1.00	1	1.00	43,596	45,048
2493	Intermediate Account Clerk	8	8.00	8	8.00	158,304	159,840
2510	Senior Account Clerk	1	1.00	1	1.00	23,304	23,076
2700	Intermediate Clerk Typist	37	34.33	37	34.33	683,107	688,864
2710	Junior Clerk Typist	1	1.00	1	1.00	14,832	14,832
2714	Inter. Transcriber Typist	1	1.00	1	1.00	21,564	21,240
2730	Senior Clerk	10	9.25	11	8.92	217,338	210,041
2745	Supervising Clerk	1	1.00	1	1.00	27,084	27,384
2756	Administrative Secretary I	1	1.00	1	1.00	21,216	21,612
2757	Administrative Secretary II	2	2.00	2	2.00	49,584	50,160
2761	Group Secretary	1	1.00	1	1.00	25,608	25,668
4103	Public Health Nutrition Mgr.	1	1.00	0	0.00	37,572	0
4105	WIC Program Manager	0	0.00	1	1.00	0	46,152
4120	Coord. Child Hlth & Dis Prev.	1	1.00	1	1.00	56,652	58,308
4124	Chief, Maternal & Child Health	1	1.00	1	1.00	103,200	103,200
4185	Pediatrician	0	0.00	1	1.00	0	60,852
4192	Senior Physician	2	1.92	0	0.00	143,769	0
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	113,760	119,376
4400	Occupational Therapist II	23	23.00	0	0.00	864,984	0
4410	Physical Therapist II	26	26.00	0	0.00	944,424	0
4421	Pediatric Therapy Spec. I	0	0.00	31	31.00	0	1,104,096
4422	Pediatric Therapy Spec. II	0	0.00	18	18.00	0	688,824
4423	Pediatric Therapy Spec. III	0	0.00	7	7.00	0	287,952
4432	Chief, Rehabilitation Svcs	1	1.00	1	1.00	51,612	52,416
4435	Supervising Therapist	7	7.00	0	0.00	309,960	0
4517	Certified Nurse Practitioner	6	4.00	6	4.25	186,528	198,186
4538	Staff Nurse II	5	3.08	3	2.08	120,731	80,425
4555	Asst Chief Nurse, Public Hlth	0	0.33	0	0.33	19,376	19,376
4560	Chief Nurse, Public Health	1	0.42	1	0.42	26,035	26,035
4565	Public Health Nurse II	69	56.75	68	58.25	2,344,002	2,412,948
4567	Public Health Nurse III	11	10.92	14	13.92	481,687	609,216
4570	Public Health Nurse IV	10	9.50	10	10.00	434,796	501,120
4571	Public Health Nurse Manager	6	5.00	6	5.50	250,500	300,168
4615	Nurses Assistant	4	3.00	3	3.00	77,712	58,644
4625	Licensed Vocational Nurse	3	3.00	5	5.00	70,884	117,480
4768	Senior Dietitian	8	6.00	10	8.00	187,272	252,288
4770	Dietitian	1	0.00	0	0.00	0	0
4773	Nutrition Assistant	3	3.00	3	3.00	73,044	72,288
4844	Supv. Public Health Educator	1	1.00	1	1.00	40,284	40,152

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
4911	Social Services Aid II	23	21.75	23	22.00	411,597	417,648
5221	Eligibility Technician	6	6.00	6	6.00	142,128	142,128
5222	Eligibility Supervisor	1	1.00	1	1.00	26,004	26,556
5255	Patient Svcs. Specialist II	1	1.00	1	1.00	27,420	27,432
5261	Social Worker V	2	2.00	2	2.00	68,304	71,736
8801	Public Health Manager	1	1.00	1	1.00	30,732	45,648
8852	Admin. Child, Youth & Families	0	0.00	1	1.00	0	65,160
	Sub-Total	302	275.25	305	284.00	\$9,282,922	\$9,636,727
OFFICE OF AIDS COORDINATION							
0970	Chief Office of AIDS Coord.	0	0.00	1	1.00	\$0	\$56,892
2313	Mental Hlth Resource Dev. Spec	1	1.00	1	1.00	46,152	42,636
2367	Principal Admin. Analyst	0	0.00	1	1.00	0	49,500
2412	Analyst II	1	1.00	1	1.00	41,064	41,376
2413	Analyst III	2	2.00	1	1.00	87,192	45,048
2757	Administrative Secretary II	1	1.00	1	1.00	24,792	25,080
4107	Hlth. Planning & Prog. Spec.	1	1.00	1	1.00	54,744	54,744
	Sub-Total	6	6.00	7	7.00	\$253,944	\$315,276
ADMINISTRATION							
0305	Asst Dep Dir, Physical Hlth Svcs	0	0.00	0	0.00	\$0	\$0
0951	Asst Dep Dir, Community Hlth Svc	0	0.00	3	3.00	0	209,772
2221	Dep Dir, Public Health Svcs	0	0.00	0	0.00	0	0
2223	Dep. Dir. Community Hlth. Svcs	0	0.00	1	1.00	0	91,932
2304	Administrative Assistant I	0	0.00	1	1.00	0	33,120
2305	Chief, Administrative Svcs (T)	0	0.00	1	1.00	0	52,152
2366	EDP Coordinator, Health Svcs.	0	0.00	1	1.00	0	43,176
2410	Legislative Analyst	0	0.00	1	1.00	0	41,832
2412	Analyst II	0	0.00	1	1.00	0	41,376
2422	Health Svcs. EDP Prog Admin	0	0.00	1	1.00	0	52,152
2730	Senior Clerk	0	0.00	1	1.00	0	23,556
2757	Administrative Secretary II	0	0.00	2	2.00	0	50,160
2758	Administrative Secretary III	0	0.00	2	2.00	0	61,536
3118	Dept'l Computer Specialist I	0	0.00	1	1.00	0	28,260
4107	Hlth. Planning & Prog. Spec.	0	0.00	1	1.00	0	54,744
	Sub-Total	0	0.00	17	17.00	\$0	\$783,768
9999	Extra Help/Rounding Adjustment	0	22.09	0	22.10	\$590,600	\$590,600
	Sub-Total		22.09		22.10	\$590,600	\$590,600
Total		1,225	1,141.51	1,236	1,173.84	\$34,758,081	\$36,157,279
Salary Adjustments:						\$320,435	\$(20,037)
Premium/Overtime Pay:						298,170	298,170
Employee Benefits:						10,656,630	11,317,306
Salary Savings:						(1,279,946)	(1,508,301)
Total Adjustments						\$9,995,289	\$10,087,138
Program Totals		1,225	1,141.51	1,236	1,173.84	\$44,753,370	\$46,244,417

PROGRAM #: 41029
MANAGER: Dan AveraORGANIZATION #: 6000
REFERENCE: 1994-95 Proposed Budget —Pg. 16-33

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$14,375,592	\$14,089,542	\$14,096,971	\$16,244,555	\$15,682,510	(3.5)
Services & Supplies	1,836,188	1,065,243	1,442,160	2,216,481	2,550,976	15.1
Other Charges	61,750	61,791	61,750	61,750	61,750	0.0
Fixed Assets	213,266	36,242	92,812	69,015	237,758	244.5
Reimbursement	0	(19,262)	(30,449)	0	0	0.0
TOTAL DIRECT COST	\$16,486,796	\$15,233,556	\$15,663,244	\$18,591,801	\$18,532,994	(0.3)
PROGRAM REVENUE	(15,549,776)	(14,817,850)	(15,134,017)	(16,417,238)	(16,489,057)	0.4
NET GENERAL FUND CONTRIBUTION	\$937,020	\$415,706	\$529,227	\$2,174,563	\$2,043,937	(6.0)
STAFF YEARS	324.35	303.35	293.25	360.42	337.67	(6.3)

PROGRAM MISSION

Protect and promote environmental health for our community.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The FY 1993-94 Actual costs for Salaries and Benefits are \$2.1 Million less than budgeted as a result of the County-wide hiring freeze and program controls to operate with less than the budgeted 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 1994-95 program reductions caused by decreased revenues eliminating the need to layoff staff.

The \$774,321 savings in Services and Supplies is due to a decreased demand for services offsetting revenue shortfalls.

The FY 1993-94 Actuals for Fixed Assets was within the authorized spending level which was approved in mid-year Board actions.

ACHIEVEMENT OF 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.
A total of 21,012 restaurant inspections were conducted and 97% scored above 90. A total of 6,123 retail food market inspections showed similar results.
2. Provide three inspections each fiscal year for all public swimming pools (18,759 inspections) to protect public swimming safety in San Diego County.
A total of 14,837 pool inspections were conducted. This amount was short of the goal due to restrictions on hiring summer help.
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.
A total of 2,735 housing inspections were conducted.

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.
During FY 1993-94, 91% of septic tank failures occurred in systems 10 years 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.
During FY 1993-94, 99% of all water samples collected from small water systems were in compliance with 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.
148 hazard evaluations of County worksites were conducted in FY 1993-94.
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.
879 radiological health actions were conducted. The budgeted units of 958 were estimated because the radiation contract had not been finalized. (Reimbursement is based on costs, not units).
8. Provide training to 500 County employees on various occupational health and industrial hygiene topics including respiratory protection and asbestos training.
702 County employees were trained on respiratory protection, asbestos awareness, ergonomics, asbestos operations and maintenance and chemical hygiene.
9. Provide 175,000 Vector Control services throughout the county to prevent the transmission of vector-borne diseases.
60,665 vector control services were provided during FY 1993-94. This was less than the budgeted amount because during FY 1993-94, the Vector Surveillance and Control Division changed the way in which units of service are recorded. The change more accurately reflects units of service provided to the public by measuring units of actual service rather than units of labor required to perform the service. The budget for FY 1994-95 reflects this measurement change.
10. Investigate 900 excessive noise complaints and 1,200 housing complaints.
878 noise complaints and 222 variances and licenses were processed. 1,008 housing related complaints were investigated.
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.
6,456 inspections were made of permitted hazardous materials facilities. The number of "small handler" permitted hazardous materials facility inspections was 669 or 74% of the 900 facilities to be inspected over an 18 month period.
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.
The Monitoring Well program inspected, at the time of drilling, 7% (54) of the 815 permitted well sites. The goal of 25% was not reached because of staff shortages and a hiring freeze. Follow up inspections were performed on 76% (622) sites to ensure proper completion and maintenance of permitted wells. The 90% goal was not reached due to staffing deficiencies.
13. Provide emergency response resources to all areas of the County in a timely, cost effective manner.
The Hazardous Materials Management Division (HMMMD) is a Hazardous Incident Response Team (HIRT) contractor to provide emergency response services throughout San Diego County. The contract requires a 60 minute response on the second incident dispatched, 90% of the time. The HMMMD met these contractual requirements for responses in 100% of all responses and responded to 171 chemical emergencies under the budgeted cost.
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.
The San Diego Regional Household Hazardous Materials Program's 24 hour bilingual hotline provided information to 49,896 residents. The schools program and youth presentations reached a total of 16,317 students and teachers, and young people. Community education reached over 453,116 people through multi-cultural events with information distribution.

During FY 1993-94, a total of 442,746 pounds of household hazardous waste (HHW) were diverted from improper disposal in solid waste landfills, sewer and storm drain systems, to one day collection events and permanent HHW service facilities in Chula Vista and Coronado. The one day collections events held throughout the County provided disposal services to 4,926 residents and drop off services at the permanent HHW facilities serviced 2,917 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.
The Solid Waste Division of Environmental Health Services, as the Local Enforcement Agency for solid waste facilities, performed 518 inspections on 105 solid waste facilities during FY 1993-94.

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.
The State Department of Toxic Substances Control did not submit the Border Truck Inspection contract in time for the HMMD to execute the contract in FY 1993-94. (The contract was fully executed on July 27, 1994 for FY 1994-95. The first truck stop inspections at the border were made August 8, 1994.)
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.
The HMMD inspected 807 underground storage tank facilities to verify compliance with applicable laws and regulations for tank monitoring release reporting.
18. To improve informational outreach to the public and other government entities on proper management of hazardous materials.
Outreach efforts during FY 1993-94 focused on establishing cooperative partnerships with businesses and other governmental agencies. The Community Services and Planning Division of Environmental Health Services conducted the following activities within the scope of their outreach program: (1) developed and coordinated the SYNERGY newsletter, designed to give businesses the tools to be proactively involved in the regulatory process; (2) met four times with the EHS/Industry Coordination Group to focus on hazardous waste legislative and regulatory development, information exchange, and outreach issues; (3) held eight multi-agency training and information exchanges with representatives of local agencies and businesses; and (4) made numerous presentation pertaining to pollution prevention to business groups and trade associations.
19. Provide local oversight for unauthorized releases (leaks) from underground storage tanks (UST) in accordance with the State Water Resources Control Board contract.
The Site Assessment and Mitigation (SA/M) Program provided local oversight for 2,274 unauthorized releases from underground storage tanks in accordance with the State Water Resources Control Board contract. During FY 1993-94 SA/M identified 228 new cases and closed a total of 105 cases.
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.
The Underground Storage Tank Construction, Repair/Removal program, through plan check review, inspection and required sampling, issued 451 permits in FY 1993-94. The 451 permits represented 3,115 closures, 1,154 installations and 82 repairs/repipes.
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.
County Counsel determined that a Memorandum of Understanding (MOU) was not feasible; however, the County continues to work with the Regional Water Quality Control Board in overseeing environmental assessments.
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.
All active solid waste facilities are currently in compliance with Federal and State operational standards for Solid Waste facilities.
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.
The Local Enforcement Agency permitted one new compost facility in FY 1993-94 and they are currently in the process of permitting four new large volume transfer stations.
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.
The Local Enforcement Agency for solid waste facilities successfully assisted in the cleanup and closure of two solid waste burn sites and are currently working on six additional sites. They routinely meet with the Regional Water Quality Control Board to discuss projects and priorities.
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.
The Local Enforcement Agency for solid waste facilities routinely meets with city officials at their request to help develop solid waste facilities within their boundaries.
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.
The Local Enforcement Agency for solid waste facilities routinely inspects all waste hauler facilities and responds to complaints to resolve problems. Each solid waste facility inspection includes an evaluation of the solid waste load check program.

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.
Outreach efforts during FY 1993-94 focused on establishing cooperative partnerships with businesses and other governmental agencies. The Community Services and Planning Division of Environmental Health Services conducted the following activities within the scope of their outreach program: (1) developed and coordinated the SYNERGY newsletter, designed to give businesses the tools to be proactively involved in the regulatory process; (2) met four times with the EHS/Industry Coordination Group to focus on hazardous waste legislative and regulatory development, information exchange, and outreach issues; (3) held eight multi-agency training and information exchanges with representatives of local agencies and businesses; and (4) made numerous presentation pertaining to pollution prevention to business groups and trade associations.
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.
The Local Enforcement Agency for solid waste has added new landfill gas monitoring equipment used in conjunction with landfill inspections and complaint investigations. They also work closely with the Air Pollution Control District and managers of landfills to resolve problems. As a result, one landfill (Chollas) has put in a whole new landfill gas control system and seven additional landfills are in the process of installing new landfill gas control systems.
29. Investigate and research all available information on historical solid waste sites to evaluate potential impacts on public health and the environment.
The Local Enforcement Agency for solid waste has researched and investigated all available information on historical solid waste sites. This endeavor has resulted in the location of 33 burn sites and 43 closed sites.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Inspect all health regulated businesses in San Diego County to insure they meet local, state and federal health standards.
2. Investigate citizen complaints regarding Health Code violations where a serious public health or safety issue is involved.
3. Control and monitor mosquitos, rodents, flies and other vectors.
4. Educate the public and County employees regarding environmental health and safety issues.
5. Monitor groundwater and surface water to detect and prevent releases of contaminants and pollutants.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. 90% of all health regulated businesses in San Diego County will meet local, state and federal health standards.
2. 95% of all citizen complaints regarding code violations where a serious public health or safety issue is involved will be responded to in 24 hours or less with corrective action taken immediately.
3. 95% of all vector control services will result in reduced human exposure to vectors, and citizen satisfaction with the action taken.
4. 2,000 members of the public and County employees will be educated regarding environmental health and safety issues.
5. 100% of all installations, repairs and removals of underground storage tanks, wells and septic systems will meet local, state and federal health standards.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The FY 1994-95 direct costs are decreasing by \$58,807 from the FY 1993-94 Budget level. This reduction includes reductions to Salaries and Benefits of \$110,646 (14.42 SY) and an increase to Services and Supplies as a result of internal reorganizations and efficiencies, salary adjustments and termination of the Integrated Leave Program; and reduction to Salaries and Benefits by \$420,644 (11.33 SY) and Services and Supplies by \$26,437 as Reduction Items. Fixed Assets totalling \$237,758 are offset by Salaries and Benefits reductions, therefore not adding to Net County Cost. Change Letter reduced Salaries and Benefits by \$30,755; although 3.00 SY were added, Retirement rate adjustments offset the increased Salary and Benefit cost. Services and Supplies increased for non-salary costs associated with increased grants and contracts.

Other charges in FY 1994-95 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 23.75. Of the staffing reduction 14.42 SY were included in Environmental Health's Budget Change Requests, and 11.33 SY were reduced to offset General Fund costs.

The activities of this program are summarized as follows:

1. Community Food and Housing Program [80.67 SY; E = \$4,318,480; R = \$4,179,650] including regulation of food establishments, apartment houses, swimming pools, trash and debris and dog dropping complaints is:
 - Mandated/Discretionary Service Level.
 - Decreasing 5.33 SY Registered Environmental Health Specialist.
 - Decreasing 1.00 SY Registered Environmental Health Technician (EHT).
 - Decreasing 2.00 SY Clerical.
 - Able to conduct 26,000 Food Handling Establishment Inspections, 18,759 Public Pool Inspections, and 2,558 Multi-Family Housing Inspections.
2. Land Use Program [40.50 SY; E = \$1,484,010; R = \$1,463,838] 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.
 - Decreasing 1.17 SY Environmental Health Land Use Specialists.
 - Decreasing 1.00 SY Environmental Health Technician (EHT).
 - Able to process 3,000 Land Use Projects.
3. Hazardous Materials Management Program [144.50 SY; E = \$8,336,140; R = \$7,048,510] 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.
 - Decreasing .25 SY Hazardous Materials Specialist.
 - Decreasing 4.75 SY Clerical.
 - Decreasing 1.00 SY Hydrogeologist.
 - Decreasing 1.00 SY Radiation Management Specialist.
 - Able to conduct 7,000 Hazardous Materials Inspections.
4. Vector Surveillance & Control District [45.00 SY; E = \$2,702,600; R = \$2,702,600] 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 60,500 Vector Control Services.
 - Decreasing 1.00 SY Clerical.
 - Decreasing 2.00 SY Vector Control Technician.
5. Occupational & Radiological Health Program [13.00 SY; E = \$969,488; 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.
 - Decreasing 1.25 SY Industrial Hygienist.
 - Decreasing 1.00 SY Clerical.
 - Able to provide 4,600 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:
 - Discretionary/Discretionary Service Level.
 - Able to provide fiscal management of approximately \$19,177,477 in revenues from permits, fees, contracts and subventions.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
Bulk Asbestos Analysis Fee	\$6,275	\$3,275	\$3,729	\$454
Radiation Shielding	7,125	10,000	10,500	500
Pumper Truck Permit Fees	9,575	5,500	8,800	3,300
Construction Permits-Septic	206,600	357,837	225,237	(132,600)
Construction Permits-Grading	14,672	47,983	17,983	(30,000)
Monitoring Well Fees	563,000	500,000	500,000	0
Hazardous Materials Division Fees	230,304	219,720	219,720	0
Hazardous Materials Permit Fees	2,732,217	2,365,957	2,771,757	405,800
Base Permit Fee	1,170,499	1,075,622	1,086,022	10,400
Tank Installation Fees	123,784	131,818	138,818	7,000
Tank Closure Fees	174,727	191,575	171,575	(20,000)
Animal Permit Fees	3,185	3,070	3,520	450
Other Misc Permit Fees	6,810	5,220	5,995	775
Food Handling Establishment Fee	2,887,343	2,786,260	2,950,260	164,000
Food Plan Check Fees	296,490	473,331	331,331	(142,000)
Vending Vehicle Permit Fees	224,316	219,970	209,170	(10,800)
Housing Permit Fees	402,971	400,116	408,716	8,600
Water Permit Fees	93,445	53,710	86,010	32,300
Public Pool Permit Fees	795,930	877,508	786,429	(91,079)
Pool Plan Check Fees	27,705	107,800	20,100	(87,700)
Returned Check Fee	1,955	0	0	0
Plan Check & Field Inspection	612,913	1,011,934	755,162	(256,772)
Charges Air Pollution Control Dist.	982	2,500	2,500	0
County DPW Asbestos Analysis Fee	6,646	5,800	5,800	0
Charges in Airport Enterprise Fund	1,324	0	0	0
Mobile Home Parks	82,034	85,039	85,039	0
Other Charges	3,295	0	0	0
Sub-Total	\$10,686,122	\$10,941,545	\$10,804,173	\$(137,372)
CONTRACTS:				
Military Local Oversight Program	0	79,141	0	(79,141)
Military Underground Tank Program	5,915	14,001	60,500	46,499
State-Radiation Control Program	390,034	445,840	445,840	0
State Grant CIWMB	0	39,299	39,299	0
State Toxic Substances	0	110,000	376,426	266,426
Housing/Community Development	13,338	0	0	0
City SD Household Toxics	219,917	192,800	222,800	30,000
San Diego Zoological Society	117,157	120,000	120,000	0
Unified Disaster Council-H.I.R.T. (Hazardous Mat'l Incident Response Team)	320,678	211,693	320,026	108,333
Office of Disaster Preparedness	10,384	10,000	10,000	0
State - Leaking Underground Tanks	1,475,151	1,309,477	1,400,000	90,523
County DPW-Road Fund	36,572	0	0	0
County DPW-Solid Waste Enforcement	421,326	1,073,033	681,705	(391,328)
County/DPW-Household Toxics	427,319	626,165	626,165	0
City (San Diego)-Solid Waste	115,000	40,000	125,000	85,000
City SD Misc Enforce Svcs	14,319	2,665	2,665	0
City SD Mission Bay Water Monitor	18,236	13,628	13,628	0
Encina Water District-Household Toxics	1,500	7,500	7,500	0
County-So. CA Hazardous Waste Mgmt. Authority-Joint Powers Agreement	39,592	30,000	30,000	0
City (Chula Vista)-Household Toxics	5,220	0	0	0
Sweetwater Cross Conn Control	128,143	124,393	124,393	0
City (Escondido) Noise Control	585	1,000	1,000	0
City (Oceanside) Industrial Hygiene	0	2,000	0	(2,000)
City (Oceanside) Noise	564	10,000	1,000	(9,000)
City (Vista)-Noise Control	7,000	4,750	4,500	(250)
City (Chula Vista) Industrial Hygiene	1,819	1,700	1,700	0
City (Del Mar) Noise Control	1,000	1,000	0	(1,000)
City (Encinitas) Noise Control	9,500	9,000	9,000	0
City (La Mesa) Industrial Hygiene	1,450	3,000	1,500	(1,500)
City (Solana Beach) Noise Control	3,000	2,174	1,000	(1,174)
Helix Water District Industrial Hygiene	2,274	2,274	2,274	0
San Diego City Industrial Hygiene	14,428	21,000	21,000	0
City (San Diego) Water Utilities Vector Control	11,587	20,762	20,762	0
Unified Port Dist Rodent Ctr	23,201	34,472	34,472	0
Sub-Total	\$3,836,209	\$4,562,767	\$4,704,155	\$141,388

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GRANTS:				
U.S. EPA Pollution Prevention	36,745	0	49,097	49,097
State Pollution Prevention	49,800	0	49,800	49,800
U.S. EPA Groundwater	21,492	0	0	0
Federal Grant (Fed. Emergency Mgmt. Agency)	17,953	0	0	0
Sub-Total	\$125,990	\$0	\$98,897	\$98,897
OTHER:				
Fines and Penalties	\$198,331	\$85,100	\$202,900	\$117,800
Jury or Witness Fee	5,606	0	0	0
Other Miscellaneous Revenue	303,915	139,300	295,800	156,500
Prior Year State Revenue	209,143	0	0	0
Sanitation Other Govt-Vector Control Dist.	2,566,448	2,955,985	2,841,348	(114,637)
Misc. Revenue Prior Year	(134,063)	0	0	0
EHS' revenue directed to Public Health Services' programs for support services	(120,937)	(172,275)	(172,275)	0
Sub-Total	\$3,028,443	\$3,008,110	\$3,167,773	\$159,663
REALIGNMENT:				
Health Account - Vehicle License Fees	\$635,955	\$668,905	\$668,905	\$0
Sub-Total	\$635,955	\$668,905	\$668,905	\$0
Total Direct Program Revenue	\$18,312,719	\$19,181,327	\$19,443,903	\$262,576
Department Overhead and County External Overhead Allocation:	\$(3,178,702)	\$(2,764,089)	\$(2,954,846)	\$(190,757)
Total	\$15,134,017	\$16,417,238	\$16,489,057	\$71,819

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
REALIGNMENT MATCH :				
Health Account - Vehicle License Fees	\$174,837	\$183,896	\$183,896	\$0
Sub-Total	\$174,837	\$183,896	\$183,896	\$0
GENERAL FUND SUPPORT:				
	\$508,346	\$1,990,667	\$1,860,041	\$(130,626)
Sub-Total	\$508,346	\$1,990,667	\$1,860,041	\$(130,626)
Total	\$683,183	\$2,174,563	\$2,043,937	\$(130,626)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Fiscal Year 1994-95 total direct program revenues are increasing by \$262,576 from the FY 1993-94 Adopted Budget level, with decreased contracts offset by other contract increases.

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

The \$1,860,041 showing as General Fund Support exceeding the required match is the result of Discretionary Overmatch for general fund activities to which the Board has continuously supported. These activities include the following: Occupational Health \$596,723; Proposition 65 \$231,713; Water/Housing/Sewage \$493,429; Hazardous Incident Response Team \$226,388; Jail & Detention Facilities \$4,538; Non-Permitted Food Sites \$51,121; Non-Permitted Housing Sites \$12,195; Contaminated Sites \$159,195; Non-Permitted Hazardous Materials Sites \$6,546; and Noise Control \$78,193.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment	1	Lot	\$65,000
Data Processing Equipment	1	Lot	99,763
Engineering/Industrial Equipment	1	Lot	18,300
Electronic Equip - Audio/Video	1	Lot	1,195
Specialized Depart & Safety Equip	1	Lot	2,000
Total			\$186,258

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Communication Equipment	1	Lot	\$9,000
Vehicles/Transport Equipment	1	Lot	42,500
Total			\$51,500

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Environmental Health Services					
% OF RESOURCES: 100%					
WORKLOAD					
Food Handling Estab Inspections (a)	29,357	25,553	27,135	29,896	26,000
Land Use Projects (b)	4,582	3,504	2,780	3,700	3,000
Multi Family Housing Inspections (d)	3,093	3,695	2,735	2,558	2,600
Public Pool Inspections (c)	18,763	22,278	14,837	18,759	20,000
Hazardous Materials Inspections (a)	6,840	6,661	7,125	6,700	7,000
Medical Waste Inspections	433	646	979	600	900
Occupational Health Services	5,162	7,042	6,180	5,500	4,600
Vector Control Services (a)	184,101	159,646	60,665	175,000	60,500
EFFICIENCY/OUTPUT					
Food Handling Estab Inspections	\$ 92.02	\$100.30	\$ 97.82	\$ 96.88	\$111.36
Land Use Projects (d)	\$307.49	\$329.46	\$310.62	\$329.93	\$321.48
Multi Family Housing Inspections	\$ 97.66	\$109.08	\$153.29	\$119.49	\$187.47
Public Pool Inspections	\$ 41.17	\$ 37.42	\$ 46.11	\$ 36.31	\$ 41.69
Hazardous Materials Inspections	\$573.59	\$534.37	\$532.99	\$531.26	\$531.55
Medical Waste Inspections	\$365.29	\$327.86	\$337.62	\$327.59	\$354.04
Occupational Health Services	\$165.24	\$125.24	\$143.52	\$167.96	\$171.17
Vector Control Services	\$ 15.02	\$ 16.07	\$ 44.63	\$ 14.75	\$ 43.29
EFFECTIVENESS/OUTCOME					
Percent of Restaurants Scoring 90%	96.0%	96.0%	97.0%	95.0%	95.0%
Percent of Small Water Systems Samples Meeting State Bacteriological Standards	95.0%	99.0%	99.0%	95.0%	96.0%
Percent of Septic Tank Failures in Systems 10 Years or Older	94.0%	91.0%	91.0%	90.0%	90.0%
Response to Noise Complaints Within 3 Working Days	81.0%	87.0%	85.0%	80.0%	80.0%
Response to Vector Complaints Within 3 Working Days	80.0%	82.6%	76.0%	80.0%	80.0%
Percent of Pool Inspections in Compliance with State Regulations	55.0%	50.0%	58.0%	60.0%	60.0%
Percent of Inspected Establishments in Substantial Compliance with State Standards for Hazardous Materials Requirements	67.0%	73.0%	81.0%	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 and in FY 1993-94 due to fewer projects being submitted.

(c) The budgeted workload measure was reduced from four to three inspections per year in FY 1991-92. Work output in FY 1993-94 was down due to restrictions on hiring.

PERFORMANCE INDICATORS

1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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(d) Number of inspections in FY 1993-94 were down from FY 1992-93 due to more thorough in-depth inspections being done.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0952	Asst Dep Dir, Envrnmntl Hlth	1	1.00	1	1.00	\$64,056	\$64,056
2230	Dep Dir, Envrnmntl Hlth Svcs	1	1.00	1	1.00	82,248	82,248
2302	Admin Assistant III	3	3.00	3	3.00	135,828	132,804
2303	Admin Assistant II	2	2.00	2	2.00	80,040	81,120
2304	Admin Assistant I	4	4.00	4	4.00	132,288	132,480
2368	Admin Svcs Manager I	1	1.00	1	1.00	52,152	52,152
2427	Assoc Systems Analyst	3	3.00	3	3.00	148,824	146,736
2493	Intermediate Account Clerk	3	3.00	3	3.00	59,364	59,940
2525	Sr. Systems Analyst	0	0.00	1	1.00	0	49,896
2700	Intermediate Clerk Typist	51	48.50	40	37.75	964,956	757,416
2725	Principal Clerk I	0	0.00	1	1.00	0	26,532
2729	Office Support Secretary	2	2.00	2	2.00	42,192	45,456
2730	Senior Clerk	10	10.00	10	10.00	234,960	235,560
2745	Supervising Clerk	3	3.00	3	3.00	81,252	82,152
2756	Admin Secretary I	6	6.00	6	6.00	127,296	129,672
2757	Admin Secretary II	5	5.00	5	5.00	123,960	125,400
2758	Admin Secretary III	1	1.00	1	1.00	30,672	30,768
3008	Sr. Word Processor Operator	1	1.00	1	1.00	25,596	25,596
3009	Word Processor Operator	2	2.00	2	2.00	44,328	45,576
3114	Microcomputer Programmer	1	1.00	1	1.00	31,368	32,940
3119	Dept'l Computer Specialist II	1	1.00	1	1.00	33,312	35,208
3120	Dept'l Computer Specialist III	2	2.00	2	2.00	80,328	83,664
3161	Supv Industrial Hygienist	1	1.00	1	1.00	54,696	54,696
3163	Industrial Hygienist I	1	0.25	0	0.00	0	0
3615	Asst Civil Engineer	1	1.00	1	1.00	38,112	43,908
3692	Hydrogeologist	3	3.00	2	2.00	138,780	94,776
3710	Public Health Engineer	1	1.00	1	1.00	60,936	56,928
3857	Industrial Hygienist II	6	6.00	5	5.00	293,400	247,560
3860	Chf, Occupational/Radiol. Hlth	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 Hlth Technician	6	6.00	4	4.00	119,376	82,752
4708	Asst Chf, Comm Food & Hsg	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 Hlth Spec I	28	28.00	24	23.67	889,728	776,172
4740	Env Hlth Land Use Spec II	14	13.17	12	12.00	489,010	465,552
4741	Env Hlth Land Use Spec III	8	8.00	8	8.00	343,968	348,576
4742	Env Hlth Land Use Spec IV	3	3.00	3	3.00	146,304	146,304
4745	Registered Env Hlth Spec II	26	26.00	26	26.00	984,984	975,936
4748	Asst Chf, Haz Mat Mgmt	1	1.00	1	1.00	60,576	60,576
4751	Hazardous Materials Spec I	8	8.00	5	4.25	246,048	142,341
4752	Hazardous Materials Spec II	60	59.50	63	63.00	2,394,756	2,573,424
4753	Hazardous Materials Spec III	23	23.00	23	23.00	1,051,836	1,053,216
4754	Hazardous Materials Spec IV	5	5.00	5	5.00	249,480	249,540
4755	Registered Env. Hlth Spec III	10	10.00	10	10.00	429,960	428,400
4756	Chf, Hazardous Materials Mgmt	1	1.00	1	1.00	51,312	60,576
4757	Radiation Mgt Specialist	4	4.00	3	3.00	162,288	121,752
4758	Registered Env Hlth Spec IV	3	3.00	2	2.00	133,416	88,968
4761	Vector Control Tech II	23	23.00	23	23.00	672,336	685,032
4762	Vector Control Tech III	7	7.00	5	5.00	232,764	160,860
4766	Vector Control Tech IV	4	4.00	4	4.00	152,640	152,640
4767	Sr Vector Ecologist	3	3.00	3	3.00	144,504	144,540
4769	Vector Surv & Ctrl Mgr	2	2.00	2	2.00	106,896	98,736
9999	Extra Help	0	3.00	0	3.00	95,785	95,785
Total		362	360.42	338	337.67	\$12,689,387	\$12,237,394

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
	Salary Adjustments:					\$(4,982)	\$(32,655)
	Premium/Overtime Pay:					181,714	181,714
	Employee Benefits:					3,703,224	3,701,667
	Salary Savings:					(334,835)	(405,610)
	Total Adjustments					\$3,545,121	\$3,445,116
	Program Totals	362	360.42	338	337.67	\$16,234,508	\$15,682,510

PROGRAM #: 42001
 MANAGER: Stephen M. Harmon

ORGANIZATION #: 6000
 REFERENCE: 1994-95 Proposed Budget —Pg. 16-43

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$34,296,487	\$32,286,219	\$32,461,161	\$31,934,963	\$32,540,673	1.9
Services & Supplies	30,948,547	32,130,257	34,854,962	31,959,091	36,039,804	12.8
Other Charges	5,985,839	8,575,540	9,686,815	6,734,976	6,778,276	0.6
Fixed Assets	143,788	140,463	7,523	0	107,719	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$71,374,661	\$73,132,479	\$77,010,461	\$70,629,030	\$75,466,472	6.8
PROGRAM REVENUE	\$(56,931,066)	\$(59,450,966)	\$(64,893,959)	\$(60,657,760)	\$(65,811,395)	8.5
NET GENERAL FUND CONTRIBUTION	\$14,443,595	\$13,681,513	\$12,116,502	\$9,971,270	\$9,655,077	(3.2)
STAFF YEARS	722.11	665.13	658.31	699.9	694.23	(0.8)

PROGRAM MISSION

To promote mental health and eliminate the debilitating effects of mental illness. The purpose of MHS is to provide, within the limited of existing funding, a comprehensive system of treatment, rehabilitation, and prevention-oriented services for persons who are persistently mentally disordered and who are unable to access services in the private sector.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

This program's authorized expenditure level at the end of FY 1993-94 was \$75.4 Million which includes a \$600,000 increase to Salary and Benefit appropriations related to the termination of the Integrated Leave Program. When compared to the FY 1993-94 Estimated Actuals of \$77.0 Million there is a resulting \$1.6 Million overexpenditure. This overexpenditure was offset by savings generated in other areas of the Department of Health Services. This program's fiscal concerns centered around the budgeted appropriation level for the payment of this County's utilization of State Mental Health Hospital Beds. The number of San Diego County residents requiring the level of care (locked facilities) for patients of danger to themselves or others has exceeded the State allocation/budgeted level. This allocation level has not increased since FY 1990-91 while the number of bed days funded has been eroded by increasing per bed day cost. The patient load during that same four year period will have increased from 76 to 104 patients. Efforts are continuing to mitigate this financial problem through the placement of patients at less expensive and privately operated facilities.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- Between admission and discharge, for adults who complete treatment, the mean Global Assessment of Functioning (GAF) 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.
 For FY 1993-94, GAF scale scores report the following improvement between admission and discharge:
 - 24-hour services, an improvement of 9 points;
 - Outpatient services, an improvement of 2 points;
 - Day Treatment, an improvement of 1 point.

In addition, Case Management service clients showed a 2 point improvement. Meeting, and in some cases exceeding, the objectives is significant considering that San Diego Mental Health Services continues to focus service delivery on the most severely and persistently disabled individuals.

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.

For FY 1993-94, GAF scale scores report the following improvement between admission and discharge:

- 24-hour services, an improvement of 8 points;
- Outpatient services, an improvement of 2 points;
- Day Treatment, an improvement of 1 point.

The 24-hour care point improvement at 8 points exceeds the objective. These services were provided at the Loma Portal Mental Health Facility.

The 2 point improvement at discharge from outpatient services reflects the favorable impact of this treatment modality on the well being of clients served.

The 1 point improvement for discharge from partial day treatment reflects the increased severity of impairments of seriously Emotionally Disturbed (S.E.D.) youth served in this modality which is a consequence of efforts to sustain youth in their homes and local community. Out-of-home placements for S.E.D. youth were reduced by 12% from the FY 1992-93 level. The day treatment programs have been augmented in recent years to better support the intensive service needed by these youth to succeed in school and community settings.

An improvement of 2 points has also been documented for youth served in case management services. These services target youth receiving residential care and results show improvement.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. **24-hour Services:** Provide 140,813 days of 24-hour care.
2. **Outpatient Services:** Provide 183,304 outpatient visits.
3. **Partial Day Treatment Services:** Provide 159,431 days of treatment.
4. **Community Client Care Services:** Provide 106,418 contacts of community services.
5. **Case Management Services:** Provide case management services to 4,400 clients and 73,000 supplemental rate days.
6. **Special Programs:** Train 90 mental health clients in employment skills; coordinate 23,000 hours of volunteer services; provide 10 Mental Health Board meetings to comply to State mandates; provide 1,500 hours of public relation services.
7. **Program Support:** Provide program support services to Mental Health Services system.
8. **Administration:** Provide administration and management to 95 county and contracted programs.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Between admission and discharge of adults in various treatment modes, their progress is measured by the Global Assessment of Functioning (GAF) Scale. This scale, which uses nine different categories of psychological, social and occupational functioning, assists clinicians in determining where the patient is on a continuum between nearly total mental disorder and dysfunction (category 1 to 10) to general absence of symptoms (category 81 to 90). The patient must improve 8 points to be discharged from 24-hour care, 2 points for discharge from outpatient care, and 1 point for discharge from partial day treatment.
2. The same GAF Scale (#1 above) is also used to measure the treatment progress of children and adolescents. For youth, the improvement shall be 6 points for discharge from 24-hour care, 1 point for discharge from outpatient care and 2 points for discharge from partial day treatment.
3. Mental Health Services will continue to participate in the California State Department of Mental Health mandated "Adult Performance Outcome Survey" and will implement the "Child and Youth Performance Outcome Survey" when it is finalized (target date October 1994).

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. **24-Hour Services** [266.16 SY; E = \$33,059,707; R = \$29,621,612] 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.
 - Able to provide 168,203 days of 24-hour care.

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2. Outpatient Services [122.49 SY; E = \$13,515,692; R = \$11,038,485] provides diagnosis and treatment on a regularly scheduled basis for adults, adolescents and children. These services are:
 - Mandated/Discretionary Service Level.
 - Able to provide 183,304 outpatient visits.
 3. Partial Day Treatment Services [59.08 SY; E = \$12,464,334; R = \$11,472,255] 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. Community Client Care Services [66.67 SY; E = \$4,737,455; R = \$3,265,502] 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.
 - Able to provide 106,418 community client care services.
 5. Case Management Services [66.42 SY; E = \$5,033,699; R = \$4,299,030] 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.
 6. Special Programs [6.92 SY; E = \$1,248,055; R = \$1,232,978]
 - Mandatory/Discretionary Service Level.
 - Employment Services, Mental Health Advisory Board, Volunteer Coordinator, Public Relations, etc.
 7. Program Support Services [90.33 SY; E = \$4,754,118; R = \$4,294,425]
 - Mandated/Discretionary Service Level.
 - Includes Technical and Administrative Support; computerized billing and data system; eligibility determination; budget and revenue development; Contract Administration unit; Program Review and Development; Staff Development; Quality Management-Utilization Review; and Medical Records.
 8. Mental Health General Administration [16.16 SY; E = \$653,412; R = \$587,108] administers County Short-Doyle Mental Health treatment systems including 95 County and contracted program elements. These functions are:
 - Mandated/Discretionary Service Level.
 - 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
Patient Fee, Insurance Revenues and Medicare	\$1,709,495	\$1,610,630	\$4,220,446	\$2,609,816
Medi-Cal Federal Financial Participation	12,122,041	14,339,838	12,075,996	(2,263,842)
Medi-Cal SB910 Case Management	5,935,612	1,674,778	5,861,674	4,186,896
Dupl Charges Records & Files	7,809	0	0	0
Other Gov't (Imperial County)	0	86,746	0	(86,746)
Prior Year Federal Medi-Cal	561,409	0	0	0
Sub-Total	\$20,336,366	\$17,711,992	\$22,158,116	\$4,446,124
SUBVENTIONS:				
S.E.P.-AB 3632 (11.11% match)	\$825,374	\$934,272	\$813,557	\$(120,715)
State Mandated Costs (Conditional Release Program)	668,972	678,591	668,972	(9,619)
SB 855 Disproportionate Share Trust Funds	217,488	90,000	90,000	0
SLIAG	967,133	0	0	0
Vehicle License Fees (legislative backfill Tobacco Tax)	1,752,993	0	430,500	430,500
SB900 Trust Fund Interest	79,384	0	0	0
FY 1991-92 Short-Doyle Cost Report Settlement	325,772	0	0	0
Sub-Total	\$4,837,116	\$1,702,863	\$2,003,029	\$300,166
GRANTS: (No Match Required)				
Federal Block Grant - ADAMHA-SAMHSA	\$118,000	\$118,000	\$118,000	\$0
SAMHSA Supplemental	1,131,646	617,253	1,623,248	1,005,995
Other State Aid/Grants - PATH	259,977	256,967	254,612	(2,355)
NIMH Related Trust Fund	244,282	242,339	215,520	(26,819)
McKinney NIMH Homeless/Demonstration	726,762	670,418	287,457	(382,961)
CARES	85,000	85,000	85,000	0
Early Mental Health Initiative (formerly PIP)	59,844	78,978	61,894	(17,084)
Rehabilitation Cooperative Program	253,797	398,840	398,840	0
City of Carlsbad Block Grant	2,854	7,500	0	(7,500)
DSS Family Preservation Project (Foster Care)	0	77,892	0	(77,892)
Nutrition Center Grant	0	6,975	6,975	0
CALTRANS Employment Services	500,902	0	565,947	565,947
Prior Year Miscellaneous Revenue	52,463	0	0	0
Misc State Revenue	6,255	0	0	0
Sub-Total	\$3,441,782	\$2,560,162	\$3,617,493	\$1,057,331
REALIGNMENT REVENUE:				
Mental Health Account - Realignment	\$45,863,093	\$48,139,380	\$48,139,380	\$0
Realignment Allocations:				
DSS Conservator	(1,240,417)	(1,240,417)	(1,240,417)	0
Mental Health Counselor	(750,557)	(750,557)	(750,557)	0
Public Health Lab	(283,024)	(405,263)	(284,548)	120,715
Sub-Total	\$43,589,095	\$45,743,143	\$45,863,858	\$120,715
Total Direct Program Revenue	\$72,204,359	\$67,718,160	\$73,642,496	\$5,924,336
Department Overhead and County External Overhead Allocation:	\$(7,310,400)	\$(7,310,400)	\$(7,831,101)	\$(520,701)
Total	\$64,893,959	\$60,407,760	\$65,811,395	\$5,403,635

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
REALIGNMENT MATCH:				
Mental Health Account - Sales Tax (Fixed Amount)	\$4,701,332	\$4,701,332	\$4,701,332	\$0
S.E.P. - AB3632 Match	91,699	103,808	90,386	(13,422)
Sub-Total	\$4,793,031	\$4,805,140	\$4,791,718	\$(13,422)
OTHER MATCH REQUIREMENTS:				
SB 910 Medi-Cal Match:	\$2,340,318	\$558,259	\$2,288,286	\$1,730,027
Sub-Total	2,340,318	558,259	2,288,286	1,730,027
GENERAL FUND SUPPORT COSTS:				
	\$4,983,153	\$4,607,871	\$2,575,073	\$(2,032,798)
Sub-Total	\$4,983,153	\$4,607,871	\$2,575,073	\$(2,032,798)
Total	\$12,116,502	\$9,971,270	\$9,655,077	\$(316,193)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The required match for Mental Health Realignment Sales Tax revenues is currently a fixed amount of \$4,701,332. The match on Special Educational Pupil Funds (AB 3632) is \$90,386 (11.11%). Medi-Cal SB 910 reimbursement for case management services requires that a minimum of one-quarter of the cost be County cost. This County cost of \$2,288,286 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 related to Adult Forensic Psychiatric services which are not eligible as Match.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment	1	Lot	\$25,924
Data Processing Equipment	1	Lot	57,795
Laboratory/Med/Institutional	1	Lot	2,300
Total			\$86,019

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Communication Equipment	1	Lot	\$21,700
Total			\$21,700

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95* Budget
ACTIVITY A:					
Mental Health					
% OF RESOURCES: 100%					
WORKLOAD					
24 Hour Services:					
Local Inpatient & Residential State Hospitals & Alternatives	106,262 28,625	112,595 33,697	108,921 35,705	144,700 25,900	112,257 28,556
Outpatient Services:					
Visits:	188,568	200,596	248,237	183,304	183,304
Partial Day Treatment Services:					
Days:	163,525	198,219	152,422	143,828	159,431
Community Client Care Services:					
Hours:	112,960	128,243	151,741	164,036	106,418
Case Management Services:					
Service Hours *(3):	71,819	76,906	166,039	73,000	73,000
Supplemental Rate Bed Days:	94,206	66,467	72,092	73,000	73,000
EFFICIENCY/OUTPUT (Cost per Unit)					
24 Hour Services:					
Local Inpatient & Residential	\$255.70	\$212.30	\$217.59	\$164.29	\$210.89
State Hospitals & Alternatives	\$235.28	\$278.74	\$301.85	\$260.04	\$235.85
Outpatient Services:					
Visits:	\$110.48	\$106.50	\$ 89.46	\$105.83	\$105.83
Partial Day Treatment Services:					
Days:	\$ 49.57	\$ 63.36	\$ 67.13	\$ 40.05	\$ 43.18
Community Client Care Services:					
Hours:	\$ 40.52	\$ 42.41	\$ 37.94	\$ 29.94	\$ 29.94
Case Management Services:					
Service Hours *(3):	\$ 81.65	\$ 73.03	\$ 41.93	\$ 65.00	\$ 65.00
Supplemental Rate Bed Days:	\$ 12.26	\$ 12.00	\$ 11.61	\$ 12.23	\$ 12.23
EFFECTIVENESS/OUTCOME					
Average points of improvement for adult clients (Global Assessment Scale)					
24-Hour Treatment	9	9	9	8	8
Partial Day Treatment	2	1	1	1	1
Outpatient Treatment	3	2	2	2	2
Average points of improvement for children & adolescents (Global Assessment Scale)					
24-Hour Treatment	6.3	6	8	6	6
Partial Day Treatment	0.2	2	1	2	2
Outpatient Treatment	4.0	1	2	1	1
Case Management	N/A	N/A	2	0	2

* 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	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
24-HOUR CARE							
0301	Mental Health Hospital Admin.	2	0.50	2	1.50	\$31,902	\$92,970
0335	Clinical Director, MHS	0	0.17	0	0.17	18,690	18,690
0340	Medical Director	2	1.50	2	1.50	170,100	170,100
2304	Admin. Assistant I	1	1.00	1	1.00	33,120	33,120
2412	Analyst II	1	0.50	1	0.50	20,532	20,688
2700	Intermediate Clerk Typist	6	6.00	6	6.00	120,384	120,384
2706	Admissions Clerk	5	5.00	5	5.00	108,360	108,360
2707	Senior Admissions Clerk	2	1.50	2	1.50	34,074	34,074
2708	Hospital Unit Clerk	3	3.00	3	3.00	63,072	63,072
2709	Departmental Clerk	1	1.00	1	1.00	15,636	15,636
2730	Senior Clerk	5	5.00	5	5.00	117,780	117,780
2745	Supervising Clerk	1	1.00	1	1.00	27,084	27,384
2756	Administrative Secretary I	0	0.17	0	0.17	3,602	3,602
2757	Administrative Secretary II	4	4.17	3	3.33	104,500	83,600
2761	Group Secretary	2	2.00	2	2.00	51,336	51,336
3042	Medical Records Manager	2	1.75	2	1.75	66,903	69,153
3046	Medical Records Clerk	5	4.50	5	4.50	122,544	93,798
3049	Medical Records Technician	1	0.75	1	0.75	16,074	16,074
3055	Sr. Medical Records Tech.	1	1.00	1	1.00	26,316	26,316
4099	Assoc. Hospital Administrator	1	1.00	1	1.00	52,140	52,140
4109	Chief Forensic MHS	1	0.50	1	0.50	33,096	33,096
4118	Forensic Services Manager	0	0.50	1	0.00	28,062	0
4135	Assoc. Medical Director	1	0.50	1	0.50	59,568	59,568
4162	Consultant, Internal Medicine	1	0.75	1	0.75	68,679	68,679
4192	Senior Physician	2	1.08	2	1.08	83,486	83,486
4193	Physician	2	1.17	1	1.00	77,462	66,396
4195	Supervising Psychiatrist	2	2.00	2	2.00	202,320	202,320
4196	Psychiatrist II	3	2.50	3	2.50	239,130	239,130
4198	Psychiatrist I	1	1.00	1	1.00	74,640	74,640
4199	Psychiatrist III	6	2.83	6	2.83	269,246	269,246
4314	Utilization Review Specialist	1	0.50	1	0.50	21,024	21,024
4400	Occupational Therapist II	4	3.00	4	3.00	107,928	107,928
4406	Recreational Therapy Aid	1	1.00	1	1.00	20,388	20,388
4407	Recreational Therapist	6	6.00	6	6.00	190,224	190,224
4408	Recreation Therapy Supervisor	1	1.00	1	1.00	36,684	36,684
4504	Chief Nurse	3	2.25	3	2.25	140,589	140,589
4517	Certified Nurse Practitioner	1	0.75	1	0.75	34,974	34,974
4525	Psychiatric Nurse II	52	51.33	52	51.33	2,048,200	2,048,200
4526	Head Psychiatric Nurse	4	3.92	4	3.92	171,456	171,456
4527	Clinical Nurse Specialist	5	5.00	5	5.00	249,540	249,540
4531	Psych. Inservice Educ. Coord.	1	1.00	1	1.00	48,096	48,096
4535	Psych. Nursing Insrvc. Instruc.	1	1.00	1	1.00	42,612	42,612
4618	Psychiatric Technician	8	7.50	8	7.50	179,010	179,010
4625	Licensed Vocational Nurse	44	43.25	46	45.25	1,016,202	1,063,194
4831	Mental Health Consultant II	3	2.00	3	2.00	69,864	69,864
4839	Mental Health Aid	32	32.00	30	30.00	682,752	640,080
5087	Sr. Clinical Psychologist	8	7.08	8	7.08	336,090	336,090
5249	Psych. Social Worker Coord.	1	1.00	1	1.00	43,404	43,404
5250	Sr. Psychiatric Social Worker	11	8.50	11	8.50	314,772	314,772
6520	Linen Marker & Distributor	3	2.50	3	2.50	42,870	42,870
7030	Senior Custodian	2	2.00	2	2.00	41,184	41,184
7031	Custodian	17	17.00	17	17.00	313,140	313,140
7085	Supervising Custodian	1	1.00	1	1.00	21,324	21,324
7520	Sewing Room Operator	1	0.50	1	0.50	8,310	8,310
	Sub-Total	275	255.42	274	254.91	\$8,520,475	\$8,499,795

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
OUTPATIENT SERVICES							
0301	Mental Health Hospital Adminis.	0	0.17	0	0.17	\$10,330	\$10,330
0335	Clinical Director, MHS	0	0.17	0	0.17	18,690	18,690
0340	Medical Director	0	0.17	0	0.17	18,900	18,900
2303	Administrative Assistant II	1	0.75	1	0.75	30,015	30,420
2355	Regional Manager, MHS	3	2.08	3	2.08	116,925	116,925
2411	Analyst I	1	0.50	1	0.50	17,568	17,658
2412	Analyst II	4	3.42	4	2.75	121,481	113,784
2493	Intermediate Account Clerk	1	0.00	1	0.00	0	0
2700	Intermediate Clerk Typist	16	14.42	17	15.42	266,938	309,320
2709	Departmental Clerk	1	1.00	0	0.00	16,248	0
2730	Senior Clerk	7	5.92	7	5.92	138,939	139,373
2745	Supervising Clerk	0	0.50	0	0.50	13,542	13,692
2756	Administrative Secretary I	1	1.17	1	1.17	24,752	25,214
2757	Administrative Secretary II	2	1.92	2	2.08	47,518	52,250
2761	Group Secretary	1	1.00	1	1.00	25,608	25,668
3042	Medical Records Manager	0	0.17	0	0.17	5,106	6,586
3046	Medical Records Clerk	5	4.25	5	4.25	81,696	88,587
3049	Medical Records Technician	0	0.17	0	0.17	3,572	3,572
4108	Mental Health Program Mgr.	10	10.25	10	10.25	490,524	491,262
4109	Chief Forensic MHS	0	0.50	0	0.50	32,454	33,096
4117	Chief Child & Adolescent Svcs.	1	1.00	1	1.00	56,124	56,124
4118	Forensic Services Manager	1	0.50	0	0.50	28,062	28,386
4119	Juvenile Forensic Svcs. Mgr.	0	0.50	0	0.50	25,164	25,164
4195	Supervising Psychiatrist	3	2.75	3	2.75	278,157	278,190
4196	Psychiatrist II	19	7.83	19	7.83	753,410	749,274
4199	Psychiatrist III	10	5.58	10	5.58	544,241	530,573
4504	Chief Nurse	0	0.50	0	0.67	31,242	41,656
4525	Psychiatric Nurse II	12	12.33	14	14.08	491,064	561,925
4527	Clinical Nurse Specialist	1	1.00	1	1.00	51,108	49,908
4618	Psychiatric Technician	2	2.00	0	0.00	47,736	0
4625	Licensed Vocational Nurse	5	5.00	3	3.00	118,140	70,488
4831	Mental Health Consultant II	3	1.50	3	1.50	52,398	52,398
4833	Mental Hlth. Case Mgmt. Asst.	1	1.00	1	1.00	22,968	22,968
5087	Sr. Clinical Psychologist	10	6.25	10	6.25	296,550	296,550
5250	Sr. Psych. Social Worker	32	27.17	32	27.17	1,006,036	1,006,036
5251	Psychiatric Social Worker	1	1.00	1	1.00	33,300	33,300
	Sub-Total	154	124.44	151	121.85	\$5,316,506	\$5,318,267

PARTIAL DAY TREATMENT SERVICES

0301	Mental Health Hospital Admin.	0	0.33	0	0.33	\$20,660	\$20,660
0335	Clinical Director, MHS	0	0.17	0	0.17	18,690	18,690
0340	Medical Director	0	0.08	0	0.33	9,450	37,800
2412	Analyst II	0	0.08	0	0.08	3,422	3,448
2700	Intermediate Clerk Typist	2	0.50	2	0.50	9,948	10,032
2706	Admissions Clerk	7	7.00	7	7.00	150,780	151,704
2707	Senior Admissions Clerk	1	1.50	1	1.50	35,226	34,074
2730	Senior Clerk	0	0.17	0	0.17	3,916	3,926
2745	Supervising Clerk	1	0.50	1	0.50	13,542	13,692
2756	Administrative Secretary I	0	0.17	0	0.17	3,536	3,602
2757	Administrative Secretary II	0	0.17	0	0.33	4,132	8,360
3042	Medical Records Manager	0	0.08	0	0.08	3,293	3,293
3046	Medical Records Clerk	0	0.25	0	0.25	5,106	5,211
3049	Medical Records Technician	0	0.08	0	0.08	1,786	1,786
4108	Mental Health Program Mgr.	2	2.00	2	2.00	95,712	95,856
4135	Associate Medical Director	0	0.50	0	0.50	57,084	59,568
4162	Consultant, Internal Medicine	0	0.25	0	0.25	22,893	22,893
4192	Senior Physician	0	0.25	0	0.25	18,720	19,266
4193	Physician	1	0.50	1	0.50	33,834	33,198
4195	Supervising Psychiatrist	0	0.25	0	0.25	25,287	25,290
4196	Psychiatrist II	3	2.00	3	2.00	192,360	191,304
4197	Psychiatric Emerg. Physician	5	5.00	5	5.00	604,380	604,380
4199	Psychiatrist III	1	0.67	1	0.67	64,984	63,352
4400	Occupational Therapist II	2	1.50	2	1.50	56,412	53,964

STAFFING SCHEDULE

Class	Title	1993-94	1993-94	1994-95	1994-95	1993-94	1994-95
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
4504	Chief Nurse	0	0.00	0	0.08	0	5,207
4525	Psychiatric Nurse II	14	14.17	14	14.17	564,060	565,250
4526	Head Psychiatric Nurse	0	0.08	0	0.08	3,772	3,648
4527	Clinical Nurse Specialist	1	0.50	1	0.50	25,554	24,954
4618	Psychiatric Technician	6	6.50	6	6.50	155,142	155,142
4625	Licensed Vocational Nurse	6	6.25	6	6.25	147,675	146,850
5250	Sr. Psychiatric Social Worker	6	5.00	6	5.00	184,200	185,160
	Sub-Total	58	56.50	58	56.99	\$2,535,556	\$2,571,560

COMMUNITY CARE SERVICES

0335	Clinical Director, MHS	0	0.08	0	0.08	\$9,345	\$9,345
2303	Admin Assistant II	0	0.25	0	0.25	10,005	10,140
2306	Administrative Trainee	1	1.00	1	1.00	29,280	29,724
2355	Regional Manager, MHS	0	0.92	0	0.92	51,634	51,447
2412	Analyst II	0	0.67	0	0.67	27,513	27,584
2700	Intermediate Clerk Typist	8	7.83	8	7.83	155,768	157,034
2714	Int. Transcriber Typist	3	3.00	3	3.00	64,692	63,720
2724	Senior Transcriber Typist	1	1.00	1	1.00	24,576	26,304
2730	Senior Clerk	1	1.92	1	1.92	45,112	45,149
2756	Administrative Secretary I	0	0.08	0	0.08	1,768	1,801
2757	Administrative Secretary II	0	0.33	0	0.42	8,181	10,450
4108	Mental Health Program Mgr.	5	4.75	5	4.75	227,316	227,658
4119	Juvenile Forensic Svcs. Mgr.	2	1.50	2	1.50	75,492	75,492
4196	Psychiatrist II	3	1.42	3	1.42	136,255	135,507
4199	Psychiatrist III	4	1.25	4	1.25	129,968	118,785
4525	Psychiatric Nurse II	7	7.00	7	7.00	278,712	279,300
4831	Mental Health Consultant II	5	4.83	5	3.83	173,072	133,906
4832	Mental Health Consultant I	2	2.00	2	2.00	66,600	65,592
4836	Mental Health Specialist	3	3.00	3	3.00	81,540	81,900
4838	Mental Health Assistant	1	0.00	1	0.00	0	0
4910	Comm. Living Specialist	2	2.00	2	2.00	29,304	30,000
5035	Chief Probation/Welfare Psych.	1	1.00	1	1.00	57,492	57,492
5087	Senior Clinical Psychologist	10	6.58	10	6.50	313,156	308,412
5250	Sr. Psychiatric Social Worker	19	16.75	18	15.25	617,070	564,738
	Sub-Total	78	69.16	77	66.67	\$2,613,851	\$2,511,480

CASE MANAGEMENT SERVICES

0335	Clinical Director, MHS	0	0.08	0	0.17	\$9,345	\$18,690
2412	Analyst II	1	1.00	1	1.00	41,064	41,376
2510	Senior Account Clerk	1	1.00	1	1.00	23,304	23,076
2700	Intermediate Clerk Typist	2	2.00	2	2.00	39,792	40,128
2730	Senior Clerk	1	1.00	1	1.00	23,496	23,556
2756	Administrative Secretary I	1	1.08	1	1.08	22,984	23,413
2757	Administrative Secretary II	0	0.08	0	0.17	2,045	4,180
4108	Mental Health Program Mgr.	6	6.00	5	5.00	287,136	239,640
4114	Chief MH Case Management	1	1.00	1	1.00	56,124	56,124
4199	Psychiatrist III	1	0.17	1	0.08	16,246	7,919
4525	Psychiatric Nurse II	1	0.67	1	0.67	26,544	26,600
4618	Psychiatric Technician	1	0.50	1	0.50	11,934	11,934
4827	Case Management Aid I	2	2.00	2	2.00	45,216	40,656
4828	Case Management Aid II	2	2.00	2	2.00	47,808	47,808
4831	Mental Health Consultant II	1	1.00	1	1.00	35,832	34,932
4833	MH Case Mgmt Assistant	4	4.00	4	4.00	91,872	91,872
4835	MH Case Management Clinician	23	22.83	23	21.25	844,008	782,340
4910	Comm. Living Specialist	4	2.00	4	2.00	29,304	30,000
5087	Senior Clinical Psychologist	1	0.50	1	0.50	23,796	23,724
5250	Sr. Psychiatric Social Worker	21	20.00	21	20.00	736,800	740,640
	Sub-Total	74	68.91	73	66.42	\$2,414,650	\$2,308,608

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
SPECIAL PROGRAMS							
0335	Clinical Director, MHS	0	0.08	0	0.00	\$9,345	\$0
2337	Public Information Specialist	1	1.00	1	1.00	37,956	37,956
2355	Regional Manager, MHS	1	1.00	1	1.00	56,124	56,124
2700	Intermediate Clerk Typist	0	0.00	1	0.84	0	16,854
2754	Board Secretary	1	1.00	1	1.00	28,152	28,152
2756	Administrative Secretary I	0	0.08	0	0.08	1,768	1,801
2757	Administrative Secretary II	0	0.08	0	0.17	2,066	4,180
4831	Mental Health Consultant II	1	1.00	1	1.00	35,808	34,932
6344	Coordinator Volunteer Services	1	1.00	1	1.00	31,500	31,500
8805	Consumer Affairs Specialist	0	0.00	1	0.83	0	0
	Sub-Total	5	5.24	7	6.92	\$202,719	\$211,499
PROGRAM SUPPORT SERVICES							
2303	Administrative Assistant II	2	2.00	1	1.00	\$80,040	\$40,560
2306	Administrative Trainee	1	1.00	1	1.00	29,280	29,724
2313	MH Resources Dev. Specialist	1	1.00	1	1.00	46,152	42,636
2403	Accounting Technician	1	1.00	1	1.00	25,956	26,184
2411	Analyst I	2	2.00	2	2.00	70,272	70,632
2412	Analyst II	11	11.00	12	12.00	451,704	496,512
2413	Analyst III	4	4.00	4	4.00	174,384	180,192
2426	Asst. Systems Analyst	1	1.00	1	1.00	39,708	38,544
2427	Assoc. Systems Analyst	3	3.00	3	3.00	148,824	146,736
2493	Intermediate Account Clerk	1	0.00	1	0.00	0	0
2510	Senior Account Clerk	1	1.00	1	1.00	23,304	23,076
2700	Intermediate Clerk Typist	15	11.50	15	11.50	228,804	230,736
2730	Senior Clerk	1	1.00	1	1.00	23,496	23,556
2756	Administrative Secretary I	1	1.00	1	1.00	21,216	21,612
2757	Administrative Secretary II	2	2.00	2	2.00	49,584	50,160
3009	Word Processor Operator	1	1.00	1	1.00	22,164	22,788
3041	Chief Medical Records Svcs.	1	1.00	1	1.00	55,284	55,284
3046	Medical Records Clerk	8	8.00	8	8.00	163,392	166,752
3056	Medical Transcriber	9	9.00	9	9.00	214,920	218,808
3057	Sr. Medical Transcriber	1	1.00	1	1.00	23,976	24,912
3118	Departmental Computer Spec. I	2	2.00	2	2.00	55,608	56,520
3119	Departmental Computer Spec. II	1	1.00	1	1.00	33,312	35,208
4113	Quality Assurance Program Mgr.	1	1.00	1	1.00	54,312	54,312
4116	MH Admin. Support Chief	1	1.00	1	1.00	56,124	56,124
4145	Chief MH Program Rev. & Devel.	1	1.00	1	1.00	56,124	56,124
4304	Utilization Review Supervisor	1	1.00	1	1.00	46,560	46,560
4314	Utilization Review Specialist	7	6.75	7	6.75	283,824	283,824
4831	Mental Health Consultant II	1	0.33	1	0.33	11,936	11,644
4834	MH Staff Development Coord.	1	1.00	1	1.00	45,576	45,576
4845	MH Minority Affairs Coord.	1	1.00	1	1.00	41,016	41,028
5208	Mental Health Contract Mgr.	1	1.00	1	1.00	46,152	46,152
5221	Eligibility Technician	10	9.75	10	9.75	230,958	230,958
5222	Eligibility Supervisor	1	1.00	1	1.00	26,004	26,556
5240	Senior Svcs Coord	1	0.50	0	0.00	17,082	0
	Sub-Total	97	90.83	96	90.33	\$2,897,048	\$2,899,990

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
GENERAL ADMINISTRATION							
0330	Asst. Deputy Director, MHS	1	1.00	1	1.00	\$66,036	\$76,776
0335	Clinical Director, MHS	1	0.25	1	0.25	28,035	28,035
2213	Deputy Director, MHS	1	1.00	1	1.00	95,652	76,272
2700	Intermediate Clerk Typist	2	1.83	2	1.83	36,476	36,784
2756	Administrative Secretary I	1	0.25	1	0.25	5,304	5,403
2757	Administrative Secretary II	1	0.25	2	0.50	6,198	12,540
2758	Administrative Secretary III	1	1.00	1	1.00	30,672	30,768
	Sub-Total	8	5.58	9	5.83	\$268,373	\$266,578
9999	Extra Help	0	23.82	0	24.32	412,968	412,968
	Sub-Total		23.82		24.32	\$412,968	\$412,968
Total		749	699.90	745	694.24	\$25,182,146	\$25,000,745
Salary Adjustments:						\$79,370	\$18,577
Premium/Overtime Pay:						584,813	584,813
Employee Benefits:						7,069,159	7,737,988
Salary Savings:						(980,525)	(801,450)
Total Adjustments						\$6,752,817	\$7,539,928
Program Totals		749	699.90	745	694.24	\$31,934,963	\$32,540,673

NOTE: Fiscal Year 1994-95 is the first budget year the staffing schedule has been completed by mode of service consistent with the Sub-Program Activities. For that reason, the FY 1993-94 listings which have been restructured in the new format may have variations from the FY 1993-94 Adopted Budget.

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,066,528	\$4,949,858	\$5,287,046	\$5,115,071	\$5,526,392	8.0
Services & Supplies	850,153	940,701	1,047,341	1,399,537	1,023,851	(26.8)
Other Charges	89,838	107,387	90,085	29,640	29,640	0.0
Fixed Assets	31,372	17,316	9,541	0	22,000	100.0
Operating Transfers	0	0	0	0	(70,745)	(100.0)
TOTAL DIRECT COST	\$6,037,891	\$6,015,262	\$6,434,013	\$6,544,248	\$6,531,138	(0.2)
PROGRAM REVENUE	(4,898,659)	(5,027,987)	(5,629,998)	(5,730,233)	(5,727,798)	(0.0)
NET GENERAL FUND CONTRIBUTION	\$1,139,232	\$987,275	\$804,015	\$814,015	\$803,340	(1.3)
STAFF YEARS	119.60	121.57	121.21	124.25	132.25	6.4

PROGRAM MISSION

To provide support services to manage the Department's direct services.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

This program's Actual expenditures for FY 1993-94 have been contained below the FY 1993-94 Adopted Budget level. The under-expenditure reflected would be approximately \$100,000 greater if the Integrated Leave Program appropriations approved mid-year by the Board of Supervisors were reflected in the Adopted Budget level. Due to revenue shortfalls in Health Account Realignment and Medi-Cal revenue generated by the Pharmacy, net County cost went up despite the under-expenditures. This increase is offset in other Department of Health Services' programs.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. 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 direct service programs as required by mandate and program requirements and facilitated the budget consolidation to the six programs implemented in the FY 1994-95 Proposed Budget.
2. 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, generated cost savings through implementation of freeze guidelines and freed program staff to direct service program activities by performing centralized administrative support.
3. To process 410,000 inpatient pharmacy doses, outpatient prescriptions and clinic issues.
 - The professional pharmacy staff actually dispensed 468,000 units of service in FY 1993-94.
4. To process 15,500 storeroom issues and receipts.
 - The number of issues and receipts were down in FY 1993-94 to 13,351, however, the warehouse was successful in processing 90% of all orders within one week of receipt of merchandise.
5. Provide 24 hours of supervisory training to 100 employees annually including modules on handling change, conflict resolution and sexual harassment.
 - Provided a total of 1,960 hours of supervisory training to 115 employees.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Provide direct service managers with periodic reports of how actual expenditures and revenue compare to budget.
2. Meet mandated federal, state, and local regulatory agencies reporting requirement deadlines.
3. Insure accurate and timely completion of 834 reimbursement claims exceeding \$9.5 million.
4. Conduct 60 of 125 required/requested contractor and program audits.
5. Exceed \$11,000,000 in Medi-Cal Administrative claiming for San Diego County programs.
6. Establish audit documentation in support of Medi-Cal Administrative Claiming.
7. Ensure compliance with County Personnel policies and procedures, employment contract provisions, and employment laws.
8. Process accurate and timely payroll for approximately 2,682 employees.
9. Ensure equal opportunity employment.
10. Acquire hardware and software to automate an additional 7% of administrative, professional, and clerical staff.
11. Investigate emerging VAX and LAN technologies in client server software and alternate forms of data entry.
12. Maintain State licensure for eleven sites and accreditation of Pharmacy services from the Joint Commission for the Accreditation of Healthcare Organizations (JCHO).
13. Deliver 90% of all stock and non-stock orders within one week of receipt of merchandise.
14. Process 90% of all purchasing documents within 72 hours of receipt of request.
15. Complete 80% of all copy requests with total impressions up to 10,000 single sheets within seven working days of receipt of request.
16. Deliver 90% of all mail received within 1 day of receipt.
17. Create a contracting environment that minimizes protest and increase DHS personnel's awareness of professional procurement practices.
18. Assure procedures implemented provide for equitable consideration of potential and contract service providers in the procurement process.
19. Achieve a high safety rating for facilities.
20. Ensure an effective hazard communication program.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Lead the Department to a fiscally responsible year-end fund balance.
2. Provide mandated accounting, auditing and financial reporting services to all DHS programs within local, state, and federal requirements.
3. Ensure the maximum amount possible of Medi-Cal administrative expenses are claimed.
4. Provide personnel and payroll services to all DHS programs and employees within standard and legal employment practices.
5. Assure compliance with Equal Employment Opportunities/Affirmative Action regulations and the County's Affirmative Action program.
6. Implement automation and provide data processing support for all DHS programs.
7. Provide pharmaceuticals and ensure their use results in quality clinical outcomes.
8. Provide timely and accurate delivery of materials, the transfer of purchasing documents, and copy and mail services.
9. Develop, implement and maintain professional procurement practices that promote efficacy and client satisfaction of services received.
10. Ensure safe, efficient, comfortable facilities.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The Support Services Program includes Management Services, under the Deputy Director, which provides all budget, administrative, fiscal, personnel, EDP and other support services related to the ongoing operation of the Department. The program also includes the DHS Pharmacy, Supply Center, contracting, duplication and mail services as well as facilities management and a newly created unit responsible for efforts to claim Medi-Cal administrative expenses (SB 910). It centralizes all of these functions to provide more efficient and cost effective services to meet the needs of the direct service programs.

Other charges provide for this program's share of debt services incurred for the purchase of the Department's new mini-computer budgeted through SANCAL.

Each program activity is summarized as follows:

1. Management and General Administration Division [20.25 SY; E = \$1,012,151; R = \$820,424] is:
 - Mandated/Discretionary Service Level.
 - Providing direction for all departmental support services including budget, fiscal, personnel, administration and EDP Support.
 - Acting for Director/Assistant Director in selected areas.
 - Providing special program development.
 - Responsible as delineated in Section 233.4, 233.5, 238, 239 of the County Administrative Code for operational support of Departmental functions.
 - Providing mail and courier services for the entire Department.
2. EDP Support Division [11.00 SY; E = \$962,887; R = \$880,210] is:
 - Mandated/Discretionary Service Level.
 - Providing EDP support to the Department's direct service programs, as well as Departmental Administration and Support Services.
 - Acting as liaison with County Department of Information Services.
3. Fiscal Division [45.25 SY; E = \$1,818,186; R = \$1,660,980] 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.
 - The addition of one staff year Associate Accountant supporting the billing process for SB 910.
4. SB 910 Unit [3.00 SY; E = \$274,008; R = \$277,040] is:
 - Mandated/Discretionary Service Level.
 - Responsible for the County's efforts to claim Medi-Cal administrative expenses (SB 910).
 - Coordinating and assuming responsibility for recruiting and training new participating service program units.
 - Negotiating program decisions to benefit San Diego County with State Department of Health Services.
 - Overseeing submission of quarterly claims for all participating agencies.
 - Including 3.00 new staff years.

5. Personnel Division [24.25 SY; E = \$1,019,226; R = \$849,238] 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.
 - Providing personnel services for 2,682 employees in 37 different work locations throughout the County.
 - Assuring compliance with Equal Employment Opportunities/Affirmative Action regulations and the County's Affirmative Action Program.
6. Pharmacy [16.50 SY; E = \$860,467; R = \$765,902] 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.
7. Supply Center/Contracting [12.00 SY; E = \$584,213; R = \$474,004] is:
- Mandated/Discretionary Service Level.
 - Coordinating purchasing, receiving, and distribution of supplies.
 - Interacting closely with the County Department of Purchasing and Contracting.
 - Acting as liaison with all intra-departmental programs for supplies requests.
 - Responsible for the operation of the departmental pharmacy-supply warehouse.
 - Responsible for the operation of the departmental copy center.
 - Includes the Contracting function and one position of Buyer II transferred from Department Administration.
 - Responsible for developing, implementing and maintaining professional procurement practices that promote efficiency and client satisfaction of service rendered.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES GENERATED BY SUPPORT SERVICES:				
Medi-Cal Pharmaceuticals	\$239,295	\$779,033	\$242,778	\$(536,255)
Private Pay Pharmaceuticals	4,350	25,000	25,000	0
Tobacco Tax, CHIP Unallocated Acct.	297,700	0	297,700	297,700
SB 910 Medi-Cal	0	0	308,188	308,188
Sub-Total	\$541,345	\$804,033	\$873,666	\$69,633
OTHER REVENUE FROM DIRECT PROGRAMS:				
	\$5,088,653	\$4,926,200	\$4,854,132	\$(72,068)
Sub-Total	\$5,088,653	\$4,926,200	\$4,854,132	\$(72,068)
Total	\$5,629,998	\$5,730,233	\$5,727,798	\$(2,435)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
	\$804,015	\$814,015	\$803,340	\$(10,675)
Sub-Total	\$804,015	\$814,015	\$803,340	\$(10,675)
Total	\$804,015	\$814,015	\$803,340	\$(10,675)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Support Services is funded both by revenue billed directly for pharmaceuticals, Tobacco Tax funding for overheads associated with that program, SB 910/MAC revenue claimable by Support Services staff 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 1994-95 has been reduced as earlier revenue projections proved to be overestimated.

The unfunded portion of this program relates to support provided to County cost program components including the Correctional Facilities Medical Services portion of Community Health Services (CHS) which provides mandated medical, dental, nursing and ancillary services to persons housed at protective institutions operated by the County Departments of Probation and Social Services; and, the County Patient Support component of CHS which provides services mandated under the Welfare and Institutions Code. Also unfunded are costs related to grant funded services on which the Board of Supervisors have waived full cost recovery.

FIXED ASSETS

Item	Quantity Unit	Total Cost
Office Equipment	1 Lot	\$22,000
Total		\$22,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity Unit	Total Cost
None		
Total		\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Support Services					
% OF RESOURCES: 100%					
WORKLOAD					
Claims and receiving reports processed	42,533	46,764	53,155	47,000	47,000
Number of employees, plus estimated new hires	2,443	2,649	2,669	2,630	(a) 2,457
Number of inpatient pharmacy doses dispensed, outpatient prescriptions, clinic issues	440,000	417,000	468,000	418,000	(b) 440,000
Supply Center issues and receipts	12,663	14,727	13,351	15,500	(c) 13,000
EFFICIENCY/OUTPUT					
Unit cost per pharmacy prescription/issue (d)	\$ 6.87	(e) \$ 8.94	\$ 6.20	(f) \$7.22	(g) \$7.95
Pharmacy prescriptions/issues per professional staff year	27,500:1	26,000:1	32,000:1	28,800:1	30,300:1

EFFECTIVENESS/OUTCOME

Not applicable

(a) The budgeted level for FY 1994-95 has been adjusted downward due to mid-year action to contract out Loma Portal mental health services and Environmental Health Services becoming a separate Department both on January 1, 1995.

(b) The budgeted level for FY 1994-95 has been adjusted downward by 10,000 units due to mid-year action to contract out Loma Portal mental health services.

(c) Reduced activity is the result of the contracting out of Loma Portal mental health services effective January 1, 1995 and Environmental Health Services' becoming a separate Department on January 1, 1995.

(d) Pharmacy unit costs are for services provided to Mental Health Services, Public Health Services, the Sheriff's Detention Facilities (six facilities) and the County's protective institutions which include Hillcrest Receiving Home, Adult Honor Camps, Juvenile Hall, Rancho Del Campo and the HIV Drug Treatment Program.

(e) Increased costs due to increases in HIV Drug Treatment Program and major increases in Sheriff's Medical Services.

(f) 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.

(g) Increased costs anticipated due to inflation and the addition of 12 drugs to the AIDS Drug Program.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
DEPUTY DIRECTOR							
2232	Dep. Director, Management Svs.	1	1.00	1	1.00	\$68,964	\$72,300
2370	Admin. Services Manager III	1	1.00	1	1.00	60,384	60,384
0923	Health Services Project Coord.	0	0.00	1	1.00	0	58,212
2757	Administrative Secretary II	1	1.00	1	1.00	24,792	25,080
2758	Administrative Secretary III	1	1.00	1	1.00	30,672	30,768
	Subtotal	4	4.00	5	5.00	\$184,812	\$246,744
ADMINISTRATION DIVISION							
2302	Administrative Assistant III	1	1.00	1	1.00	\$45,276	\$44,268
2304	Administrative Assistant I	1	1.00	1	1.00	33,072	33,120
2367	Principal Admin. Analyst	1	1.00	1	1.00	48,168	49,500
2412	Analyst II	1	1.00	1	1.00	41,064	41,376
2413	Analyst III	2	2.00	2	2.00	87,192	90,096
2510	Senior Account Clerk	0	0.00	1	1.00	0	23,076
2729	Office Support Secretary	0	0.00	1	1.00	0	22,728
2730	Senior Clerk	1	1.00	0	0.00	23,496	0
3008	Senior Word Processor Operator	1	1.00	1	1.00	25,596	25,596
3009	Word Processor Operator	1	1.00	1	1.00	22,164	22,788
3039	Mail Clerk Driver	5	4.00	5	4.00	82,848	82,848
3074	Senior Mail Clerk Driver	1	1.00	1	1.00	24,036	24,036
	Subtotal	15	14.00	16	15.00	\$432,912	\$459,432
EDP DIVISION							
2426	Assistant Systems Analyst	1	1.00	1	1.00	\$39,708	\$38,544
2427	Associate Systems Analyst	4	4.00	4	4.00	198,432	195,648
2472	EDP Operations Manager	1	1.00	1	1.00	64,908	64,908
2499	Principal Systems Analyst	1	1.00	1	1.00	54,744	54,744
2525	Senior Systems Analyst	1	1.00	1	1.00	54,744	49,896
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,896	20,064
3020	Computer Operator	1	1.00	1	1.00	25,428	25,428
3119	Dept'l Computer Specialist II	1	1.00	1	1.00	33,312	35,208
	Subtotal	11	11.00	11	11.00	\$491,172	\$484,440
FISCAL DIVISION							
2403	Accounting Technician	2	2.00	2	2.00	\$51,912	\$52,368
2413	Analyst III	1	1.00	1	1.00	43,596	45,048
2425	Associate Accountant	10	10.00	11	11.00	371,160	391,380
2430	Cashier	6	5.50	6	5.50	122,628	119,856
2493	Intermediate Account Clerk	7	6.00	7	6.00	118,728	119,880
2500	Junior Accountant	1	1.00	2	2.00	29,016	59,832
2505	Senior Accountant	7	7.00	7	7.00	315,504	315,504
2510	Senior Account Clerk	4	4.00	4	4.00	93,216	92,304
2536	Health Svcs Finance Officer	1	1.00	1	1.00	57,480	57,480
2700	Intermediate Clerk Typist	3	2.50	3	2.50	49,740	50,160
2745	Supervising Clerk	1	1.00	1	1.00	27,084	27,384
2756	Administrative Secretary I	1	1.00	1	1.00	21,216	21,612
2760	Stenographer	1	0.00	1	0.00	0	0
	Subtotal	45	42.00	47	44.00	\$1,301,280	\$1,352,808

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
<u>SB 910 UNIT</u>							
0923	Health Services Project Coord.	0	0.00	1	1.00	\$0	\$58,212
2425	Associate Accountant	0	0.00	1	1.00	0	35,580
2757	Administrative Secretary II	0	0.00	1	1.00	0	25,080
	Subtotal	0	0.00	3	3.00	\$0	\$118,872
<u>PERSONNEL DIVISION</u>							
2312	Dept Personnel & Training Adm.	1	1.00	1	1.00	\$57,480	\$57,480
2320	Personnel Aide	3	3.00	3	3.00	82,836	82,836
2328	Dept Personnel Officer II	3	3.00	3	3.00	136,296	131,436
2356	Video Production Coordinator	1	1.00	1	1.00	38,268	38,268
2359	Audio-Visual Specialist	1	1.00	1	1.00	34,404	35,532
2414	Analyst IV	0	0.00	1	1.00	0	52,152
2494	Payroll Clerk	5	5.00	5	5.00	105,360	106,980
2511	Senior Payroll Clerk	5	5.00	5	5.00	124,320	124,320
2700	Intermediate Clerk Typist	2	1.00	2	1.00	19,896	20,064
2730	Senior Clerk	1	1.00	1	1.00	23,496	23,556
2745	Supervising Clerk	1	1.00	1	1.00	27,084	27,384
2761	Group Secretary	1	1.00	1	1.00	25,608	25,668
	Subtotal	24	23.00	25	24.00	\$675,048	\$725,676
<u>DHS PHARMACY</u>							
2700	Intermediate Clerk Typist	1	1.00	1	1.00	\$19,896	\$20,064
2730	Senior Clerk	1	1.00	1	1.00	23,496	23,556
4245	Chief Pharmacist	1	1.00	1	1.00	63,900	63,900
4250	Pharmacist	6	6.00	5	4.50	347,328	265,518
4260	Pharmacy Technician	8	8.00	8	8.00	193,440	213,408
7516	Delivery Vehicle Driver	1	1.00	1	1.00	21,924	21,924
	Subtotal	18	18.00	17	16.50	\$669,984	\$608,370
<u>SUPPLY CENTER/CONTRACTING</u>							
2403	Accounting Technician	1	1.00	1	1.00	\$25,956	\$26,184
2493	Intermediate Account Clerk	2	2.00	2	2.00	39,576	39,960
2510	Senior Account Clerk	1	1.00	1	1.00	23,304	23,076
2610	Buyer II	1	1.00	1	1.00	33,072	33,072
2612	Health Svcs Supply Ctr Supv	0	0.00	1	1.00	0	31,296
2622	Procurement Contracting Officer	0	0.00	1	1.00	0	44,064
2662	Pharmacy Storekeeper	1	1.00	0	0.00	22,596	0
2664	Pharmacy Stock Clerk	4	4.00	3	3.00	84,816	62,532
3050	Offset Equipment Operator	1	1.00	1	1.00	23,148	23,148
	Subtotal	11	11.00	11	11.00	\$252,468	\$283,332
9999	Extra Help	0	1.25	0	1.25	\$14,385	\$14,385
	Subtotal		1.25		1.25	\$14,385	\$14,385
Total		128	124.25	135	130.75	\$4,022,061	\$4,294,059

STAFFING SCHEDULE

Class Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
Salary Adjustments:					\$16,277	\$59,820
Premium/Overtime Pay:					25,200	32,400
Employee Benefits:					1,166,147	1,284,550
Salary Savings:					(114,614)	(144,437)
Total Adjustments					\$1,093,010	\$1,232,333
Program Totals	128	124.25	135	130.75	\$5,115,071	\$5,526,392

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,089,810	\$2,143,977	\$1,651,240	\$1,611,663	\$615,396	(61.8)
Services & Supplies	328,045	297,106	222,329	177,262	75,900	(57.2)
Other Charges	14,820	14,820	14,820	14,820	14,820	0.0
Fixed Assets	3,506	0	4,278	0	0	0.0
TOTAL DIRECT COST	\$2,436,181	\$2,455,903	\$1,892,667	\$1,803,745	\$706,116	(60.9)
PROGRAM REVENUE	(1,962,825)	(1,911,587)	(1,779,491)	(1,695,887)	(606,412)	(64.2)
NET GENERAL FUND CONTRIBUTION	\$473,356	\$544,316	\$113,176	\$107,858	\$99,704	(7.6)
STAFF YEARS	32.09	26.74	23.50	23.42	7.42	(68.3)

PROGRAM MISSION

Assuring a healthy community through partnership.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The FY 1993-94 Estimated Actual expenditures slightly exceed the Adopted Budget level in this program only slightly. The three contributing factors are: 1) appropriations for the Integrated Leave Program were not included in the FY 1993-94 Adopted Budget (having been added by the Board of Supervisors mid-year), 2) postage expenditures through March 25, 1994 total over \$106,000 reflecting the increased mailings related to collaborative efforts, advisory board activities, and community partnerships, and the reinstatement mid-year of an Assistant Director position. These costs are offset in other Department programs.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. To provide direction to the Department and the 14 direct service programs as required by mandate and program requirements.
 - Provided direction to the Department and the 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, strategies and solutions on key issues, as well as short-term strategic plans.
 - Provided leadership and staff support for implementing Board of Supervisors direction on integrated child and family services; outcome measures; prevention; community collaboration in the following settings:
 - CAO public/private partnership
 - Contracts redesign (DHS standardized boilerplate)
 - DHS, DSS, Probation Integrated Services Task Force
 - Blended funding, AB 1741 collaboratives
 - School linked service settings, e.g. New Beginnings (Metro, El Cajon, National City)
 - National City Partners for Prevention, OSAP program design and proposal preparation
 - County Policy Academy
4. Coordinate department positions and actions on legislation, resource allocation, new directions and contracts.
 - The Department of Health Services wrote and successfully secured the passage of new legislation which directs the State of California to implement the \$400-\$600 million per year Medi-Cal program in San Diego County in a managed care format, and implements the policy of the Board of Supervisors by requiring the State to delegate to the County the setting and monitoring of local standards of health care for all Medi-Cal services rendered in this County. This legislation: a) affects a larger number of County residents,

and b) directs the expenditure of a larger amount of public funds than any other legislation which San Diego County has, on its own, sought and obtained at any time in the past eight years.

- Provided technical expertise, negotiation services, and Departmental level quality control in the processing of five (5) Requests for Bids and 11 Requests for Proposals.
- Provided Departmental oversight and ongoing consultation services on procurement approaches and participated in 490 contract renewals and major service related purchase orders totaling \$48,716,595.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Complete a Department management review and audit and in collaboration with the Chief Administrative Office implement the recommendations.
2. Establish an Office of Injury and Violence Prevention at no new cost to the County using existing and private resources.
3. Pilot the establishment of community-based integrated services teams within the Department.
4. Actively support County, schools and community collaborations such as CAO Community Partnership initiative, Healthy Start, New Beginnings, Children's Initiative, etc.
5. Seek and support blended funding opportunities to enhance Board of Supervisor directed efforts in integrated service delivery.
6. Seek outside funding to support community-based, children and family prevention services initiatives along with the CAO and other partners.
7. Track, review, and recommend positions on key State and Federal legislation.
8. Track, develop and support State and Federal initiatives which forward County priorities for integration, prevention, children and families, etc.
9. Develop County responses to Medi-Cal managed care and mental health managed care.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Assure integration of services throughout Health Services and with other county departments.
2. Develop successful community collaborations and partnerships for prevention, integrated services and community planning.
3. Assure timely responses to Federal, State and Board initiatives.

1994-95 ADOPTED 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.

The activity of this program is summarized as follows:

1. Director's Office [7.42 SY; E = \$706,116; R = \$606,412] 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.
 - 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.
 - Responsible for legislation and governmental relations.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Revenue Generated by Direct Programs Applicable to Department Administration	\$1,779,491	\$1,695,887	\$606,412	\$(1,089,475)
Sub-Total	\$1,779,491	\$1,695,887	\$606,412	\$(1,089,475)
Total	\$1,779,491	\$1,695,887	\$606,412	\$(1,089,475)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$113,176	\$107,858	\$99,704	\$(8,154)
Sub-Total	\$113,176	\$107,858	\$99,704	\$(8,154)
Total	\$113,176	\$107,858	\$99,704	\$(8,154)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Department Administration is funded through revenue generated by direct service programs. The unfunded portion of this program relates to support provided to County cost program components including the Correctional Facilities Medical Services portion of Community Health Services (CHS) which provides mandated medical, dental, nursing and ancillary services to persons housed at protective institutions operated by the County Departments of Probation and Social Services; and, the County Patient Support component of CHS which provides services mandated under the Welfare and Institutions Code. Also unfunded are costs related to grant funded services on which the Board of Supervisors have waived full cost recovery. The decrease of \$1,089,475 from the FY 1993-94 Adopted Budget level is due to Department reorganization and the transfer of activities related to consolidation of the Community Health Services Program.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Department Administration					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>	N/A	N/A	N/A	N/A	N/A
<u>EFFICIENCY/OUTPUT</u>	N/A	N/A	N/A	N/A	N/A
<u>EFFECTIVENESS/OUTCOME</u>	N/A	N/A	N/A	N/A	N/A

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
DHS GENERAL ADMINISTRATION - DIRECTOR'S OFFICE							
2126	Director, Health Services	1	1.00	1	1.00	\$131,892	\$110,052
2270	Asst. Director, Health Svcs.	0	0.00	1	1.00	0	88,344
2227	Prog. Plng. & Dev. Admin.	0	0.00	1	1.00	0	69,696
0923	Health Services Project Coord.	0	0.00	1	1.00	0	58,212
2414	Analyst IV	1	1.00	1	1.00	52,152	52,152
2758	Administrative Secretary III	0	0.00	1	1.00	0	30,768
2759	Administrative Secretary IV	1	1.00	1	1.00	33,132	33,132
	Sub-Total	3	3.00	7	7.00	\$217,176	\$442,356
Fiscal 1993-94 was a transitional year for the Department of Health Services. The Departmental reorganization, including the consolidation of the Public and Physical Health Services into Community Health Services, resulted in the following staffing components being restructured.							
DHS OFFICE OF AIDS COORDINATION							
0970	Chief, Office of AIDS Coord.	1	1.00	0	0.00	\$56,892	\$0
	Sub-Total	1	1.00	0	0.00	\$56,892	\$0
DHS PHYSICAL HEALTH SERVICES GENERAL ADMINISTRATION							
0305	Asst Dep Dir, Physical Hlth Svcs	1	1.00	0	0.00	\$58,128	\$0
2223	Dep. Dir. Phys. Hlth. Svcs.	1	1.00	0	0.00	91,932	0
2410	Legislative Analyst	1	1.00	0	0.00	41,832	0
2412	Analyst II	1	1.00	0	0.00	41,064	0
2422	Health Svcs. EDP Prog Admin	1	1.00	0	0.00	52,152	0
2730	Senior Clerk	1	1.00	0	0.00	23,496	0
2757	Admin. Secretary II	2	2.00	0	0.00	49,584	0
2758	Administrative Secretary III	1	1.00	0	0.00	30,672	0
4107	Hlth. Planning & Prog. Spec.	1	1.00	0	0.00	54,744	0
	Sub-Total	10	10.00	0	0.00	\$443,604	\$0
DHS PLANNING, POLICY AND DEVELOPMENT							
2227	Dep Dir, Plng/Policy/Develop.	1	1.00	0	0.00	\$69,696	\$0
2414	Analyst IV	1	1.00	0	0.00	52,152	0
2622	Procurement Contracting Officer	1	1.00	0	0.00	44,064	0
2729	Office Support Secretary	1	1.00	0	0.00	21,096	0
	Sub-Total	4	4.00	0	0.00	\$187,008	\$0
DHS PUBLIC HEALTH GENERAL ADMINISTRATION							
0951	Asst Dep Dir, Public Hlth Svcs	1	1.00	0	0.00	\$69,924	\$0
2221	Dep Dir, Public Health Svcs	1	1.00	0	0.00	111,636	0
2304	Administrative Assistant I	1	1.00	0	0.00	33,072	0
2305	Chief, Administrative Svcs (T)	1	1.00	0	0.00	52,152	0
2758	Administrative Secretary III	1	1.00	0	0.00	30,672	0
	Sub-Total	5	5.00	0	0.00	\$297,456	\$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	23	23.42	7	7.42	\$1,208,983	\$449,203

STAFFING SCHEDULE

Class Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
Salary Adjustments:					\$(8,259)	\$26,301
Premium/Overtime Pay:					7,200	0
Employee Benefits:					438,191	139,892
Salary Savings:					(34,452)	0
Total Adjustments					\$402,680	\$166,193
Program Totals	23	23.42	7	7.42	\$1,611,663	\$615,396

DEPARTMENT OF SOCIAL SERVICES

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Adult Social Services	\$71,068,111	\$67,871,686	\$68,374,688	\$76,873,115	\$71,266,863	\$(5,606,252)	(7.3)
Employment Services	18,683,208	21,156,019	25,618,147	26,147,452	30,021,865	3,874,413	14.8
Childrens Svcs Bureau	45,013,595	46,124,894	47,439,068	47,128,079	51,263,652	4,135,573	8.8
Community Action Ptnrshp	7,011,597	7,073,559	7,010,393	6,841,642	8,101,356	1,259,714	18.4
Income Maintenance Bureau							
Aid to Families with Dependent Children	458,480,291	462,759,572	476,321,925	471,003,854	490,776,342	19,772,488	4.2
Aid to Families with Dependent Children- Foster Care	83,793,626	77,720,341	76,272,454	75,595,360	79,083,968	3,488,608	4.6
Food Stamp	119,160,849	138,469,430	155,855,163	145,499,059	171,955,135	26,456,076	18.2
General Relief	25,694,000	21,176,054	21,852,860	18,801,943	21,059,243	2,257,300	12.0
Medi-Cal	17,136,418	19,960,001	21,125,854	22,980,308	24,208,929	1,228,621	5.3
Refugee Assistance	1,557,432	0	0	0	0	0	0.0
Management Svcs Bureau	10,238,691	11,062,570	11,961,440	11,022,488	13,027,325	2,004,837	18.2
Eligibility Review	4,020,323	1,891,118	1,980,310	2,119,046	2,286,519	167,473	7.9
Department Admin	1,727,336	1,458,619	1,238,290	1,208,318	1,184,042	(24,276)	(2.0)
TOTAL DIRECT COST	\$863,585,477	\$876,723,863	\$915,050,592	\$905,220,664	\$964,235,239	\$59,014,575	6.5
PROGRAM REVENUE	(810,550,314)	(833,853,170)	(882,822,730)	(871,783,912)	(924,751,928)	(52,968,016)	6.1
NET GENERAL FUND COST	\$53,035,163	\$42,870,693	\$32,227,862	\$33,436,752	\$39,483,311	\$6,046,559	18.1
STAFF YEARS	3,356.50	3,462.50	3,590.50	3,729.00	3,876.25	147.25	3.9

MISSION

"Helping others to Help themselves"

To assist the County's needy and disadvantaged families and individuals while promoting safety, self-sufficiency, dignity and respect and insuring accountability for public funds.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

- o Excellence in Service Delivery
- o Prevention
- o Improved Community Relations
- o Valuing our Employees
- o Accountability and Integrity

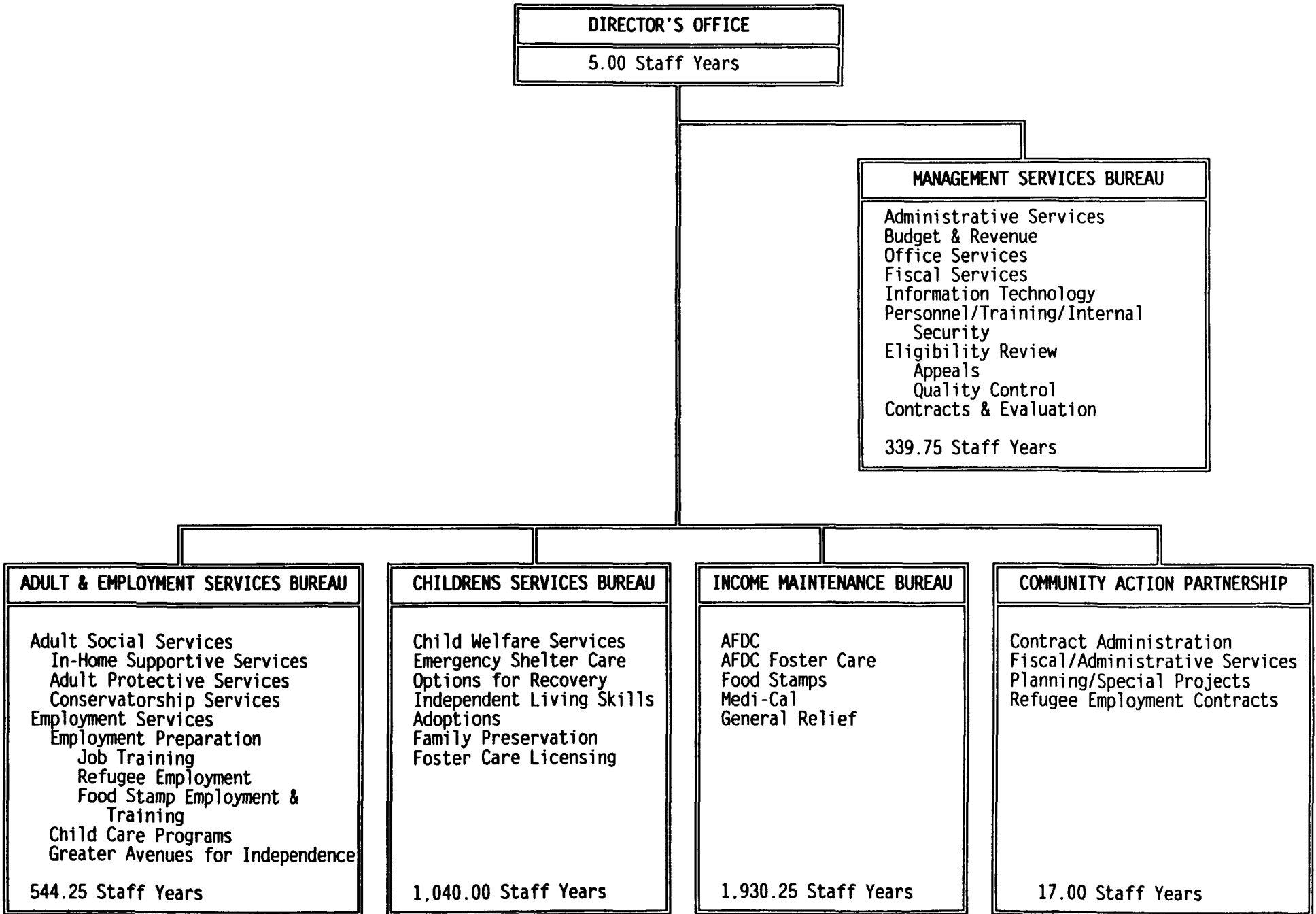
1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

- o Open a multi-service family center.
- o Increase collaboration with School Based Services: Children's Initiative.
- o Maintain our community ties and forge new partnerships with the community.
- o Implement audit recommendations whenever resources are/can be made available.

DEPARTMENT OF SOCIAL SERVICES
 (Headquarters Location: James R. Mills Building, 1255 Imperial Avenue)

FY 1994-95 ADOPTED PROGRAM BUDGET

18-2



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. Social Security Act Title XIX is the legislation which allows California counties to access these Medi-Cal federal revenue sources.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,265,936	\$7,552,519	\$8,002,470	\$8,396,722	\$8,360,599	(0.4)
Services & Supplies	686,798	739,440	797,498	860,793	906,264	5.3
Contracts	63,115,377	59,579,727	59,574,720	67,600,000	62,000,000	(8.3)
Fixed Assets	0	0	0	15,600	0	(100.0)
TOTAL DIRECT COST	\$71,068,111	\$67,871,686	\$68,374,688	\$76,873,115	\$71,266,863	(7.3)
PROGRAM REVENUE	(67,264,494)	(64,369,981)	(67,819,270)	(75,989,895)	(70,826,579)	(6.8)
NET GENERAL FUND CONTRIBUTION	\$3,803,617	\$3,501,705	\$555,418	\$883,220	\$440,284	(50.2)
STAFF YEARS	176.25	181.75	190.25	209.00	207.00	(1.0)

PROGRAM MISSION

To protect and support the vulnerable elderly and disabled promoting home care and independence in the least restrictive settings necessary for safety. To assure treatment services and the provision of food, shelter and clothing for mentally ill conservatees.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual staff years and salaries and benefits were less than budget due to delays in hiring staff. Contracts were less than budget due to lower case growth than projected and the lower average case cost from last year's State 12% reduction in IHSS hours per case. The Fixed Assets approved in the FY 93-94 budget were purchased as minor equipment when the County Auditor & Controllers' Office raised the limit of Fixed Assets to \$1,000.

ACHIEVEMENT OF 1993-94 OBJECTIVES

The objective:

1. "To make initial In-Home Supportive Services contact within seven days at least 90% of the time," was achieved.
2. "To make initial Adult Protective Services contact within five days at least 75% of the time," was achieved.
3. "To make initial Conservatorship contact within five days upon assignment of a case at least 90% of the time," was exceeded because 99% of initial contacts were made within 5 days.
4. "To provide In-Home Supportive Services to all eligible blind, aged, or disabled adults (est. 15,000) so they can safely remain in their own homes," was achieved.
5. "To terminate Conservatorship on at least 20 persons each month for whom treatment services have been successful," was exceeded. A monthly average of 26 were terminated.
6. "To move 15 Conservatees per month from locked treatment facilities to open community settings," was achieved.

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," was achieved.

1994-95 ADOPTED PROGRAM OBJECTIVES

Adults at risk will receive services to enable them to maintain independent living while avoiding neglect/abuse and/or institutionalization.

Gravely disabled, mentally ill conservatees will receive treatment and social services preparing them for movement to a less restrictive level of placement.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Adult Protective Services and In-Home Supportive Services

1. 95% of 15,229 adults receiving IHSS will remain safely in their own home and not require institutionalization within the first 12 months of services.
2. 83% (320) of all Adult Protective Services neglect and abuse cases will be resolved by using collaborative efforts.

CONSERVATORSHIP

3. 10% (170) of Conservatorship clients will move from locked facilities towards independent living.
4. 15% (255) of Conservatorship clients will successfully be removed from the Conservatorship program annually.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

Net decrease of 2.00 SY due to the reduction noted as follows:

1. Adult Social Services Administration [2.00 SY; E = \$121,133; R = \$116,772] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for operating Adult Services programs with expenditures of \$71,266,863 and for managing 207 staff years.
2. In-Home Supportive Services (IHSS) Case Management, & Program Operations [127.00 SY; E = \$5,421,265; R = \$5,144,215] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for providing case management services for all IHSS clients, for maintaining records, and authorizing payments.
 - o Reclassified 13.00 SY Utilization Review Specialists to Public Health Nurses II and 2.00 SY Utilization Review Supervisors to Public Health Nurses IV to reflect the results of the Department of Human Resources Classification study of positions.
 - o Projected to serve an average caseload of 16,031 cases by both the individual and contract provider modes of service.
3. In-Home Supportive Services (IHSS) Contract Management Staff [8.00 SY; E = \$373,581; R = \$356,130 including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for monitoring the IHSS contract providing 769,500 hours of service to IHSS recipients.
 - o Transfer out of 1.00 SY Analyst II to the Community Action Partnership Program and the transfer in of 1.00 SY Analyst III from the Employment Services Program-Refugee Employment Services.
4. In-Home Supportive Services (IHSS) Contract & Individual Care Provider Payments [0.00 SY; E = \$62,000,000; R = \$62,000,000] is:
 - o Mandated/Mandated Service Level.

-
- o Providing 769,500 hours of service to IHSS recipients by contracted homemakers and an estimated 11,256,000 hours of service to IHSS recipients through independent providers.
 - o Decrease \$5.6 million in IHSS contracts to align to projected expenditures.
5. Adult Protective Services (APS) [20.00 SY; E = \$932,695; R = \$878,093] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for providing services such as crisis intervention, case management, and counseling for neglected, exploited, or abused adults.
 - o Decrease of 1.00 SY Sr. Protective Service Worker as a result of transfer of appropriations to the Department of Health Services by the Board action of 9/21/94(4).
6. Conservatorship Services [50.00 SY; E = \$2,418,189; R = \$2,331,369] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible, under agreement with the San Diego County Department of Health Services, for providing case management to adults whom the Superior Court has found to be gravely disabled and a danger to themselves or others.
 - o Net decrease 1.00 SY by deleting 2.00 SY Protective Service Assistants and adding 1.00 SY Protective Service Worker due to increased level of difficulty for Conservatorship cases.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GRANT:				
County Services Block Grant (CSBG) (30% of Non Fed match required)	\$1,014,269	\$5,510,845	\$819,488	\$(4,691,357)
In-Home Supportive Services (IHSS) Aid Payment (35% match required)	18,686,644	48,346,157	17,329,000	(31,017,157)
IHSS PCSP Payments (35% match of Non Fed)	25,360,959	0	29,155,500	29,155,500
IHSS and Personal Care Services Program (PCSP) Admin (30% match of Non Fed)	3,851,558	0	4,579,099	4,579,099
Non-Medical Out-of-Home Care	20,427	28,186	29,341	1,155
Health Resource & Service Admin. Admin. Grant (HRSA)	48,609	61,515	41,354	(20,161)
Medi-Cal Admin. Claiming (formerly SB-910)	1,334,187	1,188,450	1,141,022	(47,428)
Social Services Trust Fund	16,262,199	19,634,171	16,511,204	(3,122,967)
Mental Health Trust Fund	1,240,418	1,220,571	1,220,571	0
Sub-Total	\$67,819,270	\$75,989,895	\$70,826,579	\$(5,163,316)
Total	\$67,819,270	\$75,989,895	\$70,826,579	\$(5,163,316)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
REVENUE MATCH:				
IHSS Residuals & PCSP Payments	\$15,328,911	\$19,463,637	\$15,515,500	\$(3,948,137)
IHSS PCSP Admin	1,100,149	0	1,216,722	1,216,722
County Services Block Grant (CSBG)	\$294,788	\$919,329	\$298,835	\$(620,494)
Medi-Cal Admin. Claiming	1,334,187	1,188,450	1,141,002	(47,448)
Match Met with Social Service Trust Fund	(16,262,199)	(19,634,171)	(16,511,204)	3,122,967
Match Met with Mental Health Trust Fund	(1,240,418)	(1,220,571)	(1,220,571)	0
Sub-Total	\$555,418	\$716,674	\$440,284	\$(276,390)
GENERAL FUND SUPPORT COSTS:				
General Fund Support Conservatorship	\$0	\$166,546	\$0	\$(166,546)
Sub-Total	\$0	\$166,546	\$0	\$(166,546)
Total	\$555,418	\$883,220	\$440,284	\$(442,936)

EXPLANATION/COMMENT ON PROGRAM REVENUES

In Home Supportive Services aid payment and CSBG admin revenues decreased due to the implementation of the Personal Care Services Program which split In-Home Supportive Service aid payments into the IHSS PCSP and IHSS residuals payment, and IHSS PCSP admin. and IHSS/CSBG residual admin. revenues.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION

Required County match is met by a combination of County General Fund and Social Services Trust Fund.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>WORKLOAD (monthly)</u>					
IHSS individual provider cases	12,151	12,342	12,161	12,750	13,466
IHSS cases served by contract	1,842	1,969	2,117	2,250	2,565
IHSS total cases	14,297	14,311	14,278	15,000	16,031
Adults provided protective services	934	1,075	1,084	957	1,006
Adults provided conservatorship services	1,799	1,685	1,767	1,712	1,819
Total AIDS cases included in IHSS, APS, Conservatorship	350	399	345	435	244
<u>EFFICIENCY/OUTPUT</u>					
IHSS total cases per Social Worker	292	292	249	262	247
Adult Protective cases per Social Worker	85	98	108	87	101
Conservatorship Cases per Social Worker	56	53	55	54	56
<u>EFFECTIVENESS/OUTCOME</u>					
To make initial contact within 7 days of IHSS referral	90%	91%	95%	90%	90%
To make initial contact within 5 days of APS referral	80%	63%	75%	75%	75%
To make initial contact within 5 days, upon assignment of a case to Conservatorship	100%	100%	99%	90%	90%

DISCUSSION

IHSS caseloads are projected to increase approximately 6.9% over FY 93-94 budget.

Actual total AIDS cases were less than Budget due to the decrease of 1.00 SY Sr Protective Service Worker and the transfer of appropriation savings to the Health Services Department. Also, new Federal regulations have required more labor intensive activities such as more frequent contacts with AIDS clients which have lessened staff time to process intakes.

EFFICIENCY/OUTPUT

Actual IHSS Total cases per Social Worker are decreasing due to the additional staff added for implementation of the Personal Care Services Program. Also, these staff are processing the more labor intensive intakes at 18 intakes a month per social worker.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
<u>Adult Social Services Administration</u>							
0360	Asst Dep Dir, Soc Svcs	1	1.00	1	1.00	\$59,484	\$59,484
2757	Admin Sec II	1	1.00	1	1.00	25,474	25,474
	Sub-Total	2	2.00	2	2.00	\$84,958	\$84,958
<u>In-Home Supportive Services Case Mgmt</u>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$46,162	\$46,163
5244	Program Specialist	1	1.00	1	1.00	41,843	41,842
5270	Social Work Supv	7	7.00	7	7.00	260,479	262,049
5260	Social Worker III	57	57.00	57	57.00	1,830,183	1,846,614
5222	Eligibility Supv	1	1.00	1	1.00	29,965	29,964
5221	Eligibility Technician	5	5.00	5	5.00	119,750	119,745
4304	Utilization Review Supv (R.N.)	2	2.00	0	0.00	78,562	0
4314	Utilization Review Spclst (R.N.)	13	13.00	0	0.00	463,814	0
4565	Public Health Nurse II	0	0.00	13	13.00	0	477,373
4570	Public Health Nurse IV	0	0.00	2	2.00	0	80,872
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,770
2730	Senior Clerk	4	4.00	4	4.00	92,329	92,621
4911	Soc Svcs Aide II	1	1.00	1	1.00	19,732	19,732
2493	Intermediate Acct Clerk	4	4.00	4	4.00	74,980	82,714
2700	Intermediate Clerk Typist	30	30.00	30	30.00	602,864	600,389
	Sub-Total	127	127.00	127	127.00	\$3,688,433	\$3,727,848
<u>In-Home Supportive Services Contract Mgt</u>							
5287	Soc Svcs Admin I	1	1.00	1	1.00	\$43,931	\$43,930
2413	Analyst III	0	0.00	1	1.00	0	46,163
2412	Analyst II	3	3.00	2	2.00	123,080	83,684
2730	Senior Clerk	1	1.00	1	1.00	23,950	23,949
2493	Inter Acct Clerk	1	1.00	1	1.00	18,061	20,670
2700	Intermediate Clerk Typist	2	2.00	2	2.00	41,338	41,340
	Sub-Total	8	8.00	8	8.00	\$250,360	\$259,736
<u>Adult Protective Services</u>							
5259	Protective Services Supv	3	3.00	3	3.00	\$131,616	\$131,616
5258	Sr Protective Svcs Worker	6	6.00	5	5.00	228,372	190,310
5257	Protective Services Worker	5	5.00	5	5.00	172,780	172,780
4913	Protective Svcs Assistant	3	3.00	3	3.00	64,626	64,827
2700	Intermediate Clerk Typist	4	4.00	4	4.00	82,676	82,680
	Sub-Total	21	21.00	20	20.00	\$680,070	\$642,273
<u>Conservatorship Services</u>							
5289	Soc Svcs Admin III	1	1.00	1	1.00	\$50,907	\$50,907
4108	Mental Health Program Mgr	1	1.00	1	1.00	47,363	48,483
5244	Program Specialist	1	1.00	1	1.00	41,843	41,842
5259	Protective Svcs Supervisor	4	4.00	4	4.00	175,488	175,488
5258	Sr Protective Svcs Worker	4	4.00	4	4.00	152,248	152,248
5257	Protective Services Worker	28	28.00	29	29.00	958,991	994,022
4913	Protective Svcs Assistant	6	6.00	4	4.00	128,498	86,224
2903	Legal Procedures Clk I	2	2.00	2	2.00	42,680	42,678
2700	Intermediate Clerk Typist	4	4.00	4	4.00	82,676	82,680
	Sub-Total	51	51.00	50	50.00	\$1,680,694	\$1,674,572
	Total	209	209.00	207	207.00	\$6,384,515	\$6,389,387

STAFFING SCHEDULE

Class Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
Bilingual Pay:					\$16,840	\$16,840
Premium/Overtime Pay:					3,985	3,985
Employee Benefits:					2,253,568	2,125,267
Integrated Leave Program:					(112,351)	0
Salary Savings:					(149,835)	(174,880)
Total Adjustments					\$2,012,207	\$1,971,212
Program Totals	209	209.00	207	207.00	\$8,396,722	\$8,360,599

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 Welfare and Institutions Code 11500 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$9,755,928	\$10,500,435	\$11,462,623	\$10,886,746	\$12,586,747	15.6
Services & Supplies	950,801	1,075,087	1,211,442	1,179,302	1,439,099	22.0
Contracts	3,277,878	3,056,819	4,066,917	3,640,865	4,651,380	27.8
Fixed Assets	0	0	49,135	0	16,000	100.0
Other Charges	4,698,601	6,523,678	8,828,030	10,440,539	11,328,639	8.5
TOTAL DIRECT COST	\$18,683,208	\$21,156,019	\$25,618,147	\$26,147,452	\$30,021,865	14.8
PROGRAM REVENUE	(17,984,254)	(20,005,091)	(24,710,995)	(25,002,024)	(29,600,806)	18.4
NET GENERAL FUND CONTRIBUTION	\$698,954	\$1,150,928	\$907,152	\$1,145,428	\$421,059	(63.2)
STAFF YEARS	244.00	264.25	289.00	277.50	334.25	20.5

PROGRAM MISSION

To serve the employment, training and work experience needs of public assistance recipients and to serve the community by reducing welfare dependency and encouraging work and self sufficiency.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actuals are higher than budget for staff years, salary and benefits, contracts, and fixed assets due to mid-year adds approved by the Board on October 27, 1993 (5).

ACHIEVEMENT OF 1993-94 OBJECTIVES

The objective:

1. "To place 2,868 GAIN participants in unsubsidized employment during FY 93-94," was exceeded with 5,657 GAIN participants placed.
2. "To develop and maintain sufficient training sites to accommodate all Work Experience clients assigned to job sites annually," was achieved.
3. "To realize an annual value equivalent of \$3,932,392 for hours worked by Work Experience participants," was exceeded with \$4,202,043 annual value of hours worked.

1994-95 ADOPTED PROGRAM OBJECTIVES

AFDC recipients and their families will realize the benefits of working and pursue employment opportunities as a result of the "It Pays To Work" campaign.

GAIN participants will enter unsubsidized employment as a result of participation in GAIN activities including job clubs, job placement, assessment, education, vocational training and work experience.

Employable welfare recipients will obtain valuable work experience, learn appropriate workplace behaviors, acquire job skills and establish a connection with the labor market.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. 18% (11,824 cases) of the AFDC caseload will have income from earnings.
2. 5,000 GAIN participants will become employed.
3. 2,187,960 hours of community service work will be performed by AFDC, Food Stamp and General Relief employment program participants.
 - o 502,800 hours by AFDC PREP participants
 - o 600,000 hours by FSET participants
 - o 1,080,000 hours by GR participants
 - o 5,160 hours by RWEF participants

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

Net increase of 56.75 SY due to mid-year adds, transfers, and added staff for GAIN as follows:

1. Job Training [10.00 SY; E = \$692,344; R = \$692,344] including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Responsible for providing employment and training for public assistance recipients and for youth in foster care. Services include supervised job search, individual subsidized on-the-job training contracts with private employers and contracts for occupational skills training.
 - o Decrease of .25 staff year extra-help and \$10,661 in Salaries and Benefits due to the termination of the Milagro Grant Program.
 - o Increase of \$52,803 in contracts and \$13,278 in services and supplies as a result of a mid-year change to the Revenue agreements with the San Diego Consortium for Job Training services as approved by the Board on December 7, 1993 (10).
 - o Prepared to enroll 226 clients during the year.
2. Refugee Employment Services [4.50 SY; E = \$211,799; R = \$211,799] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for providing comprehensive employment and training services to foster self-support and reduced welfare dependency. Services include English as a second language, on-the-job training, vocational training, communicable disease control and other social services aimed at reducing employment barriers encountered by refugees.
 - o Transfer out of 2.00 staff years including 1.00 SY Analyst III to Adult Social Services Program and 1.00 SY Intermediate Clerk Typist to the Community Action Partnership Program.
3. Refugee Employment Contract Management [0.00 SY; E = \$0; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for managing a series of contracts which provide employment and training services to hard-to-employ refugee cash aid recipients.
 - o Transfer of this entire sub-program to the Community Action Partnership including 1.00 SY Intermediate Clerk Typist and 1.00 SY Analyst III as well as \$8,517 in Services and Supplies.
 - o Decrease in Refugee Contracts of \$294,989 and transfer of the contract balance (\$703,057) to the CAP

Program.

4. Food Stamp Employment and Training (FSE&T) [45.00 SY; E = \$1,977,262; R = \$1,777,018] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for providing Food Stamp recipients an opportunity to work for their benefits and obtain a work history while working for public and non-profit agencies, or to participate in workshops on job finding, interview techniques, and supervised job search efforts.
 - o Decrease of \$77,492 in salaries and benefits and decrease of \$5,014 in Services and Supplies due to the termination of the GR Assessment Program funding by the San Diego Consortium.
 - o Increase of \$6,270 in participant benefits for the FSE&T program to align to the FY 93-94 Revenue allocation.
 - o Prepared to provide services to 29,321 clients during the year.

5. Greater Avenues for Independence (GAIN) [243.00 SY; E = \$21,231,996; R = \$21,231,996] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for providing a comprehensive employment, training and education service program to Aid to Families with Dependent Children recipients.
 - o Increase of 39.00 staff years (23.00 Intermediate Clerks, 14.00 Social Worker III, and 2.00 Social Work Supervisors), \$114,472 in Services and Supplies and \$2,182,636 in Participant Benefits, and \$1,355,758 in Contracts as a result of the mid-year addition of GAIN unanticipated revenue approved by the Board on October 27, 1993 (5).
 - o Decrease of 2.00 staff years Intermediate Clerks Typists due to the transfer to the Management Services Program Fiscal Division to consolidate Child Care payments and accounting.
 - o Increase of 13.00 staff years due to increased GAIN allocation for the "It Pays to Work" campaign in the following classes: 2.00 SY Sr. Clerks, 9.00 SY Social Worker III, 1.00 SY Dept Computer Specialist II, and 1.00 SY Analyst II. Also included are increased services and supplies (\$39,400) and fixed assets (\$16,000) for personal computers to support these staff.
 - o Transfer of \$600,000 from participant benefits to contracted services to increase Job Placement services.
 - o Increase of 1.00 staff year of a Child Care Coordinator as a result of the transfer of that position from the CAO's office.
 - o Prepared to register 12,659 clients during the year.

6. Transitional Child Care (TCC) [10.50 SY; E = \$1,864,962; R = \$1,864,962] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for certifying eligibility and issuing child care payments for up to 12 months for former AFDC recipients who have become employed and are no longer eligible for AFDC benefits.
 - o Planning to provide child care services to 484 children per month.

7. Non-GAIN Education & Training (NET) [4.50 SY; E = \$1,383,932; R = \$1,268,479] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o 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.
 - o Decrease of \$1,513,684 in participant benefits to align to anticipated expenditures.
 - o Planning to provide child care to 529 children per month.

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8. Child Care Federal Block Grant (FBG) [7.75 SY; E = \$1,599,490; R = \$1,599,490] including support personnel is:
- o Discretionary/Mandatory Service Level.
 - o 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 Increasing 5.00 staff years as a result of a mid-year change approval by the Board, on February 15, 1994, (10) including 1.00 SY Intermediate Clerk Typist, 2.00 SY Eligibility Technicians, and 2.00 SY Social Workers III, \$7,800 in Services and Supplies, and \$872,696 in participant benefits.
 - o Planning to provide child care to 644 children per month.
9. Child Development Program [3.50 SY; E = \$701,136; R = \$595,804] including support personnel is:
- o Discretionary/Mandated Service Level.
 - 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 Decrease of \$55,088 in participant benefits to align to FY 94-95 revenue projections.
 - o Planning to provide child care to 233 children per month.
10. Child Care Title IV-A At-Risk [1.50 SY; E = \$185,701; R = \$185,701] including support personnel is:
- o Discretionary/Mandated Service Level
 - 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 Decrease of \$5,000 in title IV-A at risk child care participant benefits to align to the FY 94-95 contract amount.
 - o Planning to provide child care to 68 children per month.
11. Child Care Tracking [5.00 SY, E = \$173,243; R = \$173,243] including support personnel is:
- o Mandated/Mandated Services level
 - o 5.00 staff years were added as a result of a mid-year change approval by the Board on February 15, 1994 (10), including 1.00 SY Intermediate Clerk Typist, 2.00 SY Eligibility Technician, 1.00 SY Eligibility Supervisor, and 1.00 SY Program Assistant. Also included is \$19,600 in Services and Supplies.
 - o Staff identify and track children who are eligible for Title V-A Federal child care services but who currently are receiving State subsidized services. The State is notified of these federally eligible children, and the State claims these costs at the higher federal share. The State, in turn, shares the increase revenue with the counties to enhance their child care services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Job Training (JTPA)	\$533,314	\$672,677	\$646,890	\$(25,787)
Refugee Employment Services (RES)	827,042	1,263,456	264,151	(999,305)
Refugee Social Services	32,937	27,627	22,005	(5,622)
Food Stamp Employment & Training (FSE&T) (match required)**	1,141,352	1,298,277	895,359	(402,918)
Greater Avenues for Independence (GAIN) (30% NFS match required)***	16,242,151	13,580,545	19,586,900	6,006,355
Transitional Child Care Admin. (TCC)	1,261,384	1,836,830	1,736,019	(100,811)
Non-GAIN Employment & Training (NET) (15% match required)	1,067,120	2,896,845	1,220,901	(1,675,944)
Child Care Federal Block Grant	974,215	544,679	1,762,174	1,217,495
Child Development Program*	519,963	641,991	616,714	(25,277)
Child Care Title IV-A At Risk	97,274	180,214	194,450	14,236
Child Care Tracking	9,355	0	247,644	247,644
Social Services Trust Fund	2,004,888	2,058,883	2,407,599	348,716
Sub-Total	\$24,710,995	\$25,002,024	\$29,600,806	\$4,598,782
Total	\$24,710,995	\$25,002,024	\$29,600,806	\$4,598,782

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
REVENUE MATCH:				
Food Stamp Employment & Training	\$759,610	\$964,574	\$590,964	\$(373,610)
Child Development Program (Maintenance of Effort)	105,332	105,332	105,332	0
Non-GAIN Education & Training (NET)	188,316	32,322	215,453	183,131
GAIN	1,816,572	2,058,883	1,873,709	(185,174)
Match met with Social Service Trust Fund	(2,004,888)	(2,058,883)	(2,407,599)	(348,716)
Sub-Total	\$864,942	\$1,102,228	\$377,859	\$(724,369)
GENERAL FUND SUPPORT COSTS:				
GR Grant Diversion Project	\$42,210	\$43,200	\$43,200	\$0
Sub-Total	\$42,210	\$43,200	\$43,200	\$0
Total	\$907,152	\$1,145,428	\$421,059	\$(724,369)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

RES revenue decreased due to the transfer of the contract portion of this program to the Community Action Partnership Program.

Federal Child Care Block Grant revenue and GAIN Revenue increased as a result of approved FY 93-94 mid-year adds.

Child Care Tracking is a new program approved as a FY 93-94 mid-year add.

NET revenue decreased because participant benefits allocation is less than the FY 93-94 Budget anticipated.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

* The Department of Education Child Development Program requires an initial County maintenance of effort expenditure of \$105,332 each year.

** FSET match: no match required for first \$410,979; 15% for next \$94,705; 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.

Job Training Program

Job Training actuals are less than budget because Federal regulations were changed and resulted in more long term services which had the effect of decreasing the number of clients that could be enrolled and placed in private sector jobs.

For FY 1992-93 the State met NET Program match with State funds. In the State budget, the match requirement was transferred to the County for FY 93-94.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Data Processing Equipment	1	lot	\$6,000
Modular Furniture and Equipment	1	lot	10,000
Total			\$16,000

DESCRIPTION:

Modular Furniture and Data Processing Equipment is needed for additional GAIN staff.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>WORKLOAD</u>					
<u>Job Training Program</u>					
Clients enrolled (annual)	215	243	289	312	226
Jobs developed in private sector (annual)	1,357	816	744	1,365	743
<u>Work Experience (FSET & GAIN PREP)</u>					
Clients referred (unduplicated/ annual)	24,642	26,401	28,891	25,935	29,321
Clients assigned (unduplicated/ annual)	14,863	15,060	16,304	15,984	16,640
<u>Greater Avenues for Independence (GAIN)</u>					
Carryover participants	6,579	8,000	9,600	9,600	10,750
New participants registered (annual)	12,488	11,460	12,648	13,236	12,659
Total program participants served (annual)	19,513	19,460	22,243	22,836	23,409
Average participants served (monthly)	7,010	8,678	10,500	9,208	11,805
<u>Transitional Child Care</u>					
Eligibility determinations (monthly)	49	51	48	53	45
Cases Supervised (monthly)	344	329	311	326	323
Transitional Child Care Children (monthly)	476	519	464	516	484
<u>Non-GAIN Education & Training (NET) *</u>					
Eligibility determination (monthly)	N/A	N/A	64	155	64
Cases supervised (monthly)	N/A	N/A	354	517	357
NET Children (monthly)	N/A	N/A	533	775	529
<u>Child Care & Development Block Grant (FBG) *</u>					
Eligibility determination (monthly)	N/A	N/A	58	14	51
Cases supervised (monthly)	N/A	N/A	274	87	330
Children served (monthly)	N/A	N/A	524	130	644
<u>Child Care Development Program *</u>					
Eligibility determination (monthly)	N/A	N/A	30	81	27
Cases supervised (monthly)	N/A	N/A	141	80	99
Children served (monthly)	N/A	N/A	324	120	233

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>Title IV-A At-Risk Child Care</u> *					
Eligibility determination (monthly)	N/A	N/A	5	3	3
Cases supervised (monthly)	N/A	N/A	25	36	45
Children served (monthly)	N/A	N/A	35	50	68
<u>EFFICIENCY/OUTPUT (Annual)</u>					
Clients per job training worker	72	100	58	62	40
Jobs developed per job training worker	452	272	149	273	149
Clients referred per work experience worker	795	852	932	888	946
GAIN participants per social worker (annual)	222	209	208	246	202
Transitional Child Care determinations per benefit analyst (monthly)	12	10	8	9	8
Transitional Child Care cases supervised (monthly) per benefit analyst	86	82	57	59	88
<u>EFFECTIVENESS/OUTCOME</u>					
Job Training clients employed	183	230	131	162	132
Dollar value of work experience hours worked	\$2,685,117	\$3,932,392	\$4,202,043	\$3,932,392	\$4,806,550
Work experience hours worked	542,483	771,104	830,017	771,104	951,646
GAIN participants sanctioned	N/A	N/A	N/A	N/A	1,500
GAIN participants employed	2,269	2,410	5,657	2,868	5,000
GAIN Program AFDC savings	\$7.0M	\$5.3M	\$8.73M	\$8.6M	N/A
AFDC Cases with earned income	N/A	N/A	N/A	N/A	11,926

* Denotes performance indicators for Child Care programs which were not fully implemented during FY 92-93 and, therefore, do not have data available.

DISCUSSION

Workload

Job training actuals are less than budget because Federal regulations were changed and resulted in more long term services which had the effect of decreasing the number of clients that could be enrolled and placed in private sector jobs.

RESS indicators has transferred to the the Community Action Partnership Program.

FY 94-95 Adopted GAIN workload is higher than FY 93-94 budget due to mid year adds which increase staff and revenue for this program.

Child care block grant actuals are higher than budget due to a mid year adds of additional staff and child care funds.

The Child Care Tracking program began in FY 93-94.

NET Program actuals are less than budget because the FY 93-94 budget projections were based on the State's over optimistic estimate.

EFFECTIVENESS/OUTCOME

The GAIN program AFDC savings effectiveness measures has been replaced by AFDC cases with earned income. Also GAIN participants sanctioned is a new measure. These changes will better measure program performance as the principle means of reducing welfare dependency.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
<u>Job Training</u>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$46,162	\$46,163
5270	SW Supervisor	1	1.00	1	1.00	38,210	38,210
5260	Social Worker III	5	5.00	5	5.00	154,316	160,462
5221	Eligibility Technician	1	1.00	1	1.00	23,950	23,949
2493	Intermediate Acct Clerk	1	1.00	1	1.00	18,217	19,112
2700	Intermediate Clerk	1	1.00	1	1.00	20,609	20,670
9999	Extra Help	1	0.25	0	0.00	9,903	0
	Sub-Total	11	10.25	10	10.00	\$311,367	\$308,566
<u>Refugee Employment Services</u>							
2413	Analyst III	1	1.00	0	0.00	\$46,162	\$0
5270	SW Supervisor	1	0.50	1	0.50	17,089	17,089
5260	Social Worker III	3	3.00	3	3.00	98,335	98,790
2700	Intermediate Clerk	2	2.00	1	1.00	38,607	20,670
	Sub-Total	7	6.50	5	4.50	\$200,193	\$136,549
<u>Refugee Employment Contract Mgmt</u>							
2413	Analyst III	1	1.00	0	0.00	\$46,162	\$0
2700	Intermediate Clerk	1	1.00	0	0.00	20,669	0
	Sub-Total	2	2.00	0	0.00	\$66,831	\$0
<u>Food Stamp Employment & Training</u>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$46,162	\$46,163
5287	Soc Svcs Admin I	1	1.00	1	1.00	43,931	43,930
5244	Program Specialist	1	1.00	1	1.00	41,843	41,842
5270	Social Work Supervisor	3	3.00	3	3.00	109,967	112,716
5260	Social Worker III	31	31.00	31	31.00	969,604	944,853
2700	Intermediate Clerk	8	8.00	8	8.00	155,585	154,700
	Sub-Total	45	45.00	45	45.00	\$1,367,092	\$1,344,204
<u>GAIN Administration</u>							
0360	Asst Dep Dir, Soc Svcs	1	1.00	1	1.00	\$60,309	\$60,310
2757	Admin Sec II	1	1.00	1	1.00	25,474	25,474
	Sub-Total	2	2.00	2	2.00	\$85,783	\$85,784
<u>GAIN Support</u>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	46,162	43,930
5413	Analyst III	3	3.00	3	3.00	138,486	138,489
5244	Program Specialist	2	2.00	2	2.00	83,686	83,684
2412	Analyst II	3	3.00	4	4.00	125,529	159,960
2730	Senior Clerk	1	1.00	1	1.00	23,236	23,712
2700	Intermediate Clerk	4	4.00	4	4.00	79,844	77,103
	Sub-Total	14	14.00	15	15.00	\$496,943	\$526,878
<u>GAIN Operations</u>							
0360	Asst Dep Dir, Soc Svcs	1	1.00	1	1.00	\$60,310	\$60,310
5287	Soc Svcs Admin I	6	6.00	6	6.00	263,586	263,580
2300	Child Care Coordinator	0	0.00	1	1.00	0	44,829
5244	Program Specialist	2	2.00	2	2.00	83,686	83,684
5270	Soc Work Supv	13	13.00	15	15.00	496,730	561,196
5260	Soc Worker III	93	93.00	116	116.00	3,025,671	3,688,052
2757	Admin Sec II	1	1.00	1	1.00	25,474	25,474
2745	Supervising Clerk	1	1.00	1	1.00	26,427	27,745
2730	Senior Clerk	8	8.00	11	10.00	185,885	253,778

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2493	Intermediate Acct Clk	12	12.00	12	12.00	242,247	243,579
2700	Intermediate Clerk	39	39.00	60	60.00	778,674	1,156,552
3119	Dept Computer Specialist II	0	0.00	1	1.00	0	29,028
	Sub-Total	176	176.00	227	226.00	\$5,188,690	\$6,437,807
<u>Transitional Child Care</u>							
5244	Program Specialist	1	1.00	1	1.00	\$35,447	\$38,369
5222	Eligibility Supervisor	1	1.00	1	1.00	29,965	29,964
5221	Eligibility Technician	6	5.50	6	5.50	123,134	130,561
2700	Intermediate Clerk	3	3.00	3	3.00	56,989	58,426
	Sub-Total	11	10.50	11	10.50	\$245,535	\$257,320
<u>Non-GAIN Education & Training</u>							
5270	Social Work Supervisor	1	.50	1	.50	\$16,317	\$18,934
5260	Social Worker III	2	2.00	2	2.00	55,526	65,860
5221	Eligibility Technician	1	1.00	1	1.00	19,224	20,276
2700	Intermediate Clerk	1	1.00	1	1.00	17,428	18,859
	Sub-Total	5	4.50	5	4.50	\$108,495	\$123,929
<u>Child Care Federal Block Grant</u>							
5270	Social Work Supervisor	1	.25	1	.25	\$8,222	\$8,386
5260	Social Worker III	1	1.00	3	3.00	27,763	87,344
5221	Eligibility Technician	1	.50	2	2.50	9,735	49,312
2700	Intermediate Clerk	1	1.00	2	2.00	17,428	35,369
	Sub-Total	4	2.75	8	7.75	\$63,148	\$180,411
<u>Child Care Development</u>							
5260	Social Worker III	3	1.50	3	1.50	\$46,336	\$47,236
5221	Eligibility Technician	1	1.00	1	1.00	23,950	23,949
2700	Intermediate Clerk	1	1.00	1	1.00	20,669	20,670
	Sub-Total	5	3.50	5	3.50	\$90,955	\$91,855
<u>Child Care Title IV-A DOE at Risk</u>							
5221	Eligibility Technician	1	.50	1	.50	\$9,488	\$9,980
	Sub-Total	1	0.50	1	0.50	\$9,488	\$9,980
<u>Child Care Tracking</u>							
5244	Program Specialist	0	0.00	1	1.00	0	34,434
5222	Eligibility Supervisor	0	0.00	1	1.00	0	25,278
5221	Eligibility Technician	0	0.00	2	2.00	0	38,450
2700	Intermediate Clerk Typist	0	0.00	1	1.00	0	17,428
	Sub-Total	0	0.00	5	5.00	\$0	\$115,590
Total		283	277.50	339	334.25	\$8,234,520	\$9,618,873
Salary Adjustments:						\$79,568	\$1,980
Bilingual Pay:						30,660	30,660
Employee Benefits:						2,923,893	3,187,515
Integrated Leave Program:						(159,154)	0
Salary Savings:						(222,741)	(252,281)

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
Total Adjustments						\$2,652,226	\$2,967,874
Program Totals		283	277.50	339	334.25	\$10,886,746	\$12,586,747

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$38,727,539	\$39,321,657	\$40,051,536	\$39,234,871	\$41,731,945	6.4
Services & Supplies	3,719,425	3,884,348	4,038,840	4,289,767	4,376,613	2.0
Contracts	1,205,416	1,663,848	2,066,651	2,057,202	3,553,192	72.7
Support & Care	1,322,473	1,227,281	1,282,041	1,546,239	1,546,239	0.0
Fixed Assets	38,742	27,760	0	0	55,663	100.0
TOTAL DIRECT COST	\$45,013,595	\$46,124,894	\$47,439,068	\$47,128,079	\$51,263,652	8.8
PROGRAM REVENUE	(41,664,265)	(42,622,759)	(45,225,137)	(45,416,538)	(49,221,033)	8.4
NET GENERAL FUND CONTRIBUTION	\$3,349,330	\$3,502,135	\$2,213,931	\$1,711,541	\$2,042,619	19.3
STAFF YEARS	954.50	954.75	964.50	977.75	1,037.00	6.1

PROGRAM MISSION

To protect children and preserve families.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actuals are more than budget due to the Integrated Lease Program Payout and the mid-year addition for Emergency Assistance.

ACHIEVEMENT OF 1993-94 OBJECTIVES

The objective:

1. "To limit the average stay at Hillcrest to four days," was not achieved. Due to an overall decrease in available Foster Homes, the average stay was 4.7 days.
2. "To terminate 278 cases in Family Maintenance and Reunification services each month," was achieved. In 1993-94, the objective was exceeded with 286 terminated cases.
3. "To increase the number of voluntary in-home cases to 10%," was not achieved. In 1993-94, the actuals were 6%, compared to 5% in 1992-93.
4. "To make 8 adoption placements per worker/year," was achieved. In 1993-94, the actuals were 9.1.
5. "To promptly investigate 35 complaints per month regarding foster home facilities violations," was achieved. In 1993-94, complaints decreased to an average of 22 per month. These were all investigated promptly.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. To serve families where there is risk of child abuse, enabling them to remain together without continued abuse or neglect.
2. To ensure that when children must be removed from the home for their protection, they maintain family and community ties.
3. To assist families whose children are removed from the home to safely reunify.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. To provide for the investigation of approximately 4,100 child abuse reports monthly.
2. To provide support to families in which abuse was investigated to ensure that for 97% or 3,977 children there will be no confirmed reports of re-abuse within six months.
3. To ensure that children removed from the home for their protection, maintain family and community ties. Of the 4,600 children living with foster families, 44% or 2,026 children will be with relatives. Approximately, 92% or 4,250 children will be placed with ethnically matched families.
4. To enable children removed from their home to reunify safely with their families by ensuring that of the monthly average number of children who return home, 60%, or 68 of them return home within 12 months, and an additional 11% or 23 of them return home within 18 months.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

These sub programs have been extensively reorganized to provide for clearer lines of authority and responsibility and to improve management.

The activities of this program are summarized as follows:

1. **Child Welfare Services (CWS) [777.00 SY; E=\$36,458,203; R=\$34,415,584]**
 - Mandated/Mandated
 - Funded by Child Welfare Services.
 - Provides for a full range of child protection services:
 - a. Initial Assessment investigates and assesses Child Abuse Hotline reports, including the operation of the Hotline, and determines the level of intervention needed to protect the child. (Emergency Response)
 - b. In-Home Care provides services to stabilize the family and improve conditions in the home so that the child is no longer in danger. (Family Maintenance)
 - c. Temporary Out-Of-Home Care provides services when it is necessary to remove the child from the home and assists parents in modifying home conditions so that child can safely return to the family. (Family Reunification)
 - d. Long Term Out-of-Home Care services are provided if a child cannot return quickly to the home. These services include the supervision of children in relative care, foster care and group homes. (Permanency Planning)
 - Transfers existing services and current staffing (i.e. 79 SYs) to various sub-programs to streamline lines of authority, optimize revenue offsets, and enhance State Claiming functions. This includes the transfer of 57 SYs to Adoptions; 10 SYs to Independent Living Skills; .50 SYs to Options for Recovery; 2 SYs to Intensive Family Preservation; and 9.5 SYs to Emergency Shelter.
 - Reflects the mid-year addition of 2 SYs for Emergency Assistance.
 - Provides 2 SYs and offsetting revenue for the Step-Parent Adoptions Program.
 - Transfers 6 SYs to the Management Services Program Fiscal Division to consolidate Family Support Services payment and accounting.
 - Transfers a Social Services Administrator III to the Department Administration - Executive Office program, in exchange for an Administrative Assistant II, to reflect organizational duties and job assignments.
 - Transfers an AA III 1 SY from Department Administration Program to CWS to reflect ongoing assignments and workload.
2. **Emergency Shelter Care [123.00 SY; E=\$5,578,442; R=\$5,578,442]**
 - Mandated /Mandated
 - Funded by Emergency Assistance Funds (Title IV-A) and Child Welfare Services.
 - Provides for Emergency Shelter Care services to children taken into custody by law enforcement or the Juvenile Court. This includes Hillcrest, Polinsky Center, Casa de Amparo, licensed group homes and specialized foster care homes. Hillcrest Receiving Home will remain in operation until the A.B. Polinsky Center is opened in October 1994.

- Provides for staffing of the Polinsky Center. This includes 11.25 SYs for full-year funding of 93/4 positions and 24 SYs to support the October 1994 opening of the Polinsky Center. Staffing also includes 9.5 SYs from CWS.
 - Approximately 450 children will be admitted each month at the Polinsky Center.
 - Adds Quality Assurance staff for Emergency Assistance (+2 SYs; \$55,524 in expenses and revenue; 0 Net Cost).
3. Intensive Family Preservation [48.00 SY; E=\$4,439,654; R=\$4,439,654]
- Discretionary Program/ Discretionary Service Level
 - Funded by State General Funds - Foster Care costs.
 - Provides intensive short term in-home services to avoid placing children outside the home or facilitates the early return of the child to his/her home.
 - Transfers 2 SYs from CWS to this new sub-program.
 - Provides Family Preservation Services to reflect the full year allocation (+23 SY; \$1,566,295 Expenditures and Revenue).
4. Foster Care Licensing [20.50 SY; E=\$983,737; R=\$983,737]
- Discretionary /Mandated
 - Manages the licensing of Foster Care homes under contract with the State.
 - Develops Foster Care home resources, issues licenses, and evaluates and monitors standards.
 - Manages an estimated 1,450 active foster care licensed families monthly.
 - Transfers existing Options for Recovery services and the current 2.00 SYs to the Options for Recovery sub-program.
 - Provides Foster Parent Training and Recruitment under AB 2129 (+2 SY; \$96,800 Expenditures and \$180,000 Revenues).
 - Provides staff to apply for Social Security Supplemental Income; deletes a Social Worker III and adds an Eligibility Supervisor (0 SY change; 0 Net Cost).
5. Independent Living Skills [9.00 SY; E=\$802,796; R=\$802,796]
- Mandated/Mandated.
 - The goal is to enable eligible youth to achieve self sufficiency prior to leaving the foster care support system.
 - Transfers existing services and 10 SYs from CWS to this sub-program.
 - Provides a Probation Officer (cost applied from the Probation Department) based on the deletion of a Protective Services Worker (-1 SY; adds \$82,194 S&S, and deletes \$44,818 S&B and \$37,376 S&S; 0 Net County Cost).
6. Adoption Services [57.00 SY; E=\$2,765,043; R=\$2,765,043]
- Discretionary/Mandated.
 - Operated under license with the State of California.
 - Included previously as part of Family Services.
 - Transfers existing services and the current 57 SYs from CWS to this sub-program.
 - Recruits adoptive families; provides placement services and background investigations; and counsels birth parents, adoptive parents and children involved in the adoption process.
 - Plans to place 27 children monthly.
7. Options for Recovery [2.50 SY; E=\$235,777; R=\$235,777]
- Discretionary/Mandated.
 - Funded by the State of California
 - Manages the pilot program providing for the recruitment of specialized foster care homes for drug and/or alcohol exposed, or HIV positive infants. This includes the training of foster parents and respite care services.
 - Previously included as part of Foster Care Licensing.
 - Transfers existing services and the current 2.00 SYs from Foster Care Licensing and .50 SYs from CWS to this new sub-program.
 - Provides services to recruit and train foster care families and place 100 eligible children with these families over the course of one year.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Child Welfare Services (match is 30% of NFS)*	\$29,782,547	\$28,828,444	\$30,760,011	\$1,931,567
Emergency Assistance	195,403	0	482,443	482,443
CMS Refugee Social Services	3,851	0	44,147	44,147
Foster Care Licensing Contract	917,826	1,084,663	983,737	(100,926)
Adoptions Contract	2,668,474	2,976,915	2,609,552	(367,363)
Independent Living Skills Contract	622,327	623,949	803,796	179,847
Adoption Fees	91,207	86,124	155,491	69,367
Family Preservation	2,803,240	2,897,923	4,845,604	1,947,681
Miscellaneous Grants	27,947	152,281	0	(152,281)
Pediatric Grant	38,114	0	39,121	39,121
Social Services Trust Fund	8,074,201	8,766,239	8,497,131	(269,108)
Sub-Total	\$45,225,137	\$45,416,538	\$49,221,033	\$3,804,495
Total	\$45,225,137	\$45,416,538	\$49,221,033	\$3,804,495

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
REVENUE MATCH:				
Child Welfare Services	\$10,009,628	\$10,143,482	\$10,165,731	\$22,249
Emergency Assistance	55,756	0	33,208	33,208
Independent Living Skills	196,384	217,852	274,430	56,578
Match Met with Social Service Trust Fund	(8,074,201)	(8,766,239)	(8,497,131)	269,108
Sub-Total	\$2,187,567	\$1,595,095	\$1,976,238	\$381,143
GENERAL FUND SUPPORT COSTS:				
Court Ordered Services, County Cost	26,364	116,446	66,381	(50,065)
Sub-Total	\$26,364	\$116,446	\$66,381	\$(50,065)
Total	\$2,213,931	\$1,711,541	\$2,042,619	331,078

EXPLANATION/COMMENT ON PROGRAM REVENUES:

- o 1994-95 Budgeted Revenues are based on workload projections and related funding allocations and claims.
- o Revenue variances reflect claiming process differentials and the continuing focus on family preservation efforts.
- o During FY 93-94, Emergency Assistance and Pediatric Grant were included as new funding sources.

* Non Federal Share (NFS)

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Local Area Network (LAN)	1	lot	\$55,663
Total			\$55,663

DISCUSSION

This proposal includes a request for a Local Area Network for the Polinsky Center where the campus design with separate cottages increases the challenge of communication between staff. This system will allow for accurate recording of information on all children cared for at the Center. It will reduce the amount of time needed to admit children to the Center and increase the amount of information available for evaluation purposes. New Federal Title IV-A Emergency Assistance funding regulations required extensive information on the care provided to children at the Center and is essential to preparing the detailed claims for revenue reimbursement.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>WORKLOAD (monthly)</u>					
<u>Child Protective Services:</u>					
Hot Line Referrals	5,941	5,334	5,335	5,500	5,500
Children admitted to Hillcrest Receiving Home	444	382	422	445	450
Children served in Initial Assessment (Investigations)	3,931	4,003	4,077	4,300	4,100
Children Served in In-Home Care (Family Maintenance)	2,322	2,255	2,591	2,250	2,605
Children Served in Temporary Out-of-Home Care (Family Reunification)	2,510	1,944	2,008	2,296	1,961
Children Served in Long-Term Foster Care (Permanency Planning)	3,340	3,196	3,039	3,437	3,043
Children Served Annually	55,362	55,790	56,370	59,048	56,801
<u>Adoptions:</u>					
Children placed in adoptive homes	52	37	28	39	27
<u>Foster Home Licensing:</u>					
Foster Home Licenses in Force	*	1,569	1,439	1,500	1,450
<u>EFFICIENCY/OUTPUT</u>					
<u>Child Protective Services:</u>					
Children Served Annually per CWS Worker	*	105	130	136	128
<u>Adoptions:</u>					
Children Placed in Adoptive Homes Annually per Adoptions Worker	*	7.7	9.1	8.0	8.4
<u>Foster Home Licensing:</u>					
Foster Home Licenses in Force per Licensing Worker	*	105	115	120	116

DISCUSSION

WORKLOAD (per month):

* New statistic, historical information is not available due to changes in State caseload definitions.

Comparison of 1992/93 Actuals to 1993/94 Actuals

Overall, the 1993/94 actual workload averages reflected a moderate increase from 1992/93 levels. The total number of children served annually increased from 55,790 in 92/93 to 56,370 in 93/94 (or 1%). Fluctuations reflect changes in the social, economic and individual situations of the clients served, as well as the increased population of the area served. Workload changes were reflected in moderate increases in Family Maintenance and Family Reunification activities.

Hillcrest Receiving Home's monthly workload increased from 382 children in 92/93 to 422 in 93/94 (or a 10% increase). This reflects the overall shifts in population served, reported abuse cases and the severity of the cases. Other changes include a reduction in Foster Home Licensing from 1,569 in 92/93 to 1,439 in 93/94 (or an 8% reduction). In addition, there was a reduction in adoption placements from 37 in 92/93 to 28 in 93/94, due to fewer children in foster care in need of a permanent plan for adoption.

Comparison of 1993/94 Actuals to 1994/95 Adopted Budget

Overall, the Adopted Budget provides for moderate shifts in workload which reflects 1993/94 trends and minor modifications for anticipated program changes. The Adopted Budget reflects a moderate increase in total number of children served from 56,370 in 93/94 Actual to 56,801 in 94/95 Adopted (+1%).

EFFICIENCY/OUTPUT:

The 1994/95 Adopted Budget Efficiency Outputs reflect 1993/94 Actual levels with minor adjustments which reflect the alignment of staff with projected workload and revenue match considerations.

EFFECTIVENESS/OUTCOME:

For 1994/95, Children Services provided primary support and direction in the development and implementation of the A.B. and Polinsky Childcare Center which was opened in early October 1994. This center provides state of the art care for children who require assessment and temporary care, prior to placement. It also represents a prime example of collaboration between the public and private sector.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
<u>Child Welfare Services (CWS)</u>							
0360	Asst Dep Dir, SS	8	8.00	8	8.00	454,040	462,578
2302	Admin Assist III	0	0.00	1	1.00	46,162	46,163
2303	Admin Assist II	2	2.00	2	2.00	35,358	77,111
2425	Assoc Accountant	1	1.00	1	1.00	37,124	37,125
2493	Int Acct Clerk	1	1.00	1	1.00	19,072	20,023
2650	Stock Clerk	3	3.00	3	3.00	57,875	56,203
2700	Int Clerk	130	125.00	115	113.50	2,481,552	2,266,584
2714	Int Trans Typist	5	5.00	5	5.00	101,402	96,830
2715	Records Clerk	14	14.00	14	14.00	298,833	294,832
2726	Prin Clerk II	2	2.00	2	2.00	69,860	69,860
2730	Senior Clerk	19	18.00	18	17.00	423,237	402,266
2745	Supv Clerk	5	5.00	5	5.00	135,206	135,210
2756	Admin Sec I	16	15.00	13	12.00	330,532	253,481
2757	Admin Sec II	7	7.00	7	7.00	175,937	176,002
2760	Stenographer	1	1.00	1	1.00	19,812	19,829
2903	Legal Proc Clerk I	13	13.00	7	7.00	272,028	149,373
2906	Legal Proc Clerk III	1	1.00	0	0.00	27,227	0
2907	Legal Proc Clerk II	2	2.00	0	0.00	48,148	0
3039	Mail Clerk Driver	5	5.00	5	5.00	103,570	102,037
4911	Social Svc Aide II	1	0.00	1	0.00	0	0
4913	Prot Svcs Asst	33	30.00	32	29.00	641,249	605,640
5045	Clinical Psych	2	1.00	2	1.00	45,530	44,764
5087	Sr Clinical Psych	1	1.00	1	1.00	47,941	47,942
5222	Eligibility Sup	0	0.00	1	1	0	25,278
5244	Program Spec	14	13.00	14	13.00	523,964	529,618
5257	Prot Svc Wkr	461	433.00	416	394.50	14,618,592	13,213,872
5258	Sr Prot Svc Wkr	69	65.00	63	59.00	2,481,558	2,213,753
5259	Prot Svc Sup	69	65.00	63	59.00	2,807,207	2,550,982
5270	Soc Work Sup	4	3.00	4	3.00	109,591	114,630
5289	Soc Serv Admin III	17	16.00	12	12.00	794,659	608,469
	Sub-Total	906	855.00	817	777.00	\$27,207,266	\$24,620,455
<u>Emergency Shelter Care</u>							
2493	Int Account Clerk	0	0.00	1	0.75	0	\$13,075
2650	Stock Clerk	1	0.25	2	1.75	4,264	29,857
2658	Storekeeper II	1	0.25	1	1.00	5,330	21,508
2700	Intermediate Clerk	8	7.50	15	14.50	155,136	291,144
2730	Senior Clerk	1	1.00	1	1.00	23,950	23,949
2756	Admin Sec I	1	1.00	2	2.00	22,052	44,104
2764	Office Manager	1	0.25	1	1.00	6,364	25,681
4407	Rec. Therapist	1	1.00	1	1.00	27,671	27,676
4618	Psych. Tech	6	6.00	6	6.00	114,796	143,202
4913	Prot Svcs Asst	1	0.25	2	1.75	4,654	32,368
5072	Child Care Worker	28	25.75	51	50.50	531,838	979,720
5089	Sr. Child Care Wkr	8	8.00	8	8.00	170,354	174,605
5244	Program Spec	1	1.00	1	1.00	35,447	41,842
5257	Prot Svc Wkr	8	8.00	14	8.75	272,488	287,563
5258	Sr Prot Svc Wkr	1	1.00	2	2.00	38,062	71,088
5259	Prot Svc Sup	7	6.25	8	8.00	272,669	345,190
5289	Soc Serv Admin III	1	1.00	2	2.00	50,907	101,814
5884	Bldg Maint Eng	1	0.25	0	0.00	6,728	0
6320	Gardener I	1	0.25	0	0.00	4,086	0
6344	Coordinator, Vol.	1	0.25	2	2.00	6,781	54,152
6510	Sr Laundry Wkr	0	0.00	0	0.00	0	0
6530	Laundry Wkr I	1	0.25	1	1.00	4,665	18,822
6531	Laundry Wkr II	1	0.25	1	1.00	4,243	17,122
7031	Custodian	3	2.25	2	2.00	41,073	37,536
7085	Sup. Custodian	1	0.25	0	0.00	4,914	0
	Extra Help	6	6.00	6	6.00	71,635	71,635
	Sub-Total	90	78.25	130	123.00	\$1,880,107	\$2,853,653
<u>Intensive Family Preservation Program</u>							
2493	Int Acct Clerk	2	2.00	1	1.00	36,743	20,798
2700	Int Clerk	3	3.00	6	6.00	61,138	114,807
2756	Admin Sec I	0	0.00	1	1.00	0	19,137
4913	Prot Svcs Asst	6	6.00	6	6.00	122,618	126,653
5257	Prot Svc Wkr	5	5.00	21	21.00	183,012	657,454

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
5258	Sr Prot Svc Wkr	3	3.00	6	6.00	119,996	205,396
5259	Prot Svc Sup	4	4.00	6	6.00	175,488	251,660
5289	Soc Serv Admin III	0	0.00	1	1.00	0	46,163
	Sub-Total	23	23.00	48	48.00	\$698,995	\$1,442,068
<u>Foster Care Licensing</u>							
2700	Int Clerk	3	3.00	4	4.00	62,007	78,000
2730	Senior Clerk	1	1.00	1	1.00	23,950	23,949
2756	Admin Sec I	1	1.00	1	1.00	22,919	22,052
5257	Prot Svc Wkr	2	2.00	3	2.50	69,112	81,183
5260	Soc Wkr III	12	11.50	9	9.00	378,885	296,370
5270	Soc Work Sup	2	2.00	2	2.00	76,420	76,420
5288	Soc Serv Admin II	1	1.00	1	1.00	46,162	46,163
	Sub-Total	22	21.50	21	20.50	\$679,455	\$624,137
<u>Independent Living Skills</u>							
4913	Prot Svcs Asst	0	0.00	1	1.00	0	21,629
5257	Prot Svc Wkr	0	0.00	6	6.00	0	207,336
5258	Sr Prot Svc Wkr	0	0.00	1	1.00	0	38,062
5259	Prot Svc Sup	0	0.00	1	1.00	0	43,872
	Sub-Total	0	0.00	9	9.00	\$0	\$310,899
<u>Adoptions</u>							
2700	Int Clerk	0	0.00	5	5.00	0	103,350
2756	Admin Sec I	0	0.00	1	1.00	0	22,052
2903	Legal Proc Clerk I	0	0.00	6	6.00	0	120,239
2906	Legal Proc Clerk III	0	0.00	1	1.00	0	27,226
2907	Legal Proc Clerk II	0	0.00	2	2.00	0	48,150
5257	Prot Svc Wkr	0	0.00	33	33.00	0	1,140,348
5258	Sr Prot Svc Wkr	0	0.00	4	4.00	0	152,248
5259	Prot Svc Sup	0	0.00	4	4.00	0	175,488
5289	Soc Serv Admin III	0	0.00	1	1.00	0	50,907
	Sub-Total	0	0.00	57	57.00	\$0	\$1,840,008
<u>Options for Recovery</u>							
2700	Int Clerk	0	0.00	1	1.00	0	20,670
5257	Prot Svc Wkr	0	0.00	1	0.00	0	0
5260	Soc Worker III	0	0.00	2	1.50	0	42,177
	Sub-Total	0	0.00	4	2.50	\$0	\$62,847
Total		1,041	977.75	1,086	1,037.00	\$30,465,823	\$31,754,067
Bilingual Pay:						\$49,250	49,250
Premium/Overtime Pay:						180,910	180,910
Employee Benefits:						10,265,218	10,402,234
Integrated Leave Program:						(669,234)	(0)
Salary Adjustment:						(208,663)	177,222
Salary Savings:						(848,433)	(831,738)
Total Adjustments						\$8,769,048	\$9,977,878
Program Totals		1,041	977.75	1,086	1,037.00	\$39,234,871	\$41,731,945

PROGRAM #: 27017
MANAGER: G. TATEORGANIZATION #: 3900
REFERENCE: 1994-95 Proposed Budget - Pg. 17-30 to 35

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$728,519	\$742,756	\$784,157	\$653,662	\$814,715	24.6
Services & Supplies	18,069	12,167	28,452	23,351	143,642	515.1
Contracts	6,260,491	6,316,336	6,197,784	6,164,629	7,137,799	15.8
Fixed Assets	4,518	2,300	0	0	5,200	100.0
TOTAL DIRECT COST	\$7,011,597	\$7,073,559	\$7,010,393	\$6,841,642	\$8,101,356	18.4
PROGRAM REVENUE	(4,874,307)	(5,182,698)	(4,742,432)	(4,446,573)	(5,706,287)	28.3
NET GENERAL FUND CONTRIBUTION	\$2,137,290	\$1,890,861	\$2,267,961	\$2,395,069	\$2,395,069	0.0
STAFF YEARS	14.50	15.00	17.00	13.00	17.00	30.8

PROGRAM MISSION

To collaborate with public and private agencies on the implementation of Board policy goals and the prevention of costly social problems; and, administer contracts that assist families toward economic and social self-sufficiency.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

All Direct Costs and Staff Years were higher than budget due to the transfer of Refugee contracts from the Employment Services Program in March 1994.

ACHIEVEMENT OF 1993-94 OBJECTIVES

The objective:

1. "To enable the County of San Diego to receive \$1.7 million in Community Services Block Grant (CSBG) revenues by preparing and submitting a Local Plan which complies with State requirements" was achieved. In 1993-94, \$1.8 million in CSBG Revenue was received.
2. "To administer contracts to achieve contract compliance for 80 social service projects" was achieved. In 1993-94, 90 projects achieved contract compliance.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Number of at-risk youth age 10-17 receiving juvenile diversion services 6,718
2. Number of refugees receiving employment and training services 1,300.
3. Number of families receiving child abuse prevention services 4,401.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Prevent 70 percent of 6,718 youth receiving juvenile diversion services from entering or re-entering the juvenile justice system.
2. Achieve economic self-sufficiency for 20 percent of 1,300 refugees in employment and training services.

3. Prevent entry or re-entry into the child abuse protection system of 45 percent of 4,401 families who receive child abuse prevention services.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Administration [17.00 SY; E = \$952,557; R = \$952,557] including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o Responsible for the administration of 89 contract projects that provide a variety of social services.
 - o Reflects the transfer of the Refugee Assistance Program (4 staff years) from the Employment Services Program to the Community Action Partnership. The Refugee Assistance Program is federally funded and provides employment services to an estimated 5,821 refugees/year.

2. Contract Services [0.00 SY; E = \$7,148,799; R = \$4,753,730] including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o Provides a variety of social services through supporting community agencies including:
 - Family Preservation Services
 - Child Abuse Prevention Service
 - Emergency Shelter and Food
 - Social Services to the Economically Disadvantaged
 - Family Based Self-Sufficiency Services
 - Dispute Resolution Services
 - Adult Ex-Offender Services
 - Information, Referral, Resource Service
 - Juvenile Diversion Services
 - Youth Services
 - Emergency Assistance Services
 - Domestic Violence Services
 - o Includes continued funding for emergency shelters based on Housing & Community Development funds.
 - o Includes expansion of dispute resolution services for Juvenile Dispute Resolution and Family Court Alternatives based on civil action filing fees.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Community Services Block Grant	\$1,912,797	\$1,739,227	\$1,909,432	\$170,205
Child Abuse Prevention Fund	529,585	516,938	516,938	0
Marriage License Fees/Domestic Violence	430,034	506,062	440,000	(66,062)
City of San Diego	165,312	127,073	45,960	(81,113)
Fed. Homeless Grant	0	115,360	115,362	2
Dispute Resolution	364,370	386,000	586,000	200,000
Children's Trust Fund	387,035	505,750	505,750	0
Challenge Grant	0	1,348	1,348	0
San Diego Unified S.D.	0	54,496	54,496	0
Teen Fathers/Private Industry Council	142,221	76,584	111,000	34,416
Housing and Community Development	62,382	417,735	417,735	0
Prior Year Revenue	442,663	0	0	0
Refugee Employment Srv	50,545	0	351,277	351,277
Refugee Employment Srv TA	0	0	497,227	497,227
Refugee Employment Asst	0	0	32,255	32,255
Fed. Prevention Funds	0	0	6,424	6,424
Com. Dev. Work Station	0	0	156,472	156,472
Retirement Rate Adj. (Memo)	0	0	(41,389)	(41,389)
Operating Trans/Other Departments	254,743	0	0	0
Recovered Exp	745	0	0	0
Sub-Total	\$4,742,432	\$4,446,573	\$5,706,287	\$1,259,714
Total	\$4,742,432	\$4,446,573	\$5,706,287	\$1,259,714

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Board Directed County Funded Contracts	\$2,267,961	\$2,395,069	\$2,395,069	\$0
Sub-Total	\$2,267,961	\$2,395,069	\$2,395,069	\$0
Total	\$2,267,961	\$2,395,069	\$2,395,069	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

- o The 1994-95 Adopted Revenue for Community Services Block Grant was based on State of California revenue allocation levels.
- o The 1994-95 Adopted Revenue includes an increase in Dispute Resolution revenues based on civil dispute fees.
- o The 1994-95 revenue for Teen fathers reflects proposed Teen fathers activities and related funding sources.
- o Housing and Community Development revenue is based on continuing funding for the three Homeless Emergency Shelters.
- o Refugee funding reflects the transfer of Refugee Contract activities and revenue history from Employment Services Program to Community Action Partnership mid-year in 1993-94.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Personal Computers (486D)	1	lot	\$5,200
Total			\$5,200

DISCUSSION

The 1994/95 Adopted budget includes two 486/DX personal computers to replace two 286 personal computers. The current machines cannot accommodate the software upgrades required to process information efficiently. The Community Action Partnership will be requiring more information from contractors to ensure that performance outcomes are achieved.

The cost of these items will be fully offset with Community Service Block Grant revenues. The personal computers which are replaced will be re-assigned to other areas of the department with unmet automation needs.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>WORKLOAD</u>					
Projects supervised	98	90	85	80	89
<u>EFFICIENCY/OUTPUT</u>					
Projects supervised per contract administrator	22:1	22:1	19:1	20:1	18:0
<u>EFFECTIVENESS/OUTCOME</u>					
Number of at-risk youth age 10-17 receiving juvenile diversion services	N/A	N/A	N/A	0	6,718
Number of refugees receiving employment and training services (contract)	N/A	N/A	N/A	0	1,300
Number of families receiving child abuse prevention services	N/A	N/A	N/A	0	4,401
Number of clients served by contract services (monthly)	10,332	8,019	12,216	4,785	N/A
Number of calls answered by Info-Line (monthly)	N/A	N/A	9,567	10,398	N/A
Number of meals served (monthly)	N/A	N/A	243,642	245,235	N/A

DISCUSSION

Workload

- o For 1994-95 Budgeted, the Effectiveness/Outcome Indicators have been restructured to focus on program outcomes, and will be monitored to provide for historical comparison.
- o The 1993-94 Budget workload for clients served by contract services was proposed based on the termination of juvenile diversion and ex-offenders and emergency assistance. The 1993-94 Adopted Budget continued these activities, but did not adjust the workload proposals. The 1993-94 Actuals reflect prior year program activities and an overall increase in workload based on demographic factors.
- o The 1994-95 Budget Workload Indicators reflect the transfer of Refugee Service's contracts from Employment Services to Community Action Partnership.
- o The 1993-94 Actuals for meals served monthly were within 1% of Budgeted levels.
- o Moderate changes in the contract to administrator ratio reflects the transfer of refugee contracts and related contract monitoring duties.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2292	Deputy Dir, CAP	1	1.00	1	1.00	\$70,281	\$70,281
0360	Asst Deputy Director	1	1.00	1	1.00	49,294	49,295
2413	Analyst III	1	1.00	2	2.00	46,162	92,326
2412	Analyst II	2	2.00	3	3.00	83,686	125,412
2411	Analyst I	2	2.00	2	2.00	61,806	68,033
2505	Senior Accountant	1	1.00	1	1.00	45,081	45,081
2425	Assoc Accountant	1	1.00	1	1.00	37,124	37,125
2403	Accounting Tech	1	1.00	1	1.00	26,666	26,666
2700	Int Clerk Typist	0	0	2	2.00	0	30,578
2758	Admin Sec III	1	1.00	1	1.00	29,122	23,949
2730	Senior Clerk	1	1.00	1	1.00	23,950	22,052
2760	Stenographer	1	1.00	1	1.00	19,826	38,611
Total		13	13.00	17	17.00	\$492,998	\$629,409
Employee Benefits:						188,157	202,778
Integrated Leave Program:						(14,101)	0
Salary Savings:						(13,392)	(17,472)
Total Adjustments						\$160,664	\$185,306
Program Totals		13	13.00	17	17.00	\$653,662	\$814,715

PROGRAM: AID TO FAMILIES WITH DEPENDENT CHILDREN

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24001
MANAGER: J. ZINSER

ORGANIZATION #: 3900
REFERENCE: 1994-95 Proposed Budget - Pg. 17-36

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$25,313,838	\$27,740,759	\$29,131,983	\$28,368,676	28,732,613	1.3
Services & Supplies	3,153,425	3,515,137	3,783,138	3,813,619	3,727,347	(2.3)
Contracts	0	0	5,463,554	5,545,226	6,614,977	19.3
Support & Care	429,945,556	431,468,673	437,942,280	433,276,333	451,571,208	4.2
Fixed Assets	67,472	35,003	970	0	130,197	100.0
TOTAL DIRECT COST	\$458,480,291	\$462,759,572	\$476,321,925	\$471,003,854	\$490,776,342	4.2
PROGRAM REVENUE	(443,515,586)	(447,486,926)	(459,910,853)	(454,614,707)	(474,530,820)	4.4
NET GENERAL FUND CONTRIBUTION	\$14,964,705	\$15,272,646	\$16,411,072	\$16,389,147	\$16,245,522	(0.9)
STAFF YEARS	809.25	864.00	902.50	911.75	917.25	0.6

PROGRAM MISSION

To assist eligible families with transitional cash assistance to preserve family life, self-reliance, and direct families toward financial independence through employment and maximum use of resources.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The FY 93-94 Actual Salaries and Benefits exceeded Budget due to the Integrated Leave Program payoff, increased workloads and associated staff preventing the achievement of Salary Savings.

Support and Care expenditures exceeded budget because of significant increases in the AFDC Unemployed Parent caseloads which receive a higher average payment.

The FY 93-94 Program Revenue increased as an offset to the actual costs incurred.

ACHIEVEMENT OF 1993-94 OBJECTIVES

The objective:

1. "To grant or deny eligibility for 100% of applicants within the Federally mandated 45-day time frame," was not achieved. 93.6% of applicants were granted or denied within 45 days.
2. "To transfer 75% or more of cases to granted within 15 days of the intake eligibility determination," was not achieved. 72.6% of intake 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 (96.0%)," was achieved.
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," was exceeded. An average of \$533,722 was identified monthly for collection.
5. "To refer applicants suspected of misrepresenting facts, to District Attorney investigators prior to eligibility determination 100% of the time," was achieved.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Provide a monthly average of 65,688 eligible families in transition (unemployed and underemployed) with cash assistance to ultimately achieve independence from public assistance.
2. Process a monthly average of 4,996 applications for valid determinations of eligibility.
3. Process a monthly average of 4,600 (7% of caseload) redeterminations of valid eligibility.
4. Review and process an average of 63,717 monthly income reports (97% of the caseload) to determine accurate benefit level.
5. Limit assistance to only those applicants who meet all eligibility criteria.
6. Determine accurate benefit levels to prevent misspent tax dollars.
7. Track the number of citizen children cases.
8. Ensure ineligible undocumented aliens do not receive benefits.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Increase the average number of working families to 11,824 (18% of the caseload), to transition them off assistance.
2. Prevent incorrect and fraudulent benefit issuance in 950 monthly applications (19% of applications) through fraud prevention efforts including Supervisory Case Review and valid referral to fraud investigators.
3. Avoid annual costs of \$432,000 through fraud prevention Supervisory Case Reviews.
4. Avoid annual costs of \$2.3 million through valid fraud investigation referrals to prevent fraud.
5. Maintain an annual accuracy rate of no less than 96%, based on Federal tolerance levels of error.
6. Discontinue 2,400 families each month, whose income, resources, or other changes in circumstances make them ineligible.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Aid to Families with Dependent Children [917.25 SY; E = \$490,776,342; R = \$474,530,820] including support personnel is:
 - o Mandated Activity/Mandated Service Level.
 - o Responsible for providing cash assistance and associated Food Stamps and Medi-Cal to all families in which children are deprived of parental support as defined by law.
 - o Responsible for providing assistance to over 65,000 San Diego County families each month in FY 94-95.
 - o Increases 5.50 Staff Years as follows:
 - Adds 1.50 SY Security Guards as this Program's share of cost to operate metal detectors to be installed as a test in three district offices.
 - Reduces 0.50 SY Intermediate Clerk Typist as a result of increased efficiency achieved due to the purchase of personal computers.
 - Reduces 11.00 SY [9.5 Eligibility Technician, 1.5 Eligibility Supervisor] as a result of increased efficiency achieved due to the purchase of computer terminals. The plan is to have a computer terminal for each Eligibility Technician.
 - Adds 0.50 SY Distributed Network Technician to support the new automation equipment.
 - Adds 15.00 SY [10.00 Eligibility Technician, 2.00 Eligibility Supervisor and 3.00 Intermediate Clerk Typist] to prevent the issuance of fraudulent benefits through the In-House Interview Team.
 - o Decreases Services and Supplies \$86,272 as follows:
 - Reduces \$473,318 as a result of an agreement to finance the purchase of Sancontel telephone equipment

for three offices.

- Increases \$158,909 due to the allocation of Services and Supplies based on the Program's percentage of total Departmental staff, a practice similar to the one used by the State to fund these costs.
- Increases \$314,409 to purchase 314 computer terminals and supplies to support additional automation equipment and supplies needed for the installation of metal detectors.
- o Increases contracts \$1,069,751 as follows:
 - Transfers \$35,374 from Contracted Services to the General Relief Program [#24004] reflecting the anticipated activities of the District Attorney's Welfare Fraud Investigation and Prosecution Section.
 - Increases \$1,105,125 to purchase an increased level of service from the District Attorney's Public Assistance Fraud Division.
- o Increases fixed assets \$130,197 as follows:
 - Increases \$112,103 to purchase controllers to provide mainframe hook-up for the additional terminals.
 - Increases \$6,000 as this Program's share of cost to purchase metal detectors for three offices to improve the safety and security of the public and County staff and to test their use for all district offices.
 - Increases \$12,094 to purchase personal computers to further automate record keeping.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
State AFDC Administrative Reimbursement (35% of cost)	\$13,618,342	\$11,635,667	\$13,605,492	\$1,969,825
Federal AFDC Administrative Reimbursement (50% of cost)	18,633,520	19,996,304	19,436,418	(559,886)
Federal Refugee Administrative Reimbursement (100% of cost)	216,362	507,527	750,000	242,473
State AFDC Aid Payments Reimbursement (47.5% of cost)	208,257,288	206,144,657	213,827,277	7,682,620
Federal AFDC Aid Payments Reimbursement (50% of cost)	217,328,723	215,175,869	225,141,196	9,965,327
Federal Refugee Aid Payments Reimbursement (100% of cost)	1,856,618	1,154,683	1,770,437	615,754
Sub-Total	\$459,910,853	\$454,614,707	\$474,530,820	\$19,916,113
Total	\$459,910,853	\$454,614,707	\$474,530,820	\$19,916,113

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
REVENUE MATCH:				
AFDC Administrative cost match (15% required)	\$5,911,421	\$5,588,023	\$5,000,503	\$(587,520)
AFDC Aid payment match (2.5% required)	10,499,651	10,801,124	11,245,019	443,895
GENERAL FUND SUPPORT COSTS:				
Sub-Total	16,411,072	\$16,389,147	\$16,245,522	\$(143,625)
Total	\$16,411,072	\$16,389,147	\$16,245,522	\$(143,625)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Reimbursement is based on actual cost.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Specialized Department & Safety Equipment	1	lot	\$6,000
Data Processing Equipment	1	lot	124,197
Total			\$130,197

Specialized Department and Safety Equipment includes this program's share of cost for metal detectors which will be installed on a pilot basis in three district offices.

Data Processing Equipment includes personal computers to be used to further automate record-keeping and for controllers to provide mainframe hook-up for terminals being purchased.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>WORKLOAD</u>					
Preapplication	3,529	3,179	N/A	N/A	N/A
Eligibility determination	3,366	3,558	N/A	N/A	N/A
Applications	4,373	4,575	4,817	4,455	4,996
Cases at end of month	59,151	61,566	63,939	66,084	65,668
Cases supervised	58,829	61,128	N/A	N/A	N/A
<u>EFFICIENCY/OUTPUT</u>					
Cases per Eligibility Technician	123.6	125.4	N/A	N/A	N/A
Applications per Intake Eligibility Technician	44.6	46.8	46.5	45.7	48.4
Cases per Granted Eligibility Technician	135.7	136.5	131.7	131.0	135.1
<u>EFFECTIVENESS/OUTCOME</u>					
Percentage of benefits paid with no dollar errors *	97.3%	95.6%	96.0%	96.0%	96.0%
Percentage of eligible applications certified within 45 calendar days	95.7%	94.3%	93.6%	100%	95.0%
Percentage of cases transferred to a supervised caseload within 15 days of eligibility certification	68.4%	66.3%	72.6%	75.0%	75.0%
Overpaid Dollars Identified for Collection by OSU (monthly)	\$496,651	\$521,310	\$533,722	\$500,000	\$525,000

DISCUSSION:

New workload and efficiency measures were 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.

* Federal tolerance level is 96% or the national average, whichever is less.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0360	Assistant Deputy Director	2.00	2.00	2.00	2.00	\$116,595	\$113,825
5289	Soc Svcs Admin III	5.00	5.00	5.00	5.00	251,950	251,546
5288	Soc Svcs Admin II	6.50	6.50	6.50	6.50	296,193	292,916
5287	Soc Svcs Admin I	2.50	2.50	2.50	2.50	109,828	107,034
2412	Analyst II	1.00	1.00	1.00	1.00	39,603	40,542
5248	Program Assistant	5.50	5.50	5.50	5.50	215,839	211,816
5222	Eligibility Supv	90.00	90.00	90.50	90.50	2,610,065	2,613,862
2745	Supervising Clerk	5.25	5.25	5.25	5.25	144,737	145,294
5221	Eligibility Tech	614.00	614.00	614.50	614.50	14,006,098	14,026,181
2757	Admin Secretary II	2.25	2.25	2.25	2.25	55,304	56,160
2730	Senior Clerk	14.25	14.25	14.25	14.25	334,355	331,336
2756	Admin Secretary I	5.00	5.00	5.00	5.00	110,368	108,455
2650	Stock Clerk	2.75	2.75	2.75	2.75	51,350	50,813
2700	Intermediate Clerk Typist	138.25	138.25	140.75	140.75	2,738,679	2,804,695
4911	Social Svcs Aid II	4.00	4.00	4.00	4.00	78,181	75,199
2709	Department Clerk	2.00	2.00	2.00	2.00	33,551	31,601
2484	Distributed Network Tech	0.00	0.00	.50	.50	0	9,677
9999	Extra Help	11.50	11.50	13.00	13.00	170,336	189,851
Total		911.75	911.75	917.25	917.25	\$21,363,032	\$21,460,803
Salary Adjustments:						0	36,335
Bilingual Pay:						84,460	80,425
Premium/Overtime Pay:						76,345	72,269
Employee Benefits:						7,751,013	7,674,414
Integrated Leave Program:						(300,117)	N/A
Salary Savings:						(606,057)	(591,633)
Total Adjustments						\$7,005,644	\$7,271,810
Program Totals		911.75	911.75	917.25	917.25	\$28,368,676	\$28,732,613

PROGRAM #: 24002
MANAGER: J. ZINSERORGANIZATION #: 3900
REFERENCE: 1994-95 Proposed Budget - Pg. 17-42

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,582,114	\$1,525,100	\$1,565,541	\$1,520,460	\$1,660,931	9.2
Services & Supplies	196,785	193,251	203,304	206,000	253,004	22.8
Support & Care	82,014,727	76,001,990	74,503,609	73,868,900	77,170,033	4.5
TOTAL DIRECT COST	\$83,793,626	\$77,720,341	\$76,272,454	\$75,595,360	\$79,083,968	4.6
PROGRAM REVENUE	(61,504,725)	(59,734,444)	(63,298,007)	(61,850,071)	(67,097,022)	8.5
NET GENERAL FUND CONTRIBUTION	\$22,288,901	\$17,985,897	\$12,974,447	\$13,745,289	\$11,986,946	(12.8)
STAFF YEARS	50.50	47.50	48.50	49.25	54.00	9.6

PROGRAM MISSION

To determine accurate financial and Medi-Cal eligibility for children under supervision of DSS, Probation, and Mental Health in 24-hour out-of-home care whose families are unable or unwilling to care for them; and who are in need of temporary or long-term substitute parenting to provide the opportunity for normal development and capacity for independence.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The FY 93-94 Actual Support and Care expenditures were greater than budgeted due to the higher than budgeted costs for Probation managed Foster Care cases and Mental Health managed Seriously Emotionally Disabled (SED) children cases.

The FY 93-94 Actual Revenues were higher than anticipated due to the success of our efforts to recover Support and Care costs from alternative Federal funding sources.

ACHIEVEMENT OF 1993-94 OBJECTIVES

The objective:

1. "To make 100% of eligibility determinations within one day of receipt of the foster care referral" was achieved.
2. "To establish eligibility for federal funding in 70% of the AFDC-FC cases" was exceeded. 70.2% of AFDC-FC children were federally eligible.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Provide cash and Medi-cal benefits for a monthly average of 8,507 children eligible to Foster Care and Adoptive Assistance, including 508 in Probation, 115 SED (Seriously Emotionally Disabled) children, 47 undocumented children, and 2,878 for adoptive children with special needs.
2. Review and identify alternate funding sources for a monthly average of 827 newly eligible children, including 555 new children placed in Foster Care, 221 new applications for Emergency Assistance, and 51 new Adoptions Assistance placements to reduce net County general fund expenditures.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Establish eligibility for Federal funding in an average of 3,400 (70%) of the AFDC-FC cases each month.

2. Save \$1,000,000 annual County dollars with maintenance of Zebley-SSI benefits for eligible disabled children in Foster Care.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. AFDC Foster Care [54.00 SY; E = \$79,083,968; R = \$67,097,022] including support personnel is:
 - o Mandated Activity/Mandated Service Level.
 - o 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 Seriously Emotionally Disturbed children. Services are also provided to secure adoptive parents for children who have been legally freed for adoption along with aid to assist families adopting children with special needs.
 - o Responsible for supporting over 8,500 children monthly in FY 94-95.
 - o Increases \$3,301,133 in Support and Care costs as follows:
 - \$7,880,356 increase for prior and anticipated caseload growth.
 - \$4,579,223 decrease by limiting growth of Probation Foster Care placement costs.
 - o Increases 4.75 Staff Years as follows:
 - Adds 5.25 SY [3.75 Eligibility Technician, 1.00 Intermediate Clerk Typist, and 0.50 Eligibility Supervisor] to maximize Federal revenue reimbursement by participating in the Emergency Assistance Title IVA Program [1/4/94 #7].
 - Reduces 0.50 SY Eligibility Technician as a result of increased efficiency achieved due to the purchase of additional terminals. The plan is to have a computer terminal for each Eligibility Technician.
 - o Increases Services and Supplies \$47,004 as follows:
 - Increases \$31,459 due to the allocation of Services and Supplies based on the Program's percentage of total Departmental staff, a practice similar to the one used by the State to fund these costs.
 - Increases \$15,545 to purchase 18 computer terminals.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
State Administrative Reimbursement (35% of cost)	\$619,096	\$604,260	\$669,877	\$65,617
State Aid Payments Reimbursement (40%/75% of Non-Federal Cost)*	24,192,072	25,014,001	25,980,723	966,722
Federal Administrative Reimbursement (50% of cost)	884,423	863,230	956,968	93,738
Federal Aid Payments Reimbursement (50% of Federal Cost)	20,346,011	19,526,391	20,708,865	1,182,474
Revenue and Recovery Collections (for Children in Court Ordered Placement)***	45,286	160,000	160,000	0
Special Foster Care Grant	376,624	319,804	235,777	(84,027)
Social Services Trust Fund - Sales Tax	16,834,495	15,362,385	18,384,812	3,022,427
Sub-Total	\$63,298,007	\$61,850,071	\$67,097,022	\$5,246,951
Total	\$63,298,007	\$61,850,071	\$67,097,022	\$5,246,951

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
REVENUE MATCH:				
Administrative cost match (15% required)	\$265,326	\$258,970	\$287,090	\$28,120
Aid payment match (60%/25% of Non-Federal Cost)**	28,927,053	28,440,403	29,592,340	1,151,937
Care of Court Wards/Emergency Shelter Care	616,563	408,301	492,328	84,027
Match Met with Social Services Trust Fund	(16,834,495)	(15,362,385)	(18,384,812)	(3,022,427)
Sub-Total	\$12,974,447	\$13,745,289	\$11,986,946	\$(1,758,343)
Total	\$12,974,447	\$13,745,289	\$11,986,946	(1,758,343)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Reimbursement is based on actual cost.

* 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.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

** 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.

***Responsibility for receiving these funds was transferred to the District Attorney. During FY 93-94, a determination was made that a portion of past cost recoveries was in excess of the legal mandates. The District Attorney is currently collecting only those costs that are allowed by law.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>WORKLOAD (monthly)</u>					
Eligibility Determinations	561	476	N/A	N/A	N/A
Applications	431	476	623	421	827
Cases at end of month	7,663	7,411	7,746	7,378	8,507
Cases supervised	7,662	7,411	N/A	N/A	N/A
<u>EFFICIENCY/OUTPUT</u>					
Cases per Eligibility Technician	251.5	231.6	N/A	N/A	N/A
Applications per Intake Eligibility Technician	49.1	45.5	54.7	44.5	65.2
Cases per Granted Eligibility Technician	344.0	327.5	382.0	372.9	360.9
<u>EFFECTIVENESS/OUTCOME</u>					
Percentage of eligibility determinations within 1 day of receipt of foster care referral	100%	100%	100%	100%	100%
Percentage of federally eligible children	66.8%	70.1%	70.2%	70.0%	70.0%

DISCUSSION

New workload and efficiency measures were 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.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
5289	Soc Svcs Admin III	.25	.25	.25	.25	\$12,597	\$12,577
5288	Soc Svcs Admin II	.25	.25	.25	.25	11,392	11,266
5248	Program Assistant	1.00	1.00	1.00	1.00	39,244	38,512
5222	Eligibility Supervisor	3.75	3.75	4.25	4.25	108,753	122,750
5221	Eligibility Technician	32.00	32.00	35.25	35.25	729,960	804,594
2730	Senior Clerk	.50	.50	.50	.50	11,732	11,626
2757	Admin Secretary II	.25	.25	.25	.25	6,145	6,240
2756	Admin Secretary I	.25	.25	.25	.25	5,397	5,423
2650	Stock Clerk	1.00	1.00	1.00	1.00	18,673	18,478
2700	Intermediate Clerk Typist	10.00	10.00	11.00	11.00	198,096	219,195
Total		49.25	49.25	54.00	54.00	\$1,141,989	\$1,250,661
Salary Adjustments:						0	\$2,161
Bilingual Pay:						4,562	4,812
Premium/Overtime Pay:						4,124	4,324
Employee Benefits:						418,565	434,373
Integrated Leave Program:						(16,043)	N/A
Salary Savings:						(32,737)	(35,400)
Total Adjustments						\$378,471	\$410,270
Program Totals		49.25	49.25	54.00	54.00	\$1,520,460	\$1,660,931

PROGRAM: FOOD STAMP ASSISTANCE

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24007
MANAGER: J. ZINSER

ORGANIZATION #: 3900
REFERENCE: 1994-95 Proposed Budget - Pg. 17-47

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)

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,936,198	\$5,867,620	\$6,286,375	\$5,981,144	5,983,806	0.0
Services & Supplies	614,708	743,508	816,361	808,316	994,674	23.1
Contracts	0	0	386,087	1,848,402	1,836,617	(0.6)
Support & Care	113,609,943	131,858,302	148,366,340	136,861,197	163,130,418	19.2
Fixed Assets					9,620	100.0
TOTAL DIRECT COST	\$119,160,849	\$138,469,430	\$155,855,163	\$145,499,059	\$171,955,135	18.2
PROGRAM REVENUE	(118,328,213)	(137,477,761)	(154,714,790)	(144,342,009)	(170,822,544)	18.3
NET GENERAL FUND CONTRIBUTION	\$832,636	\$991,669	\$1,140,373	\$1,157,050	\$1,132,591	(2.1)
STAFF YEARS	157.75	182.75	194.75	191.25	189.25	(1.0)

PROGRAM MISSION

To correctly determine eligibility of low-income households who apply for participation in the Food Stamp program.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The FY 93-94 Actual Salaries and Benefits exceed Budget due to the Integrated Leave Program payoff.

Support and Care expenditures are high due to the caseload and a shift in costs from AFDC. As a result of the Governor's 1993 AFDC grant reduction, each AFDC-Food Stamp family was eligible to an increase in their monthly Food Stamp allotment.

ACHIEVEMENT OF 1993-94 OBJECTIVES

The objective:

1. "To grant or deny eligibility for 100% of applicants within the Federally mandated 30-day time frame" was not achieved. 90% of applicants were granted or denied within 30 days.
2. "To transfer 90% or more of cases to granted within 15 days of intake eligibility certification" was not achieved. 81.7% were transferred within 15 days.
3. "To operate the program with an eligibility dollar accuracy rate equal to or higher than the State/Federal tolerance level (88.2%)" was exceeded. 90.2% dollar accuracy rate was achieved.
4. "To refer applicants suspected of misrepresenting facts, to the District Attorney investigators prior to eligibility determination 100% of the time" was achieved.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Provide Food Stamp benefits to a monthly average of 72,506 low-income households, including 55,835 AFDC Food Stamp households (85% of AFDC households), and 16,671 Food Stamp only households.
2. Process a monthly average of 4,754 Food Stamp only applications for valid determinations of eligibility.

3. Process a monthly average of 4,334 (26% of Food Stamp only caseload) redeterminations of valid eligibility.
4. Review and process an average of 15,004 monthly income reports (90% of the caseload) to determine accurate benefit level.
5. Limit eligibility to only those meeting full eligibility requirements.
6. Ensure ineligible undocumented aliens do not receive benefits.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Prevent incorrect and fraudulent benefit issuance in 1,000 monthly applications (21% of applications) through fraud prevention efforts including Supervisory Case Review and valid referral to fraud investigators.
2. Avoid annual costs of \$135,000 through fraud prevention Supervisory Case Reviews.
3. Avoid annual costs of \$750,000 through valid fraud investigation referrals to prevent fraud.
4. Maintain an Accuracy Rate of at least 88%, based on Federal tolerance levels of error.
5. Discontinue 2,200 families and individuals each month, whose income resources or other changes in circumstances make them ineligible.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Food Stamps [189.25 SY; E = \$171,955,135; R = \$170,822,544] including support personnel is:
 - o Mandated Activity/Mandated Service Level.
 - o Responsible for providing Food Stamp benefits to all eligible individuals and families.
 - o Responsible for providing assistance to over 72,000 San Diego County families and individuals each month in FY 94-95. (The attached workload indicators continue, as in past years, to pertain to the Non-Assistance Food Stamp caseload only. The remainder of the Food Stamp assistance caseload is monitored through the AFDC program.)
 - o Decreases 2.00 Staff Years as follows:
 - Reduces 2.25 SY [1.75 Eligibility Technician and 0.5 Eligibility Supervisor] due to increased efficiency achieved as a result of the purchase of computer terminals. The plan is to have a computer terminal for each Eligibility Technician.
 - Adds .25 SY Security Guard as this Program's share of cost to operate metal detectors to be installed as a test at three district offices.
 - o Increases Services and Supplies \$186,358 as follows:
 - Increases \$100,000 to provide start-up EDP programming costs to convert from the Food Stamp Cash-out method of issuing benefits to Electronic Benefit Transfer.
 - Increases \$61,390 due to the purchase of 63 computer terminals and supplies needed to support additional automation equipment and the installation of metal detectors.
 - Increases \$24,968 due to the allocation of Services and Supplies based on the Program's percentage of total Departmental staff, a practice similar to the one used by the State to fund these costs.
 - o Increases fixed assets \$9,620 as follows:
 - Increases \$8,620 to purchase controllers to provide mainframe hook-up for the additional terminals.
 - Increases \$1,000 as this Program's share of costs to purchase metal detectors for three offices to improve the safety and security of the public and County staff and to test their use for all offices.
 - o Transfers \$11,785 Contracted Services to the General Relief Program [#24004] reflecting anticipated activities of the District Attorney's Welfare Fraud Investigation and Prosecution section.
 - o Increases Revenue associated with increased program cost.
 - o Increases Support and Care \$26,269,221 as mandated by prior and anticipated caseload growth.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
State Administrative Reimbursement (35% of cost)	\$2,812,205	\$2,699,780	\$3,167,346	\$467,566
Federal Administrative Reimbursement (50% of cost)	3,536,245	4,781,032	4,524,780	(256,252)
Federal Aid Payments Reimbursement	148,366,340	136,861,197	163,130,418	26,269,221
Sub-Total	\$154,714,790	\$144,342,009	\$170,822,544	\$26,480,535
Total	\$154,714,790	\$144,342,009	\$170,822,544	\$26,480,535

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
REVENUE MATCH: Administrative Cost Match (15% required)	\$1,140,373	\$1,157,050	\$1,132,591	\$(24,459)
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$1,140,373	\$1,157,050	\$1,132,591	\$(24,459)
Total	\$1,140,373	\$1,157,050	\$1,132,591	\$(24,459)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

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.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Specialized Department & Safety Equipment	1	lot	\$1,000
Data Processing Equipment	1	lot	8,620
Total			\$9,620

Specialized Department and Safety Equipment includes this program's share of cost for metal detectors which will be installed on a pilot basis in three district offices.

Data processing Equipment includes personal computers to be used to further automate record-keeping and controllers to provide mainframe hook-up for additional terminals being purchased.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>WORKLOAD</u>					
Preapplications	3,641	3,484	N/A	N/A	N/A
Eligibility determinations	2,693	2,933	N/A	N/A	N/A
Applications	4,356	4,388	4,917	4,399	4,754
Cases at end of month	11,483	12,613	14,528	13,896	16,671
Cases supervised	11,483	12,613	N/A	N/A	N/A
<u>EFFICIENCY/OUTPUT</u>					
Cases per Eligibility Technician	170.3	172.1	N/A	N/A	N/A
Applications per Intake Eligibility Technician	87.4	86.8	89.4	87.9	105.4
Cases per Granted Eligibility Technician	211.2	225.6	199.6	203.7	236.3
<u>EFFECTIVENESS/OUTCOME</u>					
Percentage of benefits issued with no dollar errors *	91.0%	92.3%	90.2%	88.2%	88.2%
Percentage of applications certified within 30 calendar days	91.9%	93.3%	90.0%	100%	90.0%
Percentage of cases transferred to a supervised caseload within 15 days of eligibility determination	78.3%	82.5%	81.7%	90.0%	80.0%
Overissued Dollars Identified for Collection by OSU (monthly)	\$115,229	\$154,848	\$177,131	\$150,000	\$165,000

DISCUSSION

New workload and efficiency measures were 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.

* Federal tolerance level is 88.2%.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0360	Assistant Deputy Director	.25	.25	.25	.25	\$18,916	\$14,228
5289	Social Services Admin III	2.25	2.25	2.25	2.25	113,378	113,196
5288	Social Services Admin II	3.00	3.00	3.00	3.00	136,704	135,192
5287	Social Services Admin I	.25	.25	.25	.25	10,982	10,703
5248	Program Assistant	2.25	2.25	2.25	2.25	88,298	86,652
5222	Eligibility Supervisor	19.25	19.25	18.75	18.75	558,264	541,546
2745	Supervising Clerk	1.00	1.00	1.00	1.00	27,569	27,675
5221	Eligibility Technician	120.25	120.25	118.50	118.50	2,743,053	2,704,805
2757	Administrative Secretary II	.25	.25	.25	.25	6,145	6,240
2730	Senior Clerk	3.00	3.00	3.00	3.00	70,390	69,755
2756	Administrative Secretary I	1.75	1.75	1.75	1.75	35,352	37,959
2650	Stock Clerk	1.50	1.50	1.50	1.50	28,010	27,716
2700	Intermediate Clerk	27.00	27.00	27.00	27.00	534,860	538,023
4911	Social Services Aid II	4.00	4.00	4.00	4.00	78,182	75,199
9999	Extra Help	5.25	5.25	5.50	5.50	77,761	80,322
Total		191.25	191.25	189.25	189.25	\$4,527,864	\$4,469,211
Salary Adjustments:						(2,787)	7,516
Bilingual Pay:						17,902	16,865
Premium/Overtime Pay:						16,182	15,154
Employee Benefits:						1,598,979	1,599,123
Integrated Leave Program:						(63,610)	0
Salary Savings:						(113,386)	(124,063)
Total Adjustments						\$1,453,280	\$1,514,595
Program Totals		191.25	191.25	189.25	189.25	\$5,981,144	\$5,983,806

PROGRAM #: 24004
MANAGER: J. ZINSERORGANIZATION #: 3900
REFERENCE: 1994-95 Proposed Budget - Pg. 17-53

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."

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,069,302	\$2,729,126	\$2,638,825	\$3,030,910	3,026,696	(0.1)
Services & Supplies	381,879	345,818	342,683	405,726	453,779	11.8
Contracts	181,129	166,908	339,711	362,418	409,577	13.0
Support & Care	22,061,690	17,934,202	18,531,641	15,002,889	17,168,191	14.4
Fixed Assets	0	0	0	0	1,000	100.0
TOTAL DIRECT COST	\$25,694,000	\$21,176,054	\$21,852,860	\$18,801,943	\$21,059,243	12.0
PROGRAM REVENUE	(3,246,561)	(2,706,053)	(2,429,495)	(3,410,000)	(2,410,000)	(29.3)
NET GENERAL FUND CONTRIBUTION	\$22,447,439	\$18,470,001	\$19,423,365	\$15,391,943	\$18,649,243	21.2
STAFF YEARS	98.00	85.00	81.75	97.00	96.25	(0.8)

PROGRAM MISSION

To provide temporary, repayable cash assistance relief and support to eligible indigent and destitute residents of the County as the program of last resort.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The FY 93-94 Actual Salaries and Benefits expenditure is less than anticipated due to under staffing.

Actual Support and Care expenditures are higher than budgeted due to three issues which affected General Relief payments. These issues are: the courts refusal to allow time-limiting of assistance for able-bodied adults; a decrease in reimbursements from Supplemental Security Income (SSI); and unrealized savings from a grant reduction "Mandate Relief" planned for April 1, 1994, which was contingent on a finding by the State Commission on Mandates that the County was in "significant financial distress."

ACHIEVEMENT OF 1993-94 OBJECTIVES

The objective:

1. "To complete at least 95% of renewals due each month" was exceeded. 95.4% renewals due were completed each month.
2. "To refer applicants suspected of misrepresenting facts, to the District Attorney investigators prior to eligibility determination 100% of the time" was achieved.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Provide a monthly average of 4,887 eligible indigent residents with transitional cash assistance.
2. Process a monthly average of 1,503 applicants for valid determinations of eligibility.
3. Process a monthly average of 480 (10% of caseload) redeterminations of valid eligibility.
4. Limit eligibility to only those meeting full eligibility requirements.

5. Limit the expenditure of County tax dollars.
6. Ensure ineligible undocumented aliens do not receive benefits.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Prevent incorrect and fraudulent benefit issuance in 110 monthly applications (7% of applications) through fraud prevention efforts including Supervisory Case Review and valid referral to fraud investigators.
2. Avoid annual costs of \$100,000 through fraud prevention Supervisory Case Reviews.
3. Avoid annual costs of \$136,000 through valid fraud investigation referrals to prevent fraud.
4. Maintain an annual accuracy rate of no less than 96%.
5. Recover \$1,830,000 annually through collection of initial SSI benefits for recipients of interim assistance.
6. Discontinue 1,500 families each month, whose income, resources or other changes in circumstances make them ineligible.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. General Relief [96.25 SY; E = \$21,059,243; R = \$2,410,000] including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o Responsible for providing cash assistance to all eligible individuals who do not qualify for financial assistance under other Federal or State programs as mandated by the California Welfare and Institutions Code, Sections 17000 & 17001.
 - o Responsible for providing assistance to over 4,800 individuals each month in FY 94-95.
 - o Decreases 0.75 staff years as follows:
 - Adds 0.25 SY Security Guard as this Program's share of cost to operate metal detectors to be installed as a test at three district offices.
 - Reduces 1.00 SY Eligibility Technician due to increases in efficiency achieved as a result of the purchase of computer terminals. The plan is to have a computer terminal for each Eligibility Technician.
 - o Increases Support and Care (\$2,165,302) as follows:
 - Decreases \$550,000 by eliminating the monthly transportation allowance.
 - Increases \$190,000 by increasing the GR grant to offset the transportation reduction.
 - Decreases \$250,000 by eliminating vendor payments of GR grants to County Health Department Drug/Alcohol Residential Programs.
 - Increases \$2,775,302 for prior and anticipated caseload growth.
 - o Increases Services and Supplies \$48,053 as follows:
 - Increases \$16,907 due to the allocation of Services and Supplies based on the Program's percentage of total Departmental staff, a practice similar to the one used by the State to fund these costs.
 - Increases \$31,146 due to the purchase of 32 computer terminals and supplies needed for the additional automation equipment and the installation of metal detectors.
 - o Transfers \$47,159 into Contracted Services (\$35,374 from Aid to Families with Dependent Children [#24001] and \$11,785 from Food Stamps [#24007] reflecting the anticipated activities of the District Attorney's Welfare Fraud Investigation and Prosecution Section.
 - o Increases fixed assets \$1,000 as this Program's share of costs to purchase metal detectors for three offices to increase the safety and security of the public and County staff and test their use for all district offices.
 - o Decreases Revenue reflecting a \$1,000,000 decrease in SSI reimbursement for the Interim Assistance Component to align budget revenue with the actual rate of receipt.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
SSI Reimbursement	\$1,789,102	\$2,860,000	\$1,860,000	\$(1,000,000)
Collection of Aid Payments	640,393	550,000	550,000	0
Sub-Total	\$2,429,495	\$3,410,000	\$2,410,000	\$(1,000,000)
Total	\$2,429,495	\$3,410,000	\$2,410,000	\$(1,000,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Administration	\$3,321,219	\$3,799,054	\$3,891,052	\$91,998
Aid Payments	16,102,146	11,592,889	14,758,191	3,165,302
Sub-Total	\$19,423,365	\$15,391,943	\$18,649,243	\$3,257,300
Total	\$19,423,365	\$15,391,943	\$18,649,243	\$3,257,300

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.

Revenue is reduced to reflect a decrease in SSI reimbursement for the Interim Assistance Component to align budget revenue with actual rate of receipt.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Specialized Department & Safety Equipment	1	lot	\$1,000
Total			\$1,000

Specialized Department and Safety Equipment includes this program's share of cost for metal detectors which will be installed on a pilot basis in three district offices.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>WORKLOAD</u>					
Preapplication	2,788	2,542	N/A	N/A	N/A
Eligibility Determinations	1,834	1,507	N/A	N/A	N/A
Applications	1,893	1,544	1,545	1,779	1,503
Cases at end of month	6,076	4,872	4,845	4,295	4,887
Cases supervised	6,076	4,872	N/A	N/A	N/A
<u>EFFICIENCY/OUTPUT</u>					
Cases per Eligibility Technician	167.2	152.2	N/A	N/A	N/A
Applications per Intake Eligibility Technician	49.8	47.0	51.4	45.5	42.5
Cases per Granted Eligibility Technician	236.5	186.4	205.3	243.5	273.0
<u>EFFECTIVENESS/OUTCOME</u>					
Percentage of renewals completed by end of certification period	79.7%	75.1%	95.4%	95.0%	95.0%
Percentage of eligibility determinations within ten days of intake interview	91.4%	92.5%	95.5%	90.0%	90.0%

DISCUSSION

New workload and efficiency measures were 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	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
5289	Social Services Admin III	.75	.75	.75	.75	\$37,792	\$37,732
5288	Social Services Admin II	2.25	2.25	2.25	2.25	102,528	101,394
5244	Program Specialist	1.00	1.00	1.00	1.00	41,843	41,842
5222	Eligibility Supervisor	9.00	9.00	9.00	9.00	261,007	259,942
2745	Supervising Clerk	.50	.50	.50	.50	13,784	13,838
5221	Eligibility Technician	60.00	60.00	59.00	59.00	1,368,674	1,346,696
2730	Senior Clerk	2.00	2.00	2.00	2.00	46,927	46,503
2756	Administrative Secretary I	.50	.50	.50	.50	10,794	10,846
2650	Stock Clerk	1.00	1.00	1.00	1.00	18,673	18,478
2700	Intermediate Clerk	15.00	15.00	15.00	15.00	297,144	298,902
4911	Social Services Aid II	2.00	2.00	2.00	2.00	39,091	37,600
2709	Department Clerk	1.50	1.50	1.50	1.50	25,164	23,701
9999	Extra Help	1.50	1.50	1.75	1.75	22,218	25,557
Total		97.00	97.00	96.25	96.25	\$2,285,639	\$2,263,031
Salary Adjustment:						0	3,834
Bilingual Pay:						8,986	8,577
Premium/Overtime Pay:						8,122	7,707
Employee Benefits:						824,751	806,643
Integrated Leave Program:						(32,110)	N/A
Salary Savings:						(64,478)	(63,096)
Total Adjustments						\$745,271	\$763,665
Program Totals		97.00	97.00	96.25	96.25	\$3,030,910	\$3,026,696

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$15,188,301	\$17,715,236	\$18,697,730	\$20,328,116	21,014,458	3.4
Services & Supplies	1,891,860	2,244,765	2,428,124	2,527,754	3,078,885	21.8
Other Charges	56,257	0	0	0	0	0.0
Fixed Assets	0	0	0	124,438	115,586	(7.1)
TOTAL DIRECT COST	\$17,136,418	19,960,001	\$21,125,854	\$22,980,308	\$24,208,929	5.3
PROGRAM REVENUE	(17,136,418)	(19,960,001)	(22,589,590)	(24,444,043)	(24,208,929)	(1.0)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$(1,463,736)	\$(1,463,735)	\$0	(100.0)
STAFF YEARS	485.50	551.75	579.25	666.75	670.5	0.6

PROGRAM MISSION

To provide eligible families, pregnant, aged, and disabled persons, who lack sufficient income and resources and reside in the State of California, with benefits to obtain and afford health care and related remedial or preventive services.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The FY 93-94 Actual Salaries and Benefits expenditure fell below budgeted levels because caseload growth was less than anticipated and therefore required less staff. Since clients often transition to Medi-Cal when the AFDC case closes, the increases in the AFDC caseload may account for some of the Medi-Cal decrease.

ACHIEVEMENT OF 1993-94 OBJECTIVES

The objective:

1. "To grant or deny eligibility for 100% of applicants (other than disability pending applicants) within the Federally mandated 45-day time frame" was not achieved. 79.1% of cases were granted or denied within 45 days.
2. "To transfer 90% or more of cases to granted within 15 days of intake eligibility certification" was not achieved. 83.1% of cases were transferred within 15 days.
3. "To operate the program with a case eligibility accuracy rate equal to or higher than the State/Federal tolerance level (85.0%)" was not achieved. 78.8% case accuracy was achieved.
4. "To refer applicants suspected of misrepresenting facts, to the District Attorney investigators prior to eligibility determination 100% of the time" was achieved.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Determine Medi-Cal eligibility on an average of 59,873 county residents monthly including 12,400 undocumented aliens receiving limited services.
2. Process a monthly average of 10,421 applications, including 867 in Hospital Outstation Services and 1,061 for perinatal services, for valid determinations of eligibility.
3. Process a monthly average of 2,395 (4% of caseload) redeterminations of valid eligibility.

4. Review and process an average of 8,382 monthly income reports (14% of the caseload) to determine appropriate benefit level.
5. Limit eligibility to only those meeting full eligibility requirements.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Prevent incorrect and fraudulent benefit issuance in 625 monthly applications (6% of applications) through fraud prevention efforts including Supervisory Case Review and valid referral to State DHS fraud investigators.
2. Achieve an annual accuracy rate of no less than 85%, based on Federal/State tolerance levels of error.
3. Discontinue 9,500 individuals each month, whose income, resources or other changes in circumstances make them ineligible.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Medi-Cal Administration [670.50 SY; E = \$24,208,929; R = \$24,208,929] including support personnel is:
 - o Mandated Activity/Mandated Service Level.
 - o Responsible for providing medical coverage to all eligible individuals as mandated.
 - o Responsible for providing assistance to over 59,000 San Diego county individuals and families each month in FY 94-95.
 - o Increases 3.75 Staff Years as follows:
 - Adds 1.00 SY Security Guard as this Program's share of costs to operate metal detectors to be installed as a test in three district offices.
 - Reduces 8.25 SY [7.25 Eligibility Technician and 1.00 Eligibility Supervisor] as a result of increased efficiency achieved due to the purchase of additional terminals.
 - Add 0.50 SY Distributed Network Technician to handle support of new automation equipment.
 - Reduces 0.50 SY Intermediate Clerk Typist as a result of increased efficiency achieved due to the purchase of personal computers.
 - Reduces 1.00 SY Intermediate Clerk Typist as a result of increased efficiency achieved due to the purchase of computer equipment for Hospital Outstation staff [3/29/94 #14].
 - Transfers 1.00 SY Intermediate Clerk Typist to Eligibility Review [#21004].
 - Adds 13.00 SY (10.00 Eligibility Technician, 1.00 Eligibility Supervisor, and 2.00 Intermediate Clerk Typist) to prevent the issuance of fraudulent benefits through the In-House Interview Team.
 - o Increases Services and Supplies \$551,131 as follows:
 - Increases \$372,945 due to the allocation of Services and Supplies based on the Program's percentage of total Departmental staff, a practice similar to the one used by the State to fund these costs.
 - Increases \$178,186 to purchase 220 computer terminals and supplies to support additional automation equipment and the installation of metal detectors.
 - o Increases fixed assets \$115,586 as follows:
 - Increases \$4,000 as this Program's share of costs to purchase metal detectors for three district offices to improve the safety and security of the public and County staff and to test their use for all district offices.
 - Increases \$12,094 to purchase personal computers to further automate record keeping.
 - Increases \$24,067 to purchase personal computers and modems for Hospital Outstation staff. This will provide access to the County's mainframe and the Statewide Medi-Cal Eligibility Data System (MEDS) and will enhance fraud prevention [3/29/94 #14]
 - Increases \$75,425 to purchase controllers to provide mainframe hook-up for the additional terminals.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
State Administrative Reimbursement	\$22,037,988	\$24,005,593	\$23,597,667	\$(407,926)
Hospital Council Contract	551,602	438,450	611,262	172,812
Sub-Total	\$22,589,590	\$24,444,043	\$24,208,929	\$(235,114)
Total	\$22,589,590	\$24,444,043	\$24,208,929	\$(235,114)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Savings	\$(1,463,736)	\$(1,463,735)	\$0	\$1,463,735
Sub-Total	\$(1,463,736)	\$(1,463,735)	\$0	\$1,463,735
Total	\$(1,463,736)	\$(1,463,735)	\$0	\$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.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Specialized Department & Safety Equipment	1	lot	\$4.000
Data Processing Equipment	1	lot	111.586
Total			\$115.586

Specialized Department and Safety Equipment includes this program's share of cost for metal detectors which will be installed on a pilot basis in three district offices.

Data Processing Equipment includes personal computers to be used to further automate record-keeping and for controllers to provide mainframe hook-up for terminals being purchased.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>WORKLOAD</u>					
Preapplications	4,369	3,964	N/A	N/A	N/A
Eligibility determinations	7,912	8,409	N/A	N/A	N/A
Applications	8,650	9,844	9,845	11,827	10,421
Cases at end of month	49,144	53,748	56,361	61,259	59,873
Cases supervised	48,855	53,548	N/A	N/A	N/A
<u>EFFICIENCY/OUTPUT</u>					
Cases per Eligibility Technician	190.1	191.2	N/A	N/A	N/A
Applications per Intake Eligibility Technician	51.6	50.8	49.4	60.3	51.9
Cases per Granted Eligibility Technician	366.9	368.5	312.7	352.6	281.9
<u>EFFECTIVENESS/OUTCOME</u>					
Percentage of cases with no errors*	85.3%	82.5%	78.8%	85%	85.0%
Percentage of applications (other than disability pending) certified within 45 calendar days	78.8%	76.6%	79.1%	100%	80.0%
Percentage of cases transferred to a supervised caseload within 15 days of eligibility certification	75.1%	69.0%	83.1%	90.0%	85.0%

DISCUSSION

New workload and efficiency measures were 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.

* 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	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0360	Assistant Deputy Director	0.75	0.75	0.75	0.75	\$43,723	\$42,685
5289	Social Services Admin III	4.75	4.75	4.75	4.75	239,352	238,969
5288	Social Services Admin II	4.00	4.00	4.00	4.00	182,273	180,256
5287	Social Services Admin I	3.25	3.25	3.25	3.25	142,776	139,144
2412	Analyst II	1.00	1.00	1.00	1.00	39,603	40,541
5248	Program Assistant	5.25	5.25	5.25	5.25	206,028	202,189
5222	Eligibility Supervisor	62.25	62.25	62.25	62.25	1,744,217	1,797,933
2745	Supervising Clerk	2.25	2.25	2.25	2.25	62,030	62,269
5221	Eligibility Technician	442.25	442.25	445.00	445.00	9,847,923	10,157,283
2730	Senior Clerk	8.25	8.25	8.25	8.25	190,293	191,826
2757	Administrative Secretary II	0.25	0.25	0.25	0.25	6,145	6,240
2756	Administrative Secretary I	3.50	3.50	3.50	3.50	75,559	75,919
2650	Stock Clerk	2.75	2.75	2.75	2.75	51,350	50,813
2700	Intermediate Clerk	120.75	120.75	120.25	120.25	2,352,239	2,396,196
4911	Social Services Aid II	4.00	4.00	4.00	4.00	78,181	75,200
2484	Distributed Network Tech	0.00	0.00	.50	.50	0	9,677
9999	Extra Help	1.50	1.50	2.50	2.50	22,218	36,510
Total		666.75	666.75	670.50	670.50	\$15,283,910	\$15,703,650
Salary Adjustments:						\$(81,294)	\$26,567
Bilingual Pay:						52,385	58,615
Premium/Overtime Pay:						47,352	52,670
Employee Benefits:						5,545,187	5,604,144
Integrated Leave Program:						(188,060)	0
Salary Savings:						(331,364)	(431,188)
Total Adjustments						\$5,044,206	\$5,310,808
Program Totals		666.75	666.75	670.50	670.50	\$20,328,116	\$21,014,458

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$9,065,341	\$9,557,350	\$10,339,471	\$10,061,311	\$10,524,034	4.6
Services & Supplies	972,995	1,036,436	1,104,551	833,677	2,079,937	149.5
Contracts	0	35,734	94,575	127,500	127,500	0.0
Fixed Assets	200,355	433,050	422,843	0	295,854	100.0
TOTAL DIRECT COST	\$10,238,691	\$11,062,570	\$11,961,440	\$11,022,488	\$13,027,325	18.2
PROGRAM REVENUE	(8,581,326)	(9,734,303)	(11,054,525)	(9,891,433)	(11,861,934)	19.9
NET GENERAL FUND CONTRIBUTION	\$1,657,365	\$1,328,267	\$906,915	\$1,131,055	\$1,165,391	3.0
STAFF YEARS	247.75	254.75	263.50	271.75	284.75	4.8

PROGRAM MISSION

Provide centralized support services for all departmental activities to obtain economies of scale, avoid duplication of effort and reduce costs.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Salary and Benefits are higher than budget due to the Integrated Leave Program paybacks and mid-year adds. Services & Supplies and Fixed Assets are higher than budget due to mid-year adds. Staff Years are less than budget due to hiring freeze which resulted in vacant positions.

ACHIEVEMENT OF 1993-94 OBJECTIVES

The objective:

1. "To design and implement local automated methods to prevent, detect and report fraud in Social Services programs," was achieved. The systems developed will also be available to the District Attorney's investigative and prosecution staff.
2. "To implement the Case Tracking System," was partially achieved. This system provides automated tracking of the physical location of each of the Department's case files, and improve case handling security. Phase one of this project, Bar Coding of all cases, was completed. The second phase of Tracking Case Folders was developed during the Fiscal Year, however, due to logistical problems was not implemented until the First Quarter of FY 94/95. The complete Case Tracking System is currently in the production environment.
3. "To 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)," was achieved. An EDP Systems Manager and Principal Systems Analyst from the Department have been assigned, full time, to assist the State in the design of these systems. These individuals have been stationed in Sacramento for a two-year period. Additionally, the Manager of the Department's Information Technology Division is attending State meetings on the development of these systems.
4. "To complete development and installation of the Supervisor Review System," was not achieved. This system provides an automated method for Eligibility Supervisors to review all new cases granted prior to issuing benefits. The decision has been made to implement a new Computer System which contains the Supervisory Review component. This System is scheduled to be implemented by the end of the FY 94-95.

5. "To develop an automated audit management tracking and follow up system," was partially achieved. The detail system design has been completed. Development of this system will be completed by October 1995.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Conduct comprehensive pre-employment background investigations on 100% of applicants offered employment.
2. Conduct internal fraud investigations on 100% of allegations of employee fraud.
3. Prepare and submit monthly assistance claims and quarterly administrative claims to the State of California for receipt of revenue to fund the Department's programs.
4. Conduct 57 fiscal reviews of departmental programs to ensure that expenditures are authorized and within budgeted levels.
5. Word process 16,000 court reports for departmental activities requiring court review and action.
6. Provide 5,000 statements of aid to the District Attorney for the enforcement of child support payments.
7. Complete 2,000 requests for maintenance or development services for departmental automation systems.
8. Secure the award of 15 contracts through competitive negotiation or formal bidding.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Hire and train 350 new employees meeting educational, experience and character requirements.
2. Appropriate disciplinary action will be taken against 100% of employees found to be engaged in misconduct or fraudulent activity, including referral to the District Attorney for prosecution.
3. Accurately claim and receive revenue in the amount of \$928 million in support of county operated programs.
4. Maintain 95% compliance with accounting standards and controls for the expenditure of funds as determined by departmental fiscal reviews.
5. In 100% of cases, deadlines for word processing of court reports will be met, ensuring that appropriate information is available to the court for timely decision making.
6. In 100% of cases, the District Attorney will be provided with timely information regarding assistance payments for use in court proceedings related to the enforcement and collection of child support payments.
7. Resolve 100% of priority one automation service requests and problem reports within 30 days, increasing worker productivity and minimizing downtime resulting from systems problems and malfunctions.
8. 100% of contract recommendations will be prepared and forwarded on time for Board of Supervisors' award.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

FY 93-94 services and supplies increased by \$494,150 in FY 94-95 due to adopted budget proposals which increased facility lease costs and increased minor equipment costs, which would have formerly been fixed assets.

Net increase of 13.00 SY due to transfers between programs, reductions, and mid-year adds as noted as follows:

1. Support Services [4.00 SY; E = \$258,952; R = \$235,804] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o 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 = \$2,393,782; R = \$2,151,826] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for centralized word processing services at the Department's Mission Valley, Levant Street, Ruffin Road, Mills Building, Chesapeake, Oceanside and Escondido facilities.

3. Office Services [44.00 SY; E = \$1,474,685; R = \$1,326,322] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for inactive case record storage, printing services, forms management and distribution, purchasing, fixed asset inventory and moving services for all departmental programs.
 - o Expected to process 856,000 case records.
4. Fiscal Services [81.00 SY; E = \$2,929,006; R = \$2,633,719] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for department-wide accounting services, auditing, managing conservatee funds, accounting for Child Support collections, and preparing assistance and administrative revenue claims.
 - o Transfer in 8.00 staff years to the Fiscal Division to consolidate all child care and family support services payments and accounting including: 4.00 Intermediate clerks, 1.00 Sr. Clerk and 1.00 Intermediate Account Clerks from Childrens Services Program as well as 2.00 Intermediate Clerk Typists from the Employment Services Program (GAIN).
 - o Increase of 3.00 staff years (1.00 Associate Accountant, 1.00 Intermediate Account Clerk, and 1.00 Sr. Account Clerk) in the Fiscal Division as a result of a mid-year add approved by the Board of Supervisors on January 4, 1994 (7) regarding the Emergency Assistance-Title IV-A Reimbursements. These fiscal staff are necessary to track claims and to audit and reconcile documents to ensure that all accounting aspects of the program are fulfilled.
 - o Increase of \$744 in salary and benefits as a result of class changes in the budgeted staff years as follows: 6.00 SY Intermediate Clerk Typist to Intermediate Account Clerks and 1.00 SY Sr Clerk to Sr Account Clerk. The account clerk class reflects duties performed in the Fiscal division.
 - o Expected to process 22,000 Court ordered payments.
5. Personnel/Training/Internal Security [55.75 SY; E = \$2,843,024; R = \$2,685,680] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for department-wide personnel and payroll services, internal security activities, training coordination and providing in-house training for Eligibility Technicians and Social Worker staff.
 - o Transfer in of 1.00 staff year Program Assistant from the Eligibility Review Program to the Internal Security Section.
 - o Expected to provide personnel, payroll and training services for an average of 3,914 employees.
 - o Expected to obtain 605,000 volunteer hours donated.
6. Budget and Revenue [5.00 SY; E = \$1,068,805; R = \$975,472] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for preparing and monitoring the Department's Budget; analysis of State and Federal Budgets; performing other fiscal analysis as required.
 - o Includes \$412,710 in liability adjustment as a result of accounting change which moved this amount from the Department's A-87 costs to appropriations. The funds are appropriated in the event of a court judgement or insurance settlement against the Department.
 - o Includes \$339,400 of Medi-Cal County bounty funds as a result of the State Department of Health Services offering incentives to counties to identify third party insurance coverage for Medi-Cal applicants. Most of these funds will be used to refurbish County-owned buildings.
7. Information Technology Division [24.00 SY; E = \$1,762,284; R = \$1,585,765] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for developing, coordinating and implementing Departmental automation activities, telephone and voice mail efforts.

- o Increase of 1.00 staff year EDP Manager in the Information Technology Division as result of a Memorandum of Understanding between the California State Department of Social Services and the County to loan one County employee to the State to work on the Statewide Automated Welfare System. The State reimburses the County for the costs of this staff. The Board approved this action on 12-14-93 (1).
 - o Decrease of \$1,839 in salary and benefits as a result of class changes in the budgeted staff years as follows: 1.00 SY Department Computer Specialist II to Department Computer Specialist III and 1.00 SY Associate Systems Analyst to Department Computer Specialist III. These proposed classes accurately reflect the work performed by these staff.
 - o Increase funding for the following fixed assets and services and supplies:
 - to access the Regional Urban Information System to provide more timely and more accurate decisions on where client populations are centered and therefore where to locate facilities.
 - for software to protect DSS personal computers from viruses and from corruption by unauthorized staff use as recommended by the Auditor.
 - to purchase 8 personal computers and 2 printers to be used for the substitute payee unit conversion from an 8100 computer to a personal computer system.
 - to replace a mini computer in Childrens Services which is obsolete.
 - to replace 56 personal computers and 18 printers which are more than six years old. It is more economical to replace this equipment than repair it when it fails.
 - o Expected to complete 3,388 service requests.
8. Evaluation and Contracting [5.00 SY; E = \$296,787; R = \$267,346] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for evaluating the Department's programs, providing centralized contracting-out services, and performing planning functions for Departmental programs.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Foster Home License Contracts	\$80,640	\$94,248	\$69,345	\$(24,903)
Adoptions Service Contract	234,448	258,580	225,061	(33,519)
Refugee Social Services	3,168	33,015	5,708	(27,307)
Child Welfare Services (30% of NFS match required)*	2,345,091	2,372,370	2,208,588	(163,782)
County Services Block Grant (30% match required)	174,575	343,736	70,704	(273,032)
Refugee Targeted Assistance Program (RTAP)	72,664	73,804	22,791	(51,013)
RETC Contract Administration	30,351	37,292	39,523	2,231
AFDC Administration (15% match required)	2,219,822	2,178,440	2,897,171	718,731
Medi-Cal Program Administration	1,877,564	1,541,593	2,188,241	646,648
Food Stamp Program Admin. (15% match required)	1,401,292	984,783	1,013,132	28,349
Refugee Aid Administration	19,074	44,199	52,738	8,539
Child Care Program	24,886	17,033	136,883	119,850
Food Stamp Employment & Trng (match required)**	98,302	101,420	94,270	(7,150)
Greater Avenues to Independence (30% match of NFS Trust Fund match required)	694,647	640,708	762,221	121,513
Independent Living Skills Contract	53,966	51,608	66,244	14,636
Hospital Council Contract	48,464	38,097	52,738	14,641
Adoption Fees	8,013	7,483	7,735	252
Transitional Child Care Admin.	23,075	30,614	21,700	(8,914)
Family Preservation	220,189	188,709	248,422	59,713
Specialized Foster Care Grant	0	1,629	2,175	546
Conservatorship Medicaid	0	38,097	0	(38,097)
New Beginnings Grant	170,251	200,000	200,000	0
IHSS and PCSP Administration	333,174	0	393,414	393,414
Emergency Assistance	17,168	0	14,345	14,345
Statewide Automated Welfare System (SAWS)	0	0	212,958	212,958
Medi-Cal Admin. Claiming (formerly SB910)	117,222	0	98,445	98,445
Health Trust	0	5,000	5,173	173
Non GAIN Education & Training (15% match)	22,690	15,915	17,334	1,419
Misc. (HRSA, SAVE, IRCA)	74,056	93,026	25,061	(67,965)
Social Service Trust Fund	689,733	500,034	709,814	209,780
Sub-Total	\$11,054,525	\$9,891,433	\$11,861,934	\$1,970,501
Total	\$11,054,525	\$9,891,433	\$11,861,934	\$1,970,501

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
REVENUE MATCH:				
Child Welfare Services	\$488,095	\$579,633	\$573,953	\$(5,680)
In Home Supportive Services Admin.	96,659	0	112,174	112,174
County Services Block Grant	25,900	89,421	25,781	(63,640)
AFDC Administration	391,530	436,513	613,918	177,405
Food Stamp Program	194,596	154,546	74,594	(79,952)
Food Stamp Employment & Training	65,412	85,095	60,709	(24,386)
Child Care Program	0	2,639	1,852	(787)
Independent Living Skills	805	18,929	30,893	11,964
Non GAIN Education & Training	4,983	2,809	3,057	248
GAIN	84,995	84,561	77,538	(7,023)
Emergency Assistance	4,899	0	2,532	2,532
Medi-Cal Admin. Claiming	117,222	38,097	98,444	60,347
Match Met with Trust Fund Revenue	(689,733)	(500,034)	(709,813)	(209,779)
Sub-Total	\$785,363	\$992,209	\$965,632	\$(26,577)
GENERAL FUND SUPPORT COSTS:				
County Cost Programs	\$121,552	\$138,846	\$199,759	\$60,913
Sub-Total	\$121,552	\$138,846	\$199,759	\$60,913
Total	\$906,915	\$1,131,055	\$1,165,391	\$34,336

EXPLANATION/COMMENT ON PROGRAM REVENUES:

For FY 93-94, County Services Block Grant included IHSS and PCSP administration. For the 93-94 Actual and the Adopted Budget these revenues have been separately identified.

SAWS is a new funding source as a result of an Memorandum of Understanding between the State and the County to reimburse the County for costs of County staff working on the Statewide Automated Welfare System (SAWS).

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 and other funding applicable to prior year's expenditures.

* NFS means Non-Federal Share of cost.

** FSET match: no match required for first \$410,979; 15% for next \$94,703; and 50% for the remaining expenditures.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

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.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Data Processing Equipment	1	lot	\$178,788
Total			\$178,788

COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Communication Equipment	1	lot	\$117,066
Total			\$117,066

DESCRIPTION:

Data Processing Equipment fixed assets is for replacement personal computers and printers, replacing the mini computer at Children's Services, EDP equipment for the DA/DSS shared facility and personal computers for the Substitute Payee System.

Communication Equipment is needed for new facilities.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>WORKLOAD (ANNUAL)</u>					
<u>Support Services</u>					
Case records processed	807,000	839,810	843,070	799,000	856,000
Court Reports	16,035	15,800	14,170	16,425	16,000
<u>Personnel/Payroll/Training</u>					
**Significant personnel management support (Performance issues, appeals & grievances)	2,110	2,352	2,470	2,550	N/A
Internal Security Investigations	117	121	128	140	160
**Hours of staff training provided	90,292	131,449	154,818	93,000	N/A
*Number of training participants	N/A	N/A	20,303	N/A	12,000
Volunteer hours donated	531,000	590,000	600,000	615,000	605,000
Value of donated time	\$12,500,000	\$13,500,000	\$14,000,000	\$14,000,000	\$14,500,000
Speaking requests filled/audience	184/6,226	340/10,000	200/10,000	350/13,000	415/15,000
<u>Fiscal Services</u>					
Cases provided money management services	19,753	19,753	22,252	20,000	21,000
Aid statements/Child support collections statements/D.A. child support collections	5,388	6,842	5,013	6,850	5,000
<u>Budget and Revenue</u>					
Management reports prepared	16	28	28	28	28
<u>Evaluations and Contracts</u>					
Contracts negotiated	18	7	44	8	15
Systems studies conducted	1	3	1	4	5
Legislation analyzed, number of bills	197	200	208	200	200
<u>Information Technology Division</u>					
Service requests completed	1,499	2,963	3,525	2,430	3,388
Applications Service Requests	412	621	980	420	765
Hardware Service Requests	350	173	218	102	235
Systems & PC Service Requests	170	179	152	105	200
Telephone & Voice Mail Svc Requests	567	1,990	2,175	1,803	2,188
<u>New Beginnings</u>					
Schools participating in * collaboratives	25	40	50	50	55

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
Families served by Hamilton Demonstration Site	N/A	617	643	450	450

DISCUSSION:

Fiscal

FY 94-95 staff transferred from Childrens Services Program to consolidate all court ordered payments in the Fiscal Division.

Personnel/Payroll/Training

*These indicators have been added for FY 94-95 because they are a better representation of workload measures.

**These indicators are deleted as workload indicators.

Actuals for hours of staff training provided is higher than budget due to one time training such as Fraud and Cultural Sensitivity Training which included large number of participants.

Evaluation and Contracts

Contracts Negotiated Actuals were higher than anticipated because many contracts routinely expired in FY 93-94 and required the preparation of requests for proposals. This excessive workload is cyclic and not ongoing.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
<u>Support Services Division</u>							
2369	Admin Svcs Manager II	1	1.00	1	1.00	\$ 54,748	\$54,747
2610	Buyer II	1	1.00	1	1.00	33,075	32,265
2413	Analyst III	1	1.00	1	1.00	46,162	46,162
3643	Assoc Mech Engineer	1	1.00	1	1.00	45,872	48,098
	Sub-Total	4	4.00	4	4.00	\$179,857	\$181,272
<u>Word Processing</u>							
2726	Principal Clerk II	1	1.00	1	1.00	\$ 34,930	\$34,930
3010	WP Center Supervisor	5	5.00	5	5.00	151,210	152,855
3008	Sr WP Operator	4	3.50	4	3.50	78,907	81,673
3009	WP Operator	43	42.50	43	42.50	980,395	984,142
2730	Sr Clerk	1	1.00	1	1.00	23,950	23,664
2724	Sr Trans Typist	8	8.00	8	8.00	204,871	210,480
2417	Intermediate Trans Typist	4	4.00	4	4.00	89,204	89,204
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,669	19,812
	Sub-Total	67	66.00	67	66.00	\$1,584,136	\$1,596,760
<u>Office Services Section</u>							
2304	Admin Asst I	1	1.00	1	1.00	\$ 30,611	\$29,746
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,770
2730	Senior Clerk	3	3.00	3	3.00	79,036	71,847
3073	Sr Offset Equipment Oper	2	2.00	2	2.00	51,108	51,108
3050	Offset Equipment Oper	2	2.00	2	2.00	44,385	45,446
2650	Stock Clerk	1	1.00	1	1.00	19,812	19,812
2700	Intermediate Clerk Typist	27	27.00	27	27.00	550,589	553,876
5884	Building Maint Eng	2	2.00	2	2.00	62,552	62,552
7541	Construction & Svcs Wkr I	2	2.00	2	2.00	40,390	41,367
3051	Reprographics Tech	2	2.00	2	2.00	42,897	44,084
2658	Storekeeper II	1	1.00	1	1.00	23,662	24,783
	Sub-Total	44	44.00	44	44.00	\$972,812	\$972,391
<u>Fiscal Services Division</u>							
2535	Soc Svcs Finance Officer	1	1.00	1	1.00	\$ 55,288	\$55,288
2505	Senior Accountant	3	3.00	3	3.00	129,288	129,296
2425	Associate Accountant	5	5.00	6	6.00	173,494	205,235
2730	Sr Clerk	1	1.00	1	1.00	22,526	23,949
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,770
2500	Jr Accountant	1	1.00	1	1.00	25,975	25,980
2403	Accounting Tech	6	6.00	6	6.00	159,184	159,996
2510	Sr Account Clerk	11	11.00	13	13.00	253,346	297,022
2493	Intermediate Account Clerk	34	34.00	42	42.00	685,308	826,726
2700	Intermediate Clerk Typist	6	6.00	6	6.00	116,229	121,163
3119	Dept Computer Spec II	1	1.00	1	1.00	32,142	33,763
	Sub-Total	70	70.00	81	81.00	\$1,680,550	\$1,906,188
<u>Personnel/Training Division</u>							
0360	Asst Dep Dir, Soc Svcs	1	1.00	1	1.00	\$ 54,976	\$54,977
2378	Soc Svcs Personnel Mgr	1	1.00	1	1.00	58,986	58,986
2730	Senior Clerk	1	1.00	1	1.00	25,474	23,949
2757	Admin Secretary II	1	1.00	1	1.00	22,113	25,474
	Sub-Total	4	4.00	4	4.00	\$161,549	\$163,386

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
<u>Personnel Payroll & Internal Security Section</u>							
2328	Dept Personnel Officer II	6	6.00	6	6.00	\$263,900	\$259,197
2330	Dept Personnel Officer I	1	1.00	1	1.00	35,447	27,622
2363	Personnel Research Psych	1	1.00	1	1.00	51,720	52,156
5290	New Beginnings Coordinator	1	1.00	1	1.00	47,051	49,375
5248	Program Assistant	3	3.00	4	4.00	106,598	146,827
5258	Sr Protective Svcs Wkr	1	1.00	1	1.00	32,082	33,026
5287	Soc Svc Admin I	2	2.00	2	2.00	87,862	87,860
5288	Soc Svc Admin II	1	1.00	1	1.00	37,986	46,163
2745	Supervising Clerk	1	1.00	1	1.00	27,437	27,770
2320	Personnel Aide	1	1.00	1	1.00	27,622	27,622
2511	Sr Payroll Clerk	5	5.00	5	5.00	120,418	121,292
2494	Payroll Clerk	5	5.00	5	5.00	107,459	108,285
2700	Intermediate Clerk Typist	3	3.00	3	3.00	56,206	60,363
9999	Temporary Extra Help	1	.25	1	.25	8,000	8,000
	Sub-Total	32	31.25	33	32.25	\$1,009,788	\$1,055,558
<u>Training Section</u>							
2308	Dept Training Admin	1	1.00	1	1.00	\$ 50,907	\$50,907
2365	Staff Devel Spec	4	3.50	4	3.50	136,715	142,978
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	27,622	23,985
2730	Senior Clerk	1	1.00	1	1.00	23,950	23,949
2700	Intermediate Clerk Typist	4	4.00	4	4.00	79,945	80,740
5234	Social Svc Trainer	8	7.00	8	7.00	224,476	224,483
	Sub-Total	21	19.50	21	19.50	\$631,359	\$634,786
<u>Budget and Revenue Division</u>							
2534	Chief, SS Rev & Budget	1	1.00	1	1.00	\$ 57,482	\$57,483
2413	Analyst III	3	3.00	3	3.00	138,486	138,489
2757	Admin Sec II	1	1.00	1	1.00	22,052	22,052
	Sub-Total	5	5.00	5	5.00	\$218,020	\$218,024
<u>Information Technology Division</u>							
2471	EDP Systems Manager	1	1.00	2	2.00	\$ 64,917	\$129,834
2499	Principal Systems Analyst	1	1.00	1	1.00	58,942	58,942
2525	Sr Systems Analyst	3	3.00	3	3.00	164,244	164,241
2488	Asst Manager, EDP Oper	1	1.00	1	1.00	54,748	54,747
2427	Associate Systems Analyst	9	9.00	8	8.00	411,479	371,762
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	41,842
2756	Administrative Secretary I	1	1.00	1	1.00	22,840	19,137
2485	Distrib Network Tech II	3	3.00	3	3.00	80,963	82,209
2486	Distrib Network Tech III	1	1.00	1	1.00	32,001	32,509
3119	Dept Computer Spec II	1	1.00	0	0.00	32,019	0
3120	Dept Computer Spec III	0	0.00	2	2.00	0	68,868
	Sub-Total	23	23.00	24	24.00	\$993,726	\$1,053,821

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
<u>Evaluation and Contracting Division</u>							
2367	Principal Admin Analyst	1	1.00	1	1.00	\$ 52,156	\$52,156
2413	Analyst III	3	3.00	3	3.00	131,432	125,140
2757	Admin Sec II	1	1.00	1	1.00	25,215	25,474
	Sub-Total	5	5.00	5	5.00	\$208,803	\$202,770
Total		275	271.75	288	284.75	\$7,640,600	\$7,984,956
Salary Adjustments						7,245	(1,029)
Bilingual Pay:						37,160	37,160
Employee Benefits:						2,732,300	2,722,082
Integrated Leave Program:						(151,447)	0
Salary Savings:						(204,547)	(219,135)
Total Adjustments						\$2,420,711	\$2,539,078
Program Totals		275	271.75	288	284.75	\$10,061,311	\$10,524,034

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,685,205	\$1,720,243	\$1,799,013	\$1,918,274	\$2,068,824	7.8
Services & Supplies	335,118	170,875	181,297	200,772	217,695	8.4
TOTAL DIRECT COST	\$4,020,323	\$1,891,118	\$1,980,310	\$2,119,046	\$2,286,519	7.9
PROGRAM REVENUE	(3,478,136)	(1,713,121)	(1,689,829)	(1,812,153)	(1,949,786)	7.6
NET GENERAL FUND CONTRIBUTION	\$542,187	\$177,997	\$290,481	\$306,893	\$336,733	9.7
STAFF YEARS	86.00	42.00	43.25	48.00	53.00	10.4

PROGRAM MISSION

To identify and reduce program abuse and safeguard taxpayer dollars by ensuring that only those applicants who are eligible receive public assistance benefits.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The FY 93-94 actuals for salaries and benefits are less than budget due to delays in hiring staff as a result of hiring freezes.

ACHIEVEMENT OF 1993-94 OBJECTIVES

The objective:

1. "To implement 80% of the State Hearing decisions within 30 days of receipt," was not achieved. Due to higher priority Eligibility Technicians work assignments, such as fraud referrals, 61% of hearings were implemented.
2. "To implement the San Diego Quality Control Fraud study to better identify potential client and internal fraud," was achieved. This State Quality Control study validated that our County Quality Control operation was effective and accurate.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. To investigate 15,674 client-initiated hearing issues related to the denial or discontinuance of eligibility, or the collection of an overpayment.
2. To conduct 416 AFDC and Food Stamp full field audits to identify errors in the eligibility determination process and provide data to establish policies to prevent recurrence.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. The County's action to deny, discontinue or collect an overpayment will be supported in 65% (8,424) of hearing issues.
2. Re-evaluation and corrective action will be taken by the County to resolve 35% (4,536) of these issues where technical weaknesses exist.
3. At least five error trends in eligibility determination will be identified, and recommendations provided for corrective action to avoid their recurrence.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

A net increase of 5.00 SY due to mid-year additions, transfers and staff increases as follows:

1. Quality Control [26.00 SY; E = \$980,413; R = \$836,058] including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o Responsible for reviewing the eligibility of a random sample of welfare clients to determine the accuracy of the Department's eligibility determination process.
 - o The following staff year changes were made:
 - Increase of 3.00 SY Eligibility Control Workers including 1.00 SY as a result of a mid-year addition approved by the Board of Supervisors on 1/4/94 (7) regarding the Emergency Assistance - Title IV-A Reimbursements. This position is necessary to ensure that cases are processed accurately, and problem cases identified and corrective action is initiated. In addition, 2.00 SY are included and \$3,000 in services and supplies to review Child Protective Services, AFDC-Foster Care and AFDC cases to ensure that Federally required documentation is complete and that the County is protected from Federal fiscal sanctions.
2. Appeals [27.00 SY; E = \$1,306,106; R = \$1,113,728] including support personnel:
 - o Mandated Activity/Mandated Service Level.
 - o Section staff represents the County at State hearings on client eligibility for assistance.
 - o Transfer out of 1.00 SY Program Assistant to the Management Services Bureau-Internal Security Section.
 - o Transfer in of 1.00 SY Intermediate Clerk Typist from the Medi-Cal program.
 - o Add 2.00 SY Program Assistants to handle increased appeals resulting from additional welfare fraud staff that has been allocated to the District Attorney.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
MISC:				
State AFDC Administrative Reimbursement (30% of NFS match required)*	\$371,123	\$424,407	\$513,344	\$88,937
Federal AFDC Administrative Reimbursement	530,175	606,321	657,420	51,099
State Food Stamp Reimbursement (30% of NFS match required)*	155,000	140,000	145,425	5,425
Federal Food Stamp Reimbursement	221,429	217,857	207,750	(10,107)
State Medi-Cal Administrative Reimbursement	350,000	350,000	365,888	15,888
Health Trust Fund	\$62,102	\$73,568	\$59,959	\$(13,609)
Sub-Total	\$1,689,829	\$1,812,153	\$1,949,786	\$137,633
Total	\$1,689,829	\$1,812,153	\$1,949,786	\$137,633

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
REVENUE MATCH:				
AFDC Administration	\$159,052	\$181,893	\$202,704	\$20,811
Food Stamp Admin.	66,429	60,000	69,029	9,029
Sub-Total	\$225,481	\$241,893	\$271,733	\$29,840
GENERAL FUND SUPPORT COSTS:				
General Relief	\$65,000	\$65,000	\$65,000	\$0
Sub-Total	\$65,000	\$65,000	\$65,000	\$0
Total	\$290,481	\$306,893	\$336,733	29,840

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.

* NFS means Non-Federal Share of expenditures.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<u>WORKLOAD (monthly)</u>					
Number of client hearing requests	598	630	679	726	861
Quality control audits completed	205.8	194.7	173.4	244	200
<u>EFFICIENCY/OUTPUT</u>					
Client hearing requests per staff	43	45	46	43	45
Quality control audits per staff	13.7	12.2	11.3	15.25	10.5
<u>EFFECTIVENESS/OUTCOME</u>					
Percentage of QC errors challenged and found in error	2.9%	1.8%	1.5%	3.5%	3.5%
Percentage of State hearing decisions implemented within 30 days of receipt	80.4%	76.7	61	80.0%	80%

DISCUSSION:

Quality Control audits were less than the budget due to delays in hiring staff as a result of the hiring freeze and to the assignment of staff to other higher priority activities such as reviewing Foster Care cases for Supplemental Security Income (SSI) Federal eligibility and the State/County Quality Control fraud project. The Zebly court case allowed disabled foster care children to qualify for federally funded SSI. This action was a specific effort to minimize the County share of cost in Foster Care; the most expensive County cost program in the Department.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
<u>Quality Control</u>							
5288	Soc Svcs Admin II	.50	.50	.50	.50	\$23,081	\$23,082
5233	Eligibility Control Supv	2.00	2.00	2.00	2.00	62,329	62,766
2756	Admin Secretary I	1.00	1.00	1.00	1.00	19,133	21,512
5225	Eligibility Control Worker	16.00	16.00	19.00	19.00	403,940	461,784
2493	Intermediate Account Clerk	1.00	1.00	1.00	1.00	20,797	20,798
2730	Senior Clerk	.50	.50	.50	.50	11,283	11,011
2700	Intermediate Clerk Typist	2.00	2.00	2.00	2.00	19,371	38,657
	Sub-Total	23	23.00	26	26.00	\$559,934	\$639,610
<u>Appeals</u>							
5288	Soc Svcs Admin II	.50	.50	.50	.50	\$23,081	\$23,081
5287	Soc Svcs Admin I	2.00	2.00	2.00	2.00	80,083	87,860
5248	Program Assistant	17.00	17.00	18.00	18.00	640,144	682,391
2730	Senior Clerk	.50	.50	.50	.50	11,283	11,011
2700	Intermediate Clerk Typist	5.00	5.00	6.00	6.00	116,228	115,972
	Sub-Total	25	25.00	27	27.00	\$870,819	\$920,315
	Total	48	48.00	53	53.00	\$1,430,753	\$1,559,925
Salary Adjustments:						0	10
Bilingual Pay:						8,526	8,526
Premium/Overtime Pay:						2,683	2,683
Employee Benefits:						539,054	538,242
Integrated Leave Program:						(27,233)	0
Salary Savings:						(35,509)	(40,562)
Total Adjustments						\$487,521	\$508,899
Program Totals		48	48.00	53	53.00	\$1,918,274	\$2,068,824

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,648,427	\$1,381,319	\$1,165,981	\$1,128,846	\$1,114,329	(1.3)
Services & Supplies	78,909	77,300	72,309	79,472	69,713	(12.3)
TOTAL DIRECT COST	\$1,727,336	\$1,458,619	\$1,238,290	\$1,208,318	\$1,184,042	(2.0)
PROGRAM REVENUE	(1,431,483)	(1,277,318)	(1,109,640)	(1,065,193)	(1,068,349)	0.3
NET GENERAL FUND CONTRIBUTION	\$295,853	\$181,301	\$128,650	\$143,125	\$115,693	(19.2)
STAFF YEARS	20.25	19.00	16.25	16.00	16.00	0.0

PROGRAM MISSION

To assist the County's needy and disadvantaged families and individuals while promoting safety, self-sufficiency, dignity and respect and ensuring accountability for public funds.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actuals for salaries and benefits are higher than budget due to the Integrated Leave Program payback to staff in FY 93-94.

ACHIEVEMENT OF 1993-94 OBJECTIVES

The objectives of:

1. "Striving for excellence in service delivery" is a continuous process. Some of our achievements include the Director's Quality Assurance awards which are given annually to the Income Maintenance District Offices which demonstrate the highest accuracy level in determining eligibility. We achieved our goal of 96% accuracy in AFDC assistance claims processed. Our goal for Food Stamps was 88% and we surpassed it by attaining 90% accuracy rate on those cases.
2. "Developing prevention services to reestablish a community, neighborhood and family focus, and break the cycles of unemployment, welfare and child abuse" is ongoing. Department of Social Services in partnership with the San Diego Unified School District, co-funds the Family Support Services Wing at O'Farrell Community School and the Family Support Center at Hamilton Elementary School. These projects are designed to provide the students with school based family services which reach out to disadvantaged children and help them find opportunity in the school's educational and social environment. The O'Farrell Community School experiment is a success based on the extraordinarily high rate of O'Farrell Middle School graduates who enter and succeed in high school advanced math classes.
3. "Fostering accountability and integrity means continuously maintaining high standards of professional and personal behavior, preventing fraud and deterring abuse of public social service programs." The Internal Security Unit has been actively working to identify and eliminate system weakness and the employees who commit fraud by taking advantage of the system. This unit has trained 650 staff in methods of identifying potential fraudulent activity.
4. "Improving 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," is also ongoing. The Department operates a Speakers' Bureau in which department staff make presentations to community groups concerning Department programs and services. In FY 93-94, 200 presentations were made. An innovative Ombudsperson office has been implemented in the Children's Services Bureau (CSB). This office handles complaints specially related to CSB cases and issues. We take complaints seriously and continuously examine case work practices.

specially related to CSB cases and issues. We take complaints seriously and continuously examine case work practices.

5. "Valuing our employees by encouraging innovation, improving facilities and celebrating diversity in our work force," is ongoing. Many offices celebrate cultural diversity by sponsoring Filipino, Hispanic and Black celebration events. The Department's Staff Development section has trained over 3,500 staff in two hour cultural diversity training.
6. "Developing new, and improving existing automated systems," is ongoing. The department has implemented several new automated programs during the year. Systems developed this year included: a case tracking system, a supervisor review system for Eligibility Supervisors to review all new cases granted prior to issuing benefits, and an automated audit management tracking and follow up system. In addition, we have assisted the State in designing the Child Welfare case management system and the Statewide Automated Welfare System.
7. "Recognizing quality performance in our employees and volunteers" is ongoing. We participate in the County's employee recognition award program. This year 637 employees received \$10,450 in both cash and non-cash awards as well as 3,784 hours time off for exemplary performance. On October 22, 1993, 150 foster parents were recognized at our annual foster parent dinner. In addition, a foster parent appreciation picnic was held in May of 1993 in which 1,500 foster parents, foster children, natural parents and guests celebrated the efforts of foster parents in providing a better quality of life for foster children.
8. "Providing reasonable working conditions for staff," is ongoing. We continue to work with the CAO to obtain acceptable replacement and new space and have completed refurbishing projects during the year. While some progress has been made, much still remains to be accomplished. Projected new facilities in FY 94-95 include a DA/DSS shared facility for welfare fraud staff and the move of Income Maintenance staff from Horne street to a replacement facility on Union Plaza in Oceanside.
9. "Encouraging ideas for improvement from staff and the community" is ongoing. The department has successfully worked with the Child Abuse Prevention Foundation on the construction of the Polinsky Children's Center. The Center opens in October 1994. One day each month is designated as Director's Call-in day and the Director personally discusses with any employee any issue they care to raise. Staff are encouraged to use the County's "Do It Better By Suggestion" awards with 115 suggestions submitted during the year. Director has initiated mid-management meetings in which the Director discusses personnel, career development and any issues raised by mid-management staff.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Provide leadership in welfare reform.
2. Foster accountability and integrity by maintaining high standards of professional and personal behavior, and preventing fraud/detering the abuse of public social service programs.
3. Foster community involvement in addressing social service issues facing our citizens.
4. Ensure an effective use of expenditures by contracting for services.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

The outcome for this Program's Objectives are reflected in the results achieved in each of the Departments' subordinate programs.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Department Administration [16.00 SY; E = \$1,184,042; R = \$1,068,349] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for the administration of the Department's other programs.
 - o Transfer in of 1.00 SY Social Services Administrator III to the Director's Office from the Childrens Services Program to function as the Executive Assistant to the Director.
 - o Transfer out of 1.00 SY Analyst II from the Childrens Services Bureau to the Childrens Services Program to better reflect the current organization.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Foster Home Lic. Contracts	\$9,631	\$11,725	\$7,115	\$(4,610)
Adoptions Service Contract	28,001	32,169	23,092	(9,077)
Refugee Social Services	387	299	586	287
Child Welfare Services (30% of Non Fed cost match)	280,082	295,136	245,154	(49,982)
County Services Block Grant (30% of Non Fed match)	20,850	47,033	7,254	(39,779)
In-Home Supportive Services Admin (30% match of NFS)	19,259	0	26,426	26,426
Personal Care Services Program Admin (30% match of NFS)	20,533	0	13,939	13,939
Medi-Cal Admin. Claiming (formerly SB910)	14,000	4,790	10,632	5,842
Ref. Employment Services	8,679	9,182	2,339	(6,843)
Job Training	3,628	4,639	4,055	(584)
AFDC Administration (15% match required)	165,121	158,194	194,198	36,004
Medi-Cal Program Administration	154,344	192,097	211,544	19,447
Food Stamp Program Administration (15% of cost match)	146,105	93,125	95,095	1,970
Refugee Aid Administration	2,270	5,499	5,411	(88)
Child Care Programs	2,533	1,155	14,044	12,889
Food Stamp Empl. & Training (match required)*	12,177	213	9,672	9,459
Greater Avenues to Independence (GAIN) (30% of NFS Trust Fund match required)**	83,816	93,374	78,204	(15,170)
Independent Living Grant	6,445	6,421	6,797	376
Hospital Council Contract	5,788	4,740	5,411	671
Adoption Fees	957	931	794	(137)
Tran. Child Care Admin.	2,756	3,809	2,226	(1,583)
Spec. Foster Care Grant	0	203	223	20
Family Preservation	26,298	23,476	25,488	2,012
Emergency Assistance	2,050	0	1,472	1,472
Social Services Trust Fund	0	60,227	72,829	12,602
Mental Health Trust Fund	82,375	1,980	0	(1,980)
Misc. (HRSA, SAVE, IRCA)	11,555	14,776	4,349	(10,427)
Sub-Total	\$1,109,640	\$1,065,193	\$1,068,349	\$3,156
Total	\$1,109,640	\$1,065,193	\$1,068,349	\$3,156

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
REVENUE MATCH:				
Child Care Program	\$0	\$0	\$190	\$190
In-Home Supportive Services and PCSP Admin	11,544	0	11,509	11,509
Child Welfare Services	58,295	62,834	60,312	(2,522)
County Services Block Grants	3,093	15,230	2,645	(12,585)
AFDC Administration	46,762	36,334	43,520	7,186
Food Stamp Admin.	23,241	7,921	7,653	(268)
Food Stamp Empl. & Training	7,929	10,854	6,228	(4,626)
Non GAIN Education & Training	478	349	314	(35)
Independent Living Skills	96	2,355	3,170	815
GAIN	10,151	18,256	7,956	(10,300)
Conservatorship Medicaid	0	4,740	0	(4,740)
Medi-Cal Admin. Claiming (SB910)	14,000	0	10,101	10,101
Emergency Assistance	585	0	260	260
Match Met with Trust Fund Revenue	(82,375)	(62,207)	(72,829)	(10,622)
Sub-Total	\$93,799	\$96,666	\$81,029	\$(15,637)
GENERAL FUND SUPPORT COSTS:				
County Cost Program Support	34,851	46,459	34,664	(11,795)
Sub-Total	\$34,851	\$46,459	\$34,664	\$(11,795)
Total	\$128,650	\$143,125	\$115,693	\$(27,432)

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.

During FY 93-94, Emergency Assistance Title-IVA reimbursements was included as a new funding source.

County Services Block Grant funding has decreased because the State split it into CSBG PCSP Admin. and IHSS residual admin funding with the advent of the Personal Care Services Program.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

County Cost Program Support costs include the cost to administer County funded programs such as General Relief.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
<u>DSS Director's Office</u>							
2121	Director, Soc Svcs	1	1.00	1	1.00	\$111,352	\$111,353
2225	Asst Dir, Soc Svcs	1	1.00	1	1.00	91,350	91,350
5289	Soc Svc Admin III	0	0.00	1	1.00	0	43,136
2759	Admin. Sec. IV	1	1.00	1	1.00	33,135	33,135
2758	Admin. Sec III	1	1.00	1	1.00	30,774	30,774
	Sub-Total	4	4.00	5	5.00	\$266,611	\$309,748
<u>Income Maintenance Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$73,558	\$73,558
2367	Prin Admin Analyst	1	1.00	1	1.00	52,099	52,156
2758	Admin Secretary III	1	1.00	1	1.00	30,774	30,774
	Sub-Total	3	3.00	3	3.00	\$156,431	\$156,488
<u>Childrens Services Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$90,350	\$90,350
2367	Prin Admin Analyst	1	1.00	1	1.00	52,156	46,163
2303	Admin Assistant II	1	1.00	0	0.00	35,359	0
2758	Admin Secretary III	1	1.00	1	1.00	30,774	30,774
	Sub-Total	4	4.00	3	3.00	\$208,639	\$167,287
<u>Adult & Employment Services Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$77,111	\$77,111
2367	Prin Admin Analyst	1	1.00	1	1.00	51,909	52,156
2758	Admin Secretary III	1	1.00	1	1.00	30,741	30,774
	Sub-Total	3	3.00	3	3.00	\$159,761	\$160,041
<u>Management Services Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$65,084	\$65,083
2758	Admin Secretary III	1	1.00	1	1.00	28,908	30,691
	Sub-Total	2	2.00	2	2.00	\$93,992	\$95,774
Total		16	16.00	16	16.00	\$885,434	\$889,338
Salary Adjustments:						\$2,804	\$0
Bilingual Pay:						1,000	1,000
Employee Benefits:						305,340	247,917
Integrated Leave Program:						(34,563)	0
Salary Savings:						(31,169)	(23,926)
Total Adjustments						\$243,412	\$224,991
Program Totals		16	16.00	16	16.00	\$1,128,846	\$1,114,329

COMMUNITY SERVICES

AGRICULTURE/WEIGHTS & MEASURES

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Agriculture/Weights & Measures/County Vet	\$5,119,690	\$5,251,223	\$5,711,127	\$5,656,905	\$5,700,705	\$43,800	0.8
TOTAL DIRECT COST	\$5,119,690	\$5,251,223	\$5,711,127	\$5,656,905	\$5,700,705	\$43,800	0.8
PROGRAM REVENUE	(3,230,785)	(3,105,452)	(3,689,180)	(3,581,336)	(3,706,700)	(125,364)	3.5
NET GENERAL FUND COST	\$1,888,905	\$2,145,771	\$2,021,947	\$2,075,569	\$1,994,005	\$(81,564)	(3.9)
STAFF YEARS	110.12	111.76	114.75	118.75	116.58	(2.17)	(1.8)

MISSION

The mission of the Department of Agriculture, Weights and Measures is to serve, inform and protect the public and industry of San Diego County with pride and a spirit of cooperation.

- ◆ We enhance and promote the preservation of agriculture and the environment while maintaining the health and safety of all.
- ◆ We assure quality and equity in the marketplace through education and the enforcement of laws and regulations.
- ◆ We have a unified commitment to professionalism, expertise and integrity.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

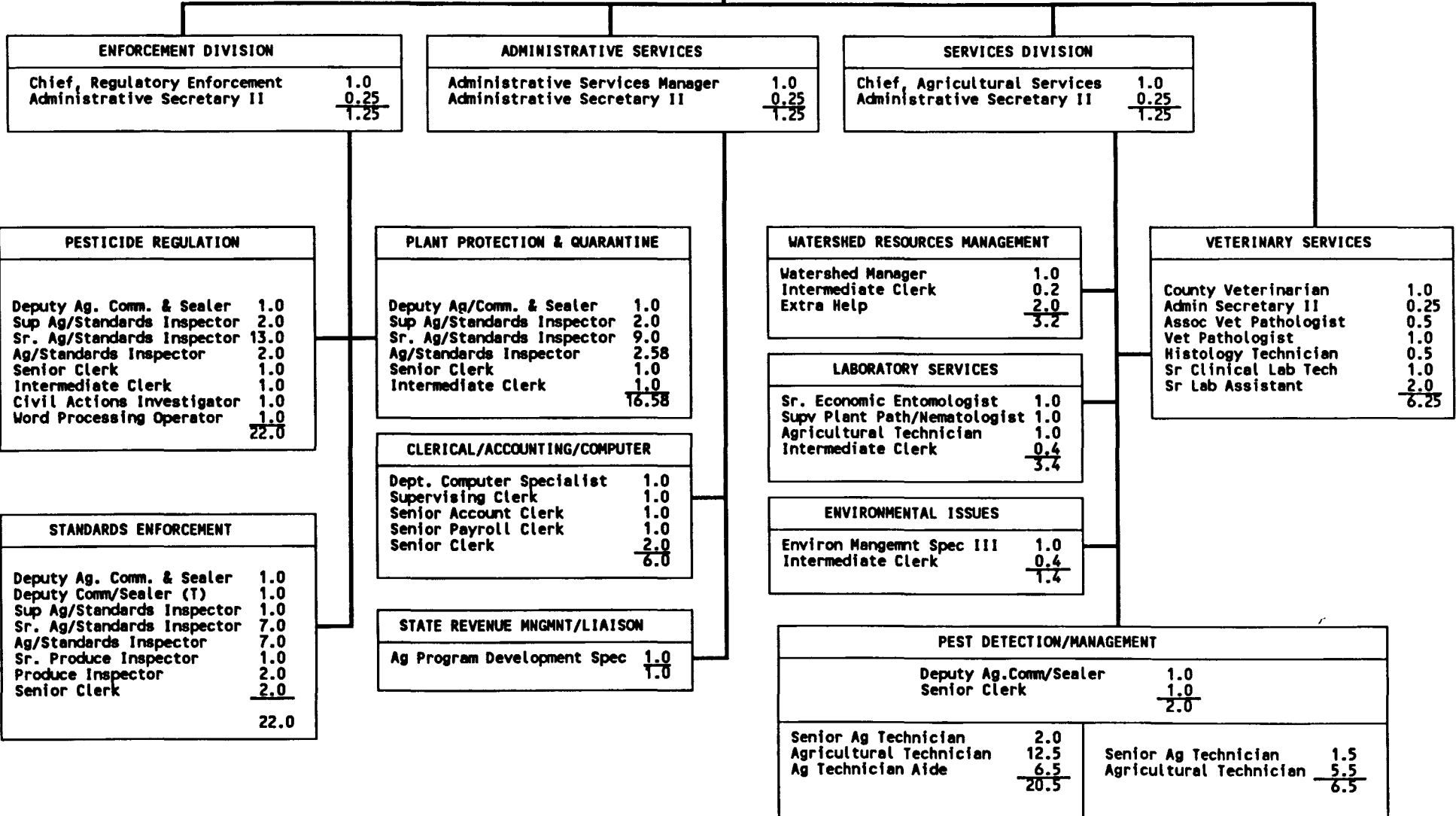
1. Continue meetings with the public and regulated industries, the Integrated Pest Management Committee and the Agricultural Urban Interface Board and continue utilization of the Customer Satisfaction Survey to provide feedback on the efficiency, effectiveness and future needs of programs affecting business, and the health and safety of people and the environment.
2. Achieve a 100% rating on the annual Effectiveness Evaluations of County Pesticide Regulatory Programs conducted by the California Environmental Protection Agency, Department of Pesticide Regulation.
3. Encourage a 95% industry compliance rating by informing, warning and taking appropriate action for 25,000 device inspections and 15 million carton inspections.
4. Permit the introduction and establishment of zero percent exotic pests by inspecting 4,700 saleable acres, servicing 258,000 exotic pest traps, performing 780,000 exclusion inspections, registering 15,000 bee colonies and performing 3,600 laboratory accessions.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. Recognize and meet the current and long range needs of the regulated business community and protect the health and welfare of the people of San Diego County and its environment by providing leadership and establishing appropriate priorities and policies.
2. Provide an integrated network of programs designed to ensure that pesticides are used safely, protecting human health and the environment while providing adequate tools and alternatives for pest management.
3. Provide consumer protection by assuring full weight and measure and product compliance with applicable state and federal standards.
4. Prevent the introduction and establishment of exotic plant diseases, weeds, insects and other pests and animal diseases and prevent their spread by providing early detection, quick delimitation, timely and accurate identification, analysis and response.

DEPARTMENT OF AGRICULTURE, WEIGHTS AND MEASURES

DEPARTMENT OF AGRICULTURE, WEIGHTS AND MEASURES	
EXECUTIVE OFFICE	
Agricultural Commissioner/Sealer	1.0
Administrative Secretary III	1.0
	<u>2.0</u>



19-2

PROGRAM: Agriculture/Weights & Measures/
County Veterinarian

DEPARTMENT: AGRICULTURE/WEIGHTS & MEASURES

PROGRAM #: 32001, 32002, 32004
MANAGER: Kathleen A. Thuner

ORGANIZATION #: 4850
REFERENCE: 1994-95 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 Agricultural 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 California 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 Agricultural Code, California Administrative Code, and the County Regulatory Code.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,553,061	\$4,755,012	\$5,142,191	\$5,157,877	\$5,094,106	(1.2)
Services & Supplies	499,158	424,728	402,967	430,028	479,546	11.5
Other Charges	0	10,378	22,205	69,000	69,000	0.0
Fixed Assets	66,959	15,739	14,928	0	58,053	100.0
Operating Transfers	512	45,366	128,836	0	0	0.0
TOTAL DIRECT COST	\$5,119,690	\$5,251,223	\$5,711,127	\$5,656,905	\$5,700,705	0.8
PROGRAM REVENUE	(3,230,785)	(3,105,452)	(3,689,180)	(3,581,336)	(3,706,700)	3.5
NET GENERAL FUND CONTRIBUTION	\$1,888,905	\$2,145,771	\$2,021,947	\$2,075,569	\$1,994,005	(3.9)
STAFF YEARS	109.70	111.76	114.75	118.75	116.58	(1.8)

PROGRAM MISSION

See departmental mission statement on the department summary sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual salary and benefits were lower due to hiring freeze and because recruitment of licensed inspectors did not occur.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- ◆ Cooperative efforts with other departments, agencies and the private sector to successfully implement preparedness programs for the arrival of the Africanized Honey Bee have resulted in national recognition for organization, education and involvement of affected industries.
- ◆ Hired an Agricultural Civil Actions Investigator mid-year which has resulted in the progressive development of policies and procedures that will ensure due process of the Agricultural and Structural Civil Penalty Process.
- ◆ Participated with the State Water Resources Control Board, Technical Advisory Committee in the development of guidance documents (which will be submitted for approval to the Environmental Protection Agency and the National Oceanic and Atmospheric Administration) for local growers on non-point source pollution prevention, as defined by the Coastal Zone Act Reauthorization Amendments of 1990.
- ◆ Successfully pursued legislative changes authorizing revenue increases for general fund programs such as increased device registration charges and implementation of the submeter inspection program.
- ◆ Customer satisfaction surveys were randomly sent to 1500 members of the regulated industry with 89.9% of the responses giving the department the highest possible satisfaction rating.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives on the department summary sheet.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

See departmental outcome results on the department summary sheet.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration/Technical/Clerical/Indirect Support [10.25 SY; E = \$511,695; R = \$138,227]
 - o Mandated/Discretionary Service Level.
 - o Department-wide management, budgeting, fiscal, personnel and clerical support.
 - o Payroll, purchasing, accounting activities, and automation/data processing interface.
 - o Agricultural Services support.
 - o Agriculture/Weights and Measures Enforcement support.
2. Enforcement Functions [61.83 SY; E = \$3,212,619; R = \$1,824,928]
 - o Mandated/Mandated Service Level.
 - o Pest exclusion activities.
 - o Deleted 2.0 SY Agricultural Standards Inspectors, and
 - o Reduced revenue due to the cessation of Quarantine Inspection Program fees.
 - o Deleted 0.4 SY and transferred remaining 0.6 SY to Agricultural Services for Apiary/AHB Consolidation.
 - o Pesticide use enforcement and worker health and safety programs.
 - o Seed, nursery, and apiary inspections.
 - o Enforcing fruit, nut, honey, egg and vegetable standards.
 - o Deleted 1.0 SY Agricultural Standards Inspector
 - o Added 1.0 SY for Senior Produce Inspector
 - o Device inspection and consumer protection programs.
 - o Implemented Increased Device Registration authorized by legislation.
3. Agricultural Services [38.25 SY; E = \$1,599,339; R = \$1,396,559]
 - o Mandated/Discretionary Service Level.
 - o Pest detection/eradication/control (including structural pest control) activities.
 - o Added 1.0 SY for Agricultural Technician for discretionary structural pest control function.
 - o Laboratory Services including entomology, nematology, plant pathology and virology functions.
 - o Deleted 1.0 SY Agricultural Technician Aide
 - o Environmental Management Services.
 - o Deleted 1.0 SY Environmental Management Trainee
 - o Added 1.0 SY Intermediate Clerk Typist
 - o 0.6 SY Agricultural/Standards Inspector transferred from Enforcement for apiary inspections.
 - o Enforcement of Watershed Management Policy and coordinating prescribed burns.
4. Veterinary Services [6.25 SY; E = \$377,052; R = \$346,986]
 - o Mandated/Discretionary Service Level.
 - o Added .25 SY Senior Clinical Lab Technician
 - o Enforcement of veterinary disease control laws and regulations.

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
PROGRAM REVENUE BY SOURCE				
CHARGES:				
Pest Control Registration	\$12,722	\$7,100	\$7,100	\$0
Certified Producers	6,885	3,500	3,500	0
Farmers Market	160	400	400	0
Shipping Permit	144,508	120,000	120,000	0
AB 2187 Inventory Hazardous Materials	33,600	30,000	30,000	0
Imported Food Inspection	235,709	189,780	200,000	10,220
Vertebrate Bait Sales	52,028	55,000	55,000	0
Miscellaneous (Fines & Forfeitures/Other)	22,482	0	59,372	59,372
Organic Foods Law	14,350	3,000	3,000	0
Structural Pest Control Exams	3,530	2,500	2,500	0
Quarantine Inspections	0	135,000	0	(135,000)
Device Registration	369,466	216,310	316,310	100,000
Device Testing (Reinspections)	19,387	10,000	10,000	0
Sub-Meter Inspections	134,240	135,000	123,583	(11,417)
Veterinarian Service Fees	49,666	53,600	53,600	0
Animal Damage Control Program	0	27,073	27,073	0
Miscellaneous	7,863	0	0	0
Sub-Total	\$1,106,596	\$988,263	\$1,011,438	\$23,175
OTHER:				
Road Fund (Plant Pests)	202,382	194,581	174,534	(20,047)
Airport Enterprise	24,635	27,600	12,000	(15,600)
Special Districts	3,921	24,910	3,300	(21,610)
Pesticide Residue Sampling	8,640	0	0	0
Seed Agreement	5,282	2,500	2,500	0
Agricultural Enterprises	98	0	0	0
Apiary Inspections	180	0	0	0
Trust Fund Offset (Veterinarian)	259,000	259,000	259,000	0
Grazing Land Fund Offset	32,528	24,612	24,612	0
Watershed Management	71,479	97,338	77,338	(20,000)
Sub-Total	\$608,145	\$630,541	\$553,284	\$(77,257)
LOCAL ASSISTANCE:				
State Nursery Contract	\$51,460	\$48,625	\$105,164	\$56,539
State Egg Quality Control Contract	43,580	28,450	28,450	0
AB 3765 - Pesticide Use Enforcement	109,856	107,536	107,536	0
Detection Contract (Medfly, etc.)	753,950	784,811	761,919	(22,892)
100% Pesticide Use Reporting	65,000	65,000	65,000	0
100% Pesticide Application Reporting	22,448	30,000	20,000	(10,000)
Device Repairman	2,542	2,500	2,500	0
Petroleum Products Inspections	30,312	25,704	25,704	0
Weighmaster Petroleum Inspections	0	0	3,843	3,843
Sub-Total	1,079,148	1,092,626	1,120,116	27,490
SUBVENTION:				
Gas Tax Subvention	\$595,702	\$595,702	\$731,263	\$135,561
Pesticide Dealers Tax	1,725	1,825	1,825	0
Pesticide Enforcement Mil Subvention	291,266	270,000	282,174	12,174
Salary Subvention	6,600	6,600	6,600	0
Sub-Total	\$895,293	\$874,127	\$1,021,862	\$147,735
Total	3,689,182	3,585,557	3,706,700	121,143

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	2,021,947	2,075,569	1,994,005	(81,564)
Sub-Total	2,021,947	2,075,569	1,994,005	(81,564)
Total	2,021,947	2,075,569	1,994,005	(81,564)

EXPLANATION/COMMENT ON PROGRAM REVENUES

- ◆ The Weights and Measures Division, through an aggressive program of violation detection and prosecution, realizes an equal sharing of settlement costs earned from the successful adjudication of quantity control activities.
- ◆ Mexico has increased its 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.
- ◆ Quarantine Inspection fees were discontinued due to direction from the Secretary of the California Department of Food and Agriculture. This reduction in revenues resulted in the deletion of 2.0 SY from the Pest Exclusion Program and the transfer of 1.0 SY to the Imported Foods Inspection Program.
- ◆ Legislation became effective January 1, 1994, authorizing the implementation of increased device registration fee in the Weights and Measure division of this department. Legislation authorizes the County to recover the costs of performing quantity control activities.
- ◆ The enhancement of departmental expenditure accounting for agricultural programs has resulted in an increase in the allocation of unrefunded gas tax subvention received by this county.
- ◆ The Pesticide Mil Tax subvention from the State of California is allocated to counties based on criteria enhanced over the last several years by this department to ensure an increase this counties portion.
- ◆ The Division of Measurement Standards, California Department of Food and Agriculture, was petitioned by the California Agricultural Commissioner and Sealer's Association to subvent the counties for their weighmaster enforcement work. The state agreed to subvent inspections of 20% of weighmaster locations in each county.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
GSE H-133 Scale System	1	unit	\$7,000
Computerized Cash Register and Connection to Accounting System	1	unit	8,700
Hoist for County Veterinarian	1	unit	2,500
Bar Code System Printer and Laminator	1	unit	2,000
Novell Network	1	lot	4,703
Computer to Operate Mapping Software	1	unit	4,500
Workstation for Accounting and Mainframe Records/Programs	2	units	5,000
Replacement of Fallbrook Office Copier	1	unit	7,500
Replacement of Non-functioning Color Printer	1	unit	1,500
LAN in North County Office (Vista)	1	unit	11,950
Replacement of FAX Machine for Main Office	1	unit	2,700
Total			\$58,053

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Exclusion/Detection/Eradication					
<u>WORKLOAD</u>					
Terminal Inspection Units	958,828	740,748	844,506	850,000	850,000
Detection Servicings	310,203	236,384	279,946	257,710	260,000
<u>EFFICIENCY/OUTPUT</u>					
Actual/mandated	83%	100%	100%	100%	100%
<u>EFFECTIVENESS/OUTCOME</u>					
Rejections/intercepts	323	202	230	0	0
ACTIVITY B: Regulation of Pesticides					
<u>WORKLOAD</u>					
Pest Control User/Site Insp.	107	217	208	200	175
Field Worker Safety Insp.	109	153	50	150	150
Pesticide Investigations	122	203	225	100	200
<u>EFFICIENCY/OUTPUT</u>					
Actual/mandated	100%	100%	100%	100%	100%
<u>EFFECTIVENESS/OUTCOME</u>					
Restricted Materials Permits Issued	606	746	650	600	600
State Effectiveness Rating	100%	100%	100%	100%	100%
ACTIVITY C: Enforcing Nursery Laws					
<u>WORKLOAD</u>					
Saleable Acreage Inspection	no data	no data	no data	no data	4,700
<u>EFFICIENCY/OUTPUT</u>					
Actual/mandated	no data	no data	no data	no data	100%
<u>EFFECTIVENESS/OUTCOME</u>					
Non-Compliances	no data	no data	no data	no data	3%

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY D: Seed and Apiary					
<u>WORKLOAD</u>					
Lots inspected	417	122	14	300	20
Colonies Registered	14,950	14,950	20,000	15,000	20,000
<u>EFFICIENCY/OUTPUT</u>					
Actual/mandated	100%	100%	100%	100%	100%
<u>EFFECTIVENESS/OUTCOME</u>					
Rejections	2	2	0	0	0
 ACTIVITY E: Weighing & Measuring					
<u>WORKLOAD</u>					
Device Inspections	22,522	25,253	32,429	24,000	29,500
<u>EFFICIENCY/OUTPUT</u>					
Actual/mandated	100%	100%	100%	100%	100%
<u>EFFECTIVENESS/OUTCOME</u>					
Retail scales % defective	11	7	7%	0	0
Gasoline pumps % defective	7	6	8%	0	0
 ACTIVITY F: QC/WM/PT					
<u>WORKLOAD</u>					
Establishments visited	3,021	2,884	3,747	2,750	3,000
<u>EFFICIENCY/OUTPUT</u>					
Actual/mandated	100%	96%	100%	100%	100%
<u>EFFECTIVENESS/OUTCOME</u>					
Notices of violation	1131	1,271	1,251	0	0
Packages rejected	4,758	16,466	10,996	0	0
Fine obtained	\$32,755	\$23,196	\$123,500	\$0	\$0
Criminal complaints	4	12	0	0	0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY G: Enforcing F,M,V&E Stds.					
<u>WORKLOAD</u>					
Cartons Inspected	18,117,018	15,922,807	19,010,449	15,000,000	19,000,000
<u>EFFICIENCY/OUTPUT</u>					
Actual/mandated	100%	100%	100%	100%	100%
<u>EFFECTIVENESS/OUTCOME</u>					
Rejections (cns,dzns)	92,389	83,954	173,229	0	0
ACTIVITY H: Watershed Management					
<u>WORKLOAD</u>					
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	350	300	325	300	300
ACTIVITY I: County Veterinarian					
<u>WORKLOAD</u>					
LABORATORY ACCESSIONS - 80% of Budget (one or more animals or samples received as a single batch)	3,758	3,764	3,438	3,600	3,500
<u>FIELD SERVICES & OFFICE</u>					
Hog Ranch Inspections	8	6	6	8	7
Zoonotic Inspections	91	80	90	100	80
Public Inquiries & Consultations	4,420	4,500	4,250	4,200	4,200
Animal Complaints	4,000	4,500	3,293	3,500	3,200
<u>EFFICIENCY/OUTPUT</u>					
LABORATORY SERVICE Average Cost per Accession	\$76.39	\$80.74	\$84.83	\$76.56	\$85.00
<u>EFFECTIVENESS/OUTCOME</u>					
LABORATORY SERVICE Average Laboratory Response Time (days)	7.4	6.0	6.5	7.0	6.5

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0255	Chief, Agricultural Services	1	1.00	1	1.00	\$54,976	\$54,977
2102	Agr. Comm/Sealer, Wts. & Meas.	1	1.00	1	1.00	81,598	81,599
2120	County Veterinarian	1	1.00	1	1.00	66,483	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	54,748	54,747
2510	Senior Account Clerk	1	1.00	1	1.00	23,950	23,949
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,209	24,486
2700	Intermediate Clerk	2	2.00	3	3.00	41,338	57,961
2730	Senior Clerk	7	7.00	7	7.00	164,886	167,159
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,770
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,474
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	26,712
3009	Word Processor Operator	1	1.00	1	1.00	20,602	20,670
3119	Departmental Computer Spec II	1	1.00	1	1.00	30,552	32,086
3513	Environmental Mngmnt Trainee	1	1.00	0	0.00	22,875	0
3514	Environmental Mngmnt Spec III	1	1.00	1	1.00	45,861	46,163
3940	Ag Civil Actions Investigator	1	1.00	1	1.00	35,369	41,968
4210	Assoc Veterinary Pathologist	1	0.50	1	0.50	19,701	23,747
4230	Veterinary Pathologist	1	1.00	1	1.00	41,910	49,694
4318	Histology Technician	1	0.50	1	0.50	13,127	15,815
4321	Sr. Clinical Lab Tech	1	0.75	1	1.00	27,440	40,298
4351	Senior Lab Assistant	2	2.00	2	2.00	44,268	52,490
5377	Produce Inspector	2	2.00	2	2.00	50,331	52,215
5378	Senior Produce Inspector	0	0.00	1	1.00	0	31,309
5392	Agric. Standards Inspector	14	14.00	12	11.58	452,346	394,627
5393	Senior Agric. Standards Inspec	30	30.00	29	29.00	1,180,832	1,154,522
5394	Supv Agric. Standards Inspec	6	6.00	6	6.00	261,988	271,949
5397	Senior Agricultural Technician	3	3.00	3	3.00	95,845	88,632
5398	Agricultural Technician	18	17.50	19	18.50	425,968	442,026
5399	Agricultural Technician Aid	8	7.50	7	6.50	166,023	139,610
5408	Deputy Commissioner/Sealer	1	1.00	1	1.00	42,365	42,364
5409	Agric. Program Dev. Specialist	1	1.00	1	1.00	49,507	48,830
5410	Deputy Agric. Comm. & Sealer	3	3.00	3	3.00	147,747	149,901
5426	Senior Economic Entomologist	1	1.00	1	1.00	48,772	53,454
5450	Supv Plant Path/Nematologist	1	1.00	1	1.00	42,338	44,378
5453	Watershed Manager	1	1.00	1	1.00	42,365	42,364
9999	Extra Help	69	2.00	69	2.00	32,157	32,157
Total		188	118.75	186	116.58	\$4,002,978	\$3,989,069
Salary Adjustments:						10,414	(26,657)
Premium/Overtime Pay:						0	0
Employee Benefits:						1,248,169	1,238,376
Salary Savings:						(103,684)	(106,682)
Total Adjustments						\$1,154,899	\$1,105,037
Program Totals		188	118.75	186	116.58	\$5,157,877	\$5,094,106

ANIMAL CONTROL

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Animal Health & Regulation	\$5,507,706	\$5,273,550	\$5,401,522	\$5,398,805	\$5,969,635	\$570,830	10.6
Public Education - Spay/Neuter	\$0	\$12,214	\$8,395	\$66,451	\$60,071	\$(6,380)	(9.6)
TOTAL DIRECT COST	\$5,507,706	\$5,285,764	\$5,409,917	\$5,465,256	\$6,029,706	\$564,450	10.3
PROGRAM REVENUE	(4,519,052)	(4,403,452)	(4,768,120)	(4,769,298)	(5,257,017)	(487,719)	10.2
NET GENERAL FUND COST	\$988,654	\$882,312	\$641,797	\$695,958	\$772,689	\$76,731	11.0
STAFF YEARS	143.75	133.40	137.7	131.83	144.0	12.17	9.2

MISSION

To protect the health, safety, and welfare of both people and animals in all areas served by the Department of Animal Control in the County of San Diego. Provide animal control leadership in training, legislation, and public education. Promote cooperative governmental, community, and business efforts for animal health and public safety. Deliver the highest quality service through effective administration and management.

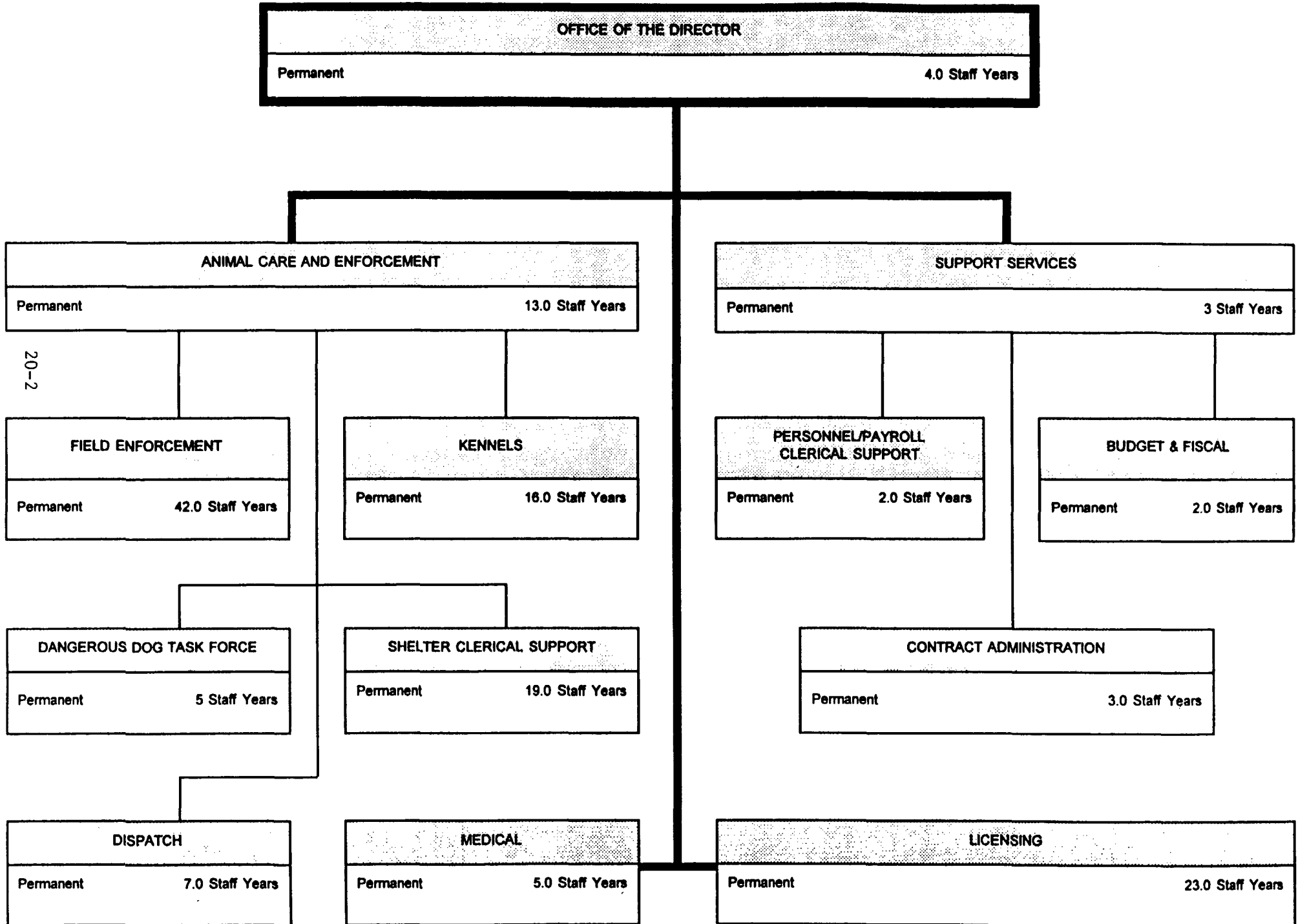
1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

- ◆ Provide high quality animal care services to residents and pet owners of the communities served by the San Diego County Department of Animal Control cost-effectively.
- ◆ Promote a healthy and well-managed animal population.
- ◆ Protect animals from abuse and the public from diseased or dangerous animals.
- ◆ Reduce the number of unwanted, neglected, and abused animals.
- ◆ Promote responsible pet ownership.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

- ◆ Manage the department's resources for the successful cost-effective achievement of all its objectives.
- ◆ Meet or exceed the department's annual budgeted workload goals.
- ◆ Present a strong, positive, caring department image with the public through effective educational programs, events, informative literature, community involvement, and high service standards.

Department of Animal Control



PROGRAM: Animal Health & Regulation

DEPARTMENT: ANIMAL CONTROL

PROGRAM #: 31523

ORGANIZATION #: 4300

MANAGER: Hector Cazares, Director

REFERENCE: 1994-95 Proposed Budget - Pg. 20-3

AUTHORITY: Section 597f of the California Penal Code mandates that local agencies are responsible for the 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 sections to protect the public and animal population; and for spay/neuter and adoption programs. The Department of Animal Control is also responsible for enforcement of sections of the following State of California Codes: Administrative, Business & Professions; Civil; Corporations; Food & Agriculture; Education; Fish & Game; Government; Health & Safety; Penal; Public Utilities; and Vehicle. The department is responsible for enforcement of four titles and associate subsections of United States Government Codes, including U.S. Agriculture codes.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,134,150	\$4,877,031	\$4,986,617	\$4,999,652	5,405,823	8.1
Services & Supplies	358,272	393,025	414,905	361,153	553,612	53.3
Other Charges	15,284	658	0	0	0	
Fixed Assets	0	2,836	0	38,000	10,200	(73.2)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$5,507,706	\$5,273,550	\$5,401,522	\$5,398,805	\$5,969,635	10.6
PROGRAM REVENUE	(4,519,052)	(4,343,452)	(4,701,670)	(4,702,848)	(5,196,942)	10.5
NET GENERAL FUND CONTRIBUTION	\$988,654	\$930,098	\$699,852	\$695,957	\$772,693	11.0
STAFF YEARS	143.75	133.4	137.7	131.83	144.00	9.2

PROGRAM MISSION

To protect the health, safety, and welfare of both people and animals in all areas served by the Department of Animal Control in the County of San Diego.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

In mid-year FY 1993-94, the Integrated Leave Program (ILP) was eliminated raising the department's salary and benefit obligation by \$70,017. This increased salary and benefit expenditure is not reflected in the above 1993-94 salaries and benefit budget, nor is the net general fund contribution adjusted for this expenditure. With this increased obligation, the adjusted 1993-94 salary and benefits and net general fund contribution budgeted amounts were \$5,069,669 and \$765,975, respectively. Therefore, the 1993-94 actual net general fund contribution of \$699,852, when compared with the adjusted net contribution (\$765,975), was \$66,123 less than budget.

1993-94 BUDGETED TO 1994-95 BUDGET COMPARISON

The FY 1994-95 budgeted net general fund contribution of \$772,693 results in an increase of \$76,735 over the FY 1993-94 budget. This increase can be attributed to negotiated step increases and the elimination of the Integrated Leave Program (\$70,071). Other mid-year budgeted expenditures were revenue offset.

ACHIEVEMENT OF 1993-94 OBJECTIVES

FY 1993-94 objectives were met or exceeded. The percentage of altered licensed dogs in the service area, increased 2.3% above the budget objective; reduced the number of animals euthanized 20% below budget; and, volunteer hours increased 64% above budgeted hours.

1994-95 ADOPTED PROGRAM OBJECTIVES

Provide the following 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:

- ◆ Feed, shelter, examine, vaccinate, and provide appropriate medical care for over 35,000 shelter animals
- ◆ Administer emergency medical care for injured animals found without owners
- ◆ Surveillance for rabies and quarantine and/or control of over 1,000 biting animals
- ◆ Respond annually to over 40,000 citizens' requests for animal control services
- ◆ Enforce over 100 local and state animal-related laws, initiate prosecution as required
- ◆ Notify owners of identified impounded animals and reuniting over 4,000 annually with their owners
- ◆ Staff and schedule over 100 rabies clinics annually in conjunction with the Veterinary Medical Association
- ◆ License over 95,000 dogs annually
- ◆ Adopt over 6,000 dogs, cats, and other pets to new owners
- ◆ License and inspect over 80 kennels biannually
- ◆ Euthanize a smaller percentage of impounded animals (excluding those euthanized at owner's request)
- ◆ Implant the majority of adoption animals with microchip identification before leaving the shelter
- ◆ Confine and/or impound over 11,000 stray or owned animals in the field
- ◆ Furnish animal control services to over 1.8 million people spread over 4,000 square miles
- ◆ Recruit and train volunteers to maintain or exceed the 6,500 volunteer hours the department receives annually

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- ◆ Protect the public from animal-related diseases, dangers, attacks, and property damage
- ◆ Alleviate animal pain and suffering by protecting animals from abuse, danger, and disease
- ◆ Reunite lost animals with their owners, which will reduce euthanasia rates
- ◆ Adopt as many animals to good homes as possible, thereby reducing the number of animals euthanized
- ◆ Protect the public and domestic animals from a rabies outbreak by providing rabies clinics and enforcing rabies vaccination requirements
- ◆ Utilize volunteers to maintain current levels of service and contain costs
- ◆ Provide a low per capita cost for animal control services
- ◆ Insure healthy and sanitary conditions for animals in commercial kennels

FY 1994-95 PROGRAM BUDGET CHANGES:Salaries and Benefits Appropriations

1. Negotiated step and benefit increases and the elimination of the FY 1993-94 county-wide ILP reduction increased Salaries and Benefits from the FY 1993-94 budget (without the mid-year ILP budget adjustment) by \$71,319.
2. License Enforcement/Rabies Vaccination Compliance Program - The addition of four Animal Control Officer I positions (4.00 staff years) to generate and process dog licensing revenue. Without these officers, the department would experience a \$200,000 shortfall in licensing revenue. The cost of these officers is \$106,764, with offsetting contract and licensing revenue of \$318,594. The revenue generated by the additional staff will offset the \$200,000 projected licensing shortfall and the cost of the new staff, and reduce the department's net county cost by \$11,830.
3. Patrol/Revenue Enhancement Program - In an effort to reduce the department's FY 1994-95 net county cost by \$69,712 and expand service to the public, a service/revenue augmentation program will be initiated. Four Animal Control Officer II positions will be added for patrol and license canvassing activities. Officers will work part-time conducting patrol activities to expand public service and increase shelter revenue. The remainder of their time will be spent on license canvassing (to generate additional license revenue) and enforcing rabies vaccination requirements. The FY 1994-95 cost of the four officers is \$114,288. This cost will be offset by \$184,000 in revenues generated by the additional officers -- \$40,000 in additional shelter revenue and over \$144,000 in uncollected dog license revenue. The net effect is a decrease of \$69,712 in net county cost and expanded service to the public.
4. City of San Diego License Canvassing Program - To reduce the City of San Diego's net cost for animal control services, four Animal Control Officer I positions have been added to generate and process dog licensing revenue in the City of San Diego. The cost of these officers is \$113,800. Additional licensing revenue generated by these officers will cover their cost and offset the cost of the city's contract obligation.

Services and Supplies Appropriations

1. A \$192,459 increase in Services and Supplies appropriations includes: \$40,000 for Microchip Program supplies; \$58,500 for replacement of medical equipment not cost effective to repair or maintain and renovation of the Florence Riford Medical Center; and \$96,424 for public liability insurance premiums. These expenses are partially offset by \$50,000 in microchip revenue and \$58,500 in donations.

Fixed Asset Appropriations

1. \$6,000 in computer equipment for the Florence Riford Medical Center. This expenditure will allow the center to participate in the department's new computer system. This expenditure is revenue offset by \$6,000 from the Florence Riford Trust Fund.
2. The department is the region-wide coordinating agency for animal services during disasters. As a result, it must store numerous disaster-related equipment and supplies. This cargo container will be used to house the equipment and supplies in a secure and dry area until needed for a disaster. The \$2,700 cost is offset by \$2,700 from the Disaster Preparedness Trust Fund.
3. The Florence Riford Medical Center needs to replace its old surgical table at a cost of \$1,500. Revenue from the Florence Riford Trust Fund will totally offset the expenditure.

1994-95 ADOPTED SUB-PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. ADMINISTRATION/SUPPORT, VOLUNTEER SERVICES, AND CONTRACT SUPERVISION [14.00 SY; E = \$720,970; R = \$103,030] including support personnel:
 - o Mandated/discretionary service level.
 - o Furnish department-wide budgeting, accounting, personnel, payroll, supply, inventory, workers compensation, liability services, and EDP interface.
 - o Provide public education and information.
 - o Manage fixed assets and services and supplies.
 - o Serve as a liaison to the Chief Administrative Office/Board of Supervisors and nine contract city councils/managers.
 - o Direct public relations and volunteer programs.
 - o Plan and coordinate capital improvements.
 - o Standardize department policies and procedures.
 - o Organize department work schedules.
 - o Manage and coordinate department-wide risk management, safety, and training.
 - o Monitor contract cities' services.
 - o Analyze and develop legislation.
 - o Collect data for city contract billing.
 - o Bill city contracts quarterly.
 - o Collect on bad checks and delinquent fees.
2. FIELD ENFORCEMENT/SUPERVISION [60.00 SY; E = \$3,123,989; R = \$1,346,992] including support personnel:
 - o Mandated/discretionary service level.
 - o Rescue injured animals.
 - o Quarantine biter dogs.
 - o Investigate humane cases and initiate prosecution as required to enforce anti-cruelty laws.
 - o Impound stray animals.
 - o Investigate animal-related complaints.
 - o Patrol, issue citations, and enforce local, state, and federal laws.
 - o Return lost dogs in the field to their owners.
 - o Present animal-related cases to the District Attorney for prosecution.

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- o Inspect and license commercial kennels.
 - o Conduct dangerous dog investigations and hearings.
 - o Register and track dangerous dogs and/or other public nuisances.
 - o Inspect declared dangerous dog owners' property annually.
 - o Liaison with the District Attorney and courts.
 - o Operate and manage vehicles and equipment.
 - o Interface with other law enforcement agencies.
3. SHELTER/KENNEL [42.00 SY; E = \$1,507,144; R = \$1,420,144] including support personnel:
- o Mandated/discretionary service level.
 - o Provide counter service to the public.
 - o Track the status of an average of 600 animals per day.
 - o Maintain adoption, impound, lost and found records.
 - o Disseminate Spay/Neuter Referral Program information.
 - o Process over 375,000 incoming calls/requests for information or services.
 - o Maintain dispatch and 24-hour emergency phone operations.
 - o Collect, process, reconcile, and deposit licensing and shelter fees.
 - o Provide shelter for lost/abandoned/impounded animals.
 - o Euthanize animals humanely.
 - o Sanitize kennels.
 - o Feed and care for animals.
 - o Screen and process adoptions.
4. MEDICAL SERVICES [5.00 SY; E = \$163,465; R = \$216,805] including support personnel:
- o Mandated/discretionary service level.
 - o Provide emergency medical treatment.
 - o Vaccinate animals.
 - o Screen the health of adoption animals.
 - o Spay/neuter adoption animals.
 - o Assist with medical treatment and follow-up.
5. LICENSING [23.00 SY; E = \$454,067; R = \$2,109,971] including support personnel:
- o Mandated/discretionary service level.
 - o Process \$2.167 million in dog license revenue.
 - o Maintain dog license records.
 - o Staff and schedule rabies clinics.
 - o Enforce all animal licensing laws.
 - o Provide license canvassing.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
FEES:				
Animal Licenses	\$1,904,084	\$1,943,994	\$2,674,689	\$730,695
Kennel Licenses	10,370	10,600	10,600	0
Animal Control Fines	2,964	5,000	5,000	0
Animal Shelter Fees	154,726	174,305	174,305	0
Rabies Vaccination	39,426	32,000	32,000	0
Veterinarian Fees	96,349	75,000	75,000	0
Board Fee	60,306	63,000	63,000	0
Return Check Fee	1,128	0	0	0
Sub-Total	\$2,269,353	\$2,303,899	\$3,034,594	\$730,695
CONTRACTS:				
City Contracts	2,237,950	2,237,949	1,923,648	(314,301)
Other Misc. Government	25,101	25,000	25,000	0
Fed Aid - Rain Damage	3,529	0	0	0
Sub-Total	\$2,266,580	\$2,262,949	\$1,948,648	\$(314,301)
OTHER MISC./TAXABLE:				
Other Misc./Taxable	\$154,729	\$126,689	\$204,389	\$77,700
Recovered Expenditures	7,497	9,311	9,311	0
Prior Year Revenues	182	0	0	0
Op Tsfr From CATV	0	0	0	0
Recording Fees	3,333	0	0	0
Sub-Total	-4	0	0	0
Sub-Total	\$165,737	\$136,000	\$213,700	\$77,700
Total	\$4,701,670	\$4,702,848	\$5,196,942	\$494,094

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$699,852	\$695,958	\$772,693	\$76,735
Sub-Total	\$699,852	\$695,958	\$772,693	\$76,735
Total	\$699,852	\$695,958	\$772,693	\$76,735

EXPLANATION/COMMENT ON PROGRAM REVENUES

1. The above general fund support cost for FY 1993-94 does not include the additional mid-year appropriation of \$70,017 for Integrated Leave Program cost. With this adjustment, the FY 1993-94 general fund contribution was \$765,975. Based on this adjusted cost, FY 1993-94's actual general fund contribution was \$66,123 less than budget.
2. In FY 1994-95, even with the addition of eight new positions and negotiated step increases, general fund support will increase by only \$6,719 from the adjusted 1993-94 cost.
3. Revenues consist of fees, fines, licenses, city contracts, and donations.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Data Processing Equipment	1	Lot	\$6,000
Engineering/Industrial Equip	1	Lot	2,700
Laboratory/Med/Instit. Inst & Fur	1	Lot	1,500
Total			\$10,200

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
ANIMAL HEALTH & REGULATION					
<u>% OF RESOURCES:</u> 100 Percent					
<u>WORKLOAD</u>					
LICENSES SOLD	91,023	95,512	92,224	95,000	103,000
FIELD OFFICER/SERVICE REQUESTS	1:1,167	1:979	1:992	1:1,033	1:800
FIELD OFFICER/POPULATION RATIO	1:46,682	1:50,051	1:67,022	1:52,128	1:46,915
% OF ALTERED LICENSED DOGS	65%	68%	70.3%	68%	69%
# OF ANIMALS EUTHANIZED	28,321	21,387	18,441	23,000	22,600
VOLUNTEER HOURS	10,423**	6,108	10,960	6,500	6,700

** 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 predicting assistance levels.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2112	Director of Animal Control	1	.83	1	1.00	\$73,553	\$88,467
2216	Asst. Dir. of Animal Control	1	1.00	1	1.00	76,690	69,992
2302	Admin. Assistant III	1	1.00	1	1.00	46,162	46,163
2303	Admin. Assistant II	2	1.00	2	1.00	41,843	41,842
2369	Admin. Services Manager II	1	1.00	1	1.00	54,748	54,747
2403	Accounting Technician	2	2.00	2	2.00	49,337	49,812
2493	Intermediate Acct. Clerk	8	8.00	8	8.00	161,304	166,252
2510	Senior Account Clerk	2	2.00	2	2.00	46,994	47,898
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	25,056
2700	Intermediate Clerk	6	6.00	6	6.00	123,333	118,562
2730	Senior Clerk	3	3.00	3	3.00	67,079	68,151
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,770
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,774
2778	Animal Control Dispatcher	8	8.00	8	8.00	168,616	172,395
2779	Sr. Animal Control Dispatcher	1	1.00	1	1.00	23,846	23,845
3007	Junior Word Processor	1	1.00	1	1.00	21,591	21,591
3120	Dept. Computer Specialist	1	1.00	1	1.00	39,453	41,425
4225	Veterinarian	3	2.00	3	2.00	92,324	92,326
5699	Animal Control Dist. Manager	4	4.00	4	4.00	162,020	162,024
5702	Animal Control Licensing Officer	0	0.00	4	4.00	0	76,888
5703	Animal Control Officer II	38	38.00	42	42.00	1,016,860	1,111,341
5704	Animal Control Officer I	24	24.00	28	28.00	537,570	612,253
5705	Animal Control Officer III	11	11.00	11	11.00	332,966	333,773
5708	Chief, Animal Control Oper.	1	1.00	1	1.00	49,151	49,150
5709	Animal Control Officer IV	8	8.00	8	8.00	275,616	275,616
5710	Veterinary Assistant	3	3.00	3	3.00	84,038	84,677
5711	Animal Licensing Supervisor	1	1.00	1	1.00	34,452	34,452
9999	Extra-Help	16	0.00	16	0.00	94,080	94,080
Total		150	131.83	162	144.00	\$3,757,226	\$4,021,322
Salary Adjustments:						14,295	(3,568)
Premium/Overtime Pay:						205,750	207,550
Employee Benefits:						1,299,818	1,390,510
Salary Savings:						(207,420)	(209,991)
ILP:						(70,017)	
Total Adjustments						\$1,242,426	\$1,384,501
Program Totals		150	131.83	162	144.00	\$4,999,652	\$5,405,823

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	0	4,051	4,071	0.5
Services & Supplies	0	12,214	8,395	56,000	56,000	0.0
Fixed Assets	0	0	0	6,400	0	(100.0)
TOTAL DIRECT COST	\$0	\$12,214	\$8,395	\$66,451	\$60,071	(9.6)
PROGRAM REVENUE	(0)	(60,000)	(66,450)	(66,450)	(60,075)	(9.6)
NET GENERAL FUND CONTRIBUTION	\$0	\$(47,786)	\$(58,055)	\$1	\$(4)	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Promote responsible pet ownership and help relieve the pet overpopulation problem.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

In FY 1993-94, the department spent \$193,667 on the In-House Spay/Neuter, Public Education, Coalition For Pet Population Control, and the Spay/Neuter Deposit Follow-up Programs. Of these costs, \$185,272 was charged to the Animal Health and Regulation Program (#31523) and \$8,395 to the Public Education - Spay/Neuter Program (#31524). To reduce the fiscal impact of these programs on the Animal Health and Regulation Program, \$58,056 was deposited into the general fund from the In-House Spay/Neuter and Public Education Trust Funds.

ACHIEVEMENT OF 1993-94 OBJECTIVES

The department distributed over 300,000 public information brochures and pamphlets on responsible pet ownership and the benefits of spaying/neutering pets; spayed/neutered 2,015 dogs and cats; had 69% of adoption animals altered prior to adoption; required a spay/neuter deposit from the adopter on all other adult dogs and puppies and kittens too young to be altered; and produced ten "Shelter Pet" videos with information regarding pet overpopulation and spaying/neutering, which were broadcast weekly on cable television.

1994-95 ADOPTED PROGRAM OBJECTIVES

To reduce and prevent pet overpopulation by performing the following:

- ♦ Distribute to the public over 300,000 public information brochures and pamphlets on responsible pet ownership and the benefits of spaying/neutering pets.
- ♦ Alter all adult cats, purebred animals, and the majority of adult dogs before they are adopted. Require a spay/neuter deposit from the adopter on all other adult dogs and puppies and kittens too young to be altered.
- ♦ Provide information to the public regarding veterinarians who provide low-cost spay/neuter services.
- ♦ Continue the department's participation in the Coalition for Pet Population Control, which disseminates low-cost spay/neuter referrals and information.
- ♦ Conduct follow-up programs to assure that adopted animals are spayed or neutered.
- ♦ Present information to schools, civic groups, libraries, fairs, and community events about the importance of spaying/neutering pets to prevent pet overpopulation.
- ♦ Produce, promote, and participate in media features encouraging the spaying/neutering of pets to control pet overpopulation.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- ◆ Control and reduce pet overpopulation
- ◆ More responsible pet ownership throughout the community
- ◆ Containment of animal control costs by reducing the problems of pet overpopulation and irresponsible pet ownership

1994-95 ADOPTED SUB-PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Coalition for Pet Population Control [0.00 SY; E = \$4,071; R = \$4,071]
 - Discretionary/mandated service level.
 - Provide public education/information about pet overpopulation.
 - Provide a low-cost spay/neuter referral service.
2. Public Education [0.00 SY; E = \$20,000; R = \$20,000]
 - Discretionary/mandated discretionary service level.
 - Print public information brochures emphasizing the spaying/neutering of pets to prevent pet overpopulation.
3. In-House Spay/Neuter Program [0.00 SY; E = \$35,000; R = \$35,000]
 - Discretionary/mandated service level.
 - Spay or neuter animals adopted from the department.
4. Spay/Neuter Deposit Follow-up Program [0.00 SY; E = \$1,000; R = \$1,004]
 - Discretionary/mandated service level.
 - Perform follow-up to assure that animals adopted from the department are spayed or neutered.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
FEEES:				
Humane Services - Animal Spay Clinic	66,450	66,450	60,075	(6,375)
Other Miscellaneous	0	0	0	0
Sub-Total	\$66,450	\$66,450	\$60,075	\$(6,375)
Total	\$66,450	\$66,450	\$60,075	\$(6,375)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$0	\$1	\$(4)	
Sub-Total	\$0	\$1	\$(4)	\$(5)
Total	\$0	\$1	\$(4)	\$(5)

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) spaying or neutering of cats and dogs; and, (c) follow-up programs to assure that animals sold or given away by the Department of Animal Control are spayed or neutered.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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ACTIVITY A:
Public Education Spay/Neuter

% OF RESOURCES: 100%

WORKLOAD

NUMBER OF EDUCATIONAL MATERIALS PRINTED AND DISTRIBUTED	N/A	303,000	311,000	310,000	315,000
NUMBER OF ANIMALS SPAY/NEUTERED	N/A	2,100	2,015	2,000	2,050
% OF ANIMALS ALTERED PRIOR TO ADOPTION	65%	68%	69%	69%	69%

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
9999	Extra Help	1	0.00	1	0.00	\$3,716	\$3,716
Total		1	0.00	1	0.00	\$3,716	\$3,716
Salary Adjustments:						0	0
Employee Benefits:						335	355
Salary Savings:						0	0
Total Adjustments						\$335	\$355
Program Totals		1	0.00	1	0.00	\$4,051	\$4,071

CABLE TELEVISION (CATV)

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Video Services	\$511,537	\$520,415	\$462,377	\$964,130	\$975,189	\$11,059	1.1
TOTAL DIRECT COST	\$511,537	\$520,415	\$462,377	\$964,130	\$975,189	\$11,059	1.1
PROGRAM REVENUE	(1,321,230)	(1,172,709)	(1,186,161)	(964,130)	(732,189)	231,941	(24.1)
FUND BALANCE CONTRIBUTION	\$(490,307)	\$98,294	\$723,784	\$0	\$(243,000)	\$243,000	100.0
NET GENERAL FUND COST	\$(1,300,000)	\$(554,000)	\$0	\$0	\$0	\$0	100.0
STAFF YEARS	3.72	3.33	3.80	3.92	3.92	0.00	0.0

MISSION

It is the mission of the Video Services Program to keep the public informed of the services and activities of County government, provide cost-effective video services to County departments, and support the Cable Television Review Commission, primarily in the enforcement of the Cable Act of 1992.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

The 1993-94 Video Services Program has increased the number of video projects produced for the public and County departments, including the introduction of a new monthly "County News Conference" program. The number of videotape duplications has increased, as has the number of Grant Programs cablecast to subscribers.

1. Increase Video Services staff productivity and efficiency.
2. Increase videotaped coverage of Board-related meetings and hearings for cablecasting to the citizens of San Diego County.
3. Provide County Departments, on a timely basis, with cost-effective duplications of Board meetings and other related programs.
4. Protect the interests of the cable television subscribers in the unincorporated areas of the County.
5. Continue to increase citizen awareness and understanding of County government by providing the citizens of San Diego County with gavel-to-gavel coverage of the Tuesday and Wednesday Board of Supervisors meetings and other Government Access programs.
6. Create an atmosphere of cooperation and consolidation with other jurisdictions in the County.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

- 1A. Relocate Video Services to the CAC to increase productivity by eliminating travel time between Video Services' current COC office and downtown.
- 1B. Set up work stations for staff, a storage area for video equipment, and a videotape library for programs and archive tapes.
- 2A. Develop a plan to install remote-control cameras and related production equipment in Rooms 302-303 of CAC to videotape and cablecast budget hearings and other Board-requested meetings.
- 2B. Coordinate with Cox Cable San Diego and the Office of Education for the transmission of special budget hearings and other Board-related meetings to the various cable systems in the County.
- 3A. Log all dub requests when received and immediately schedule duplication.
- 3B. Upon completion, arrange the most prompt method of delivery.
- 4A. Effectively implement the Cable Television Consumer Protection and Competition Act of 1992.

- 4B. Give administrative and technical support to the County of San Diego Cable Television Review Commission in matters of cable television and rate regulation.
- 4C. Cultivate a cooperative working relationship with all cable operators in the County of San Diego.
- 5A. Continue to produce quality videotaped productions of the Board of Supervisors meetings, as well as special meetings, hearings, summits, and State-of-the-County addresses, held in the Board Chambers.
- 5B. Coordinate with Cox Cable San Diego and the Office of Education for the transmission of the Board meetings and other government-produced programs to various cable systems in the County.
- 6A. Provide the videotaped coverage of joint meetings between the County Board of Supervisors and other cities for televising to cable subscribers.
- 6B. Assist other cities in the implementation of the Cable Television Consumer Protection and Competition Act of 1992.
- 6C. Assist the City of San Diego in the development of a video production unit to telecast the City Council meetings.

CABLE TELEVISION (CATV)

<u>CABLE TELEVISION (CATV)</u>	
	<u>Staff Years</u>
Cable TV Review Officer	1.00
Admin. Asst. III	1.00
Board Secretary	1.00
Student Worker III	.92
<hr/>	
12 Positions - 3.92 Staff Years	

CATV Review Commission
7 Positions
0.00 Staff Years

PROGRAM: Video Services

DEPARTMENT: CABLE TELEVISION (CATV)

PROGRAM #: 05970

ORGANIZATION #: 5970

MANAGER: Jon W. Fullinwider, Director

REFERENCE: 1994-95 Proposed Budget - Pg. 21-5

AUTHORITY: Part 76 of the F.C.C. Rules designates state and local governments to regulate cable television activities. Section 53066 of the Government Code specifically authorizes the County to regulate this activity. Chapter 16 of the County Code is the County Cable Television Licensing Ordinance. The Commission is authorized by Article XXX11 of the Administrative Code.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$158,781	\$152,280	\$164,742	\$173,207	\$216,003	24.7
Services & Supplies	72,571	44,779	41,644	129,839	128,940	(0.7)
Other Charges	13,683	5,809	23,818	18,000	18,000	0.0
Fixed Assets	87,558	116,994	56,253	473,830	443,000	(6.5)
Operating Transfers	178,944	200,553	175,920	169,254	169,246	(0.0)
TOTAL DIRECT COST	\$511,537	\$520,415	\$462,377	\$964,130	\$975,189	1.1
PROGRAM REVENUE	(1,321,230)	(1,172,709)	(1,186,161)	(964,130)	(732,189)	79.7
FUND BALANCE CONTRIBUTION	(490,307)	98,294	732,784	0	(243,000)	100.0
NET GENERAL FUND CONTRIBUTION	\$(1,300,000)	\$(554,000)	\$0	\$0	\$(0)	(100.0)
STAFF YEARS	3.72	3.33	3.80	3.92	3.92	0.0
PROGRAM MISSION						

Please refer to Department Mission statement.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 93/94 Actual Budget - Services and Supplies were encumbered in the amount of \$50,083, Fixed Assets were encumbered in the amount of \$439,922. These encumbrances will be realized in the fiscal year they are spent.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- Produce quality videotaped productions of all Board of Supervisors meetings for cablecasting on local systems.
Produced fifty-nine quality, live-to-tape productions of the Board of Supervisors meetings and cablecast on local systems.
- Provide VHS copies of Board meetings and other programs to other departments and the public within one week of request.
Duplicated 508 VHS copies of Board meetings and other programs for other departments and the public.
- Videotape special meetings, hearings, summits, State of the County addresses and workshops held in the Board Chambers for cablecasting to local viewers.
Special meetings and hearings were videotaped for cablecasting to the public, including the State of the County address and the annual Economic Roundtable.
- Provide local cable operators with a minimum of thirty-five grant programs per month to be cablecast to subscribers.
Provided local cable operators with an average of forty-three grant programs each month for cablecasting to subscribers.
- Produce a variety of videotaped programs for County Departments, as requested with priority given to the Board of Supervisors and CAO's office.
Produced sixteen videotaped programs for County departments, including "Criminal Trials for Civil Judges" and "Revisions to the Brown Act."

- 6. Process new and renewal license applications with an average period of two months.

Radio and microwave license applications are no longer being handled by this office.

- 7. Actively pursue the installation of electronic video arraignment equipment for the arraignment of prisoners between the courts and detention facilities countywide.

Video Arraignment equipment was procured for El Cajon Municipal Courts and the George Bailey Detention Facility. Software upgrades for existing remote arraignment equipment at South Bay and Downtown Municipal Courts was also procured.

- 8. Resolve 100% of subscriber and non-subscriber complaints within one week of receipt.

Resolved all cable complaints within one week of receipt.

- 9. Continue to maintain advisory role to Cable Television Review Commission, reviewing state and federal legislation relating to cable operators and subscribers.

Maintained advisory role to Cable Television Review Commission, and kept Commission informed on all legislation relating to cable operators and subscribers.

- 10. Effectively enforce the provisions of the Cable Television Consumer Protection and Competition Act of 1992 within the timelines provided by the FCC.

Enforced the provisions of the Cable Act within the timelines provided by the FCC, relating to rate regulation and adopted Customer Service Standards for all cable operators licensed by the County of San Diego.

- 11. Activate the Government Access Channel over the cable systems in San Diego County.

The Government Access Channel was not activated due to a lack of funding in the FY 93-94 Budget.

- 12. Update Policies and Procedures for the Government Access Channel.

Policies and Procedures were not updated due to the lack of funding for the Government Access Channel in FY 93-94.

- 13. Administer the Grant Award Program to acquire ten quality videotaped programs reflecting community interest.

Ten grants were awarded to local producers for the production of quality programs reflecting community interest.

1994-95 ADOPTED PROGRAM OBJECTIVES

Please refer to Department Objectives statement.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Please refer to Department Outcome Results statement.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Video Services [3.92 SY; E = \$975,189; R = \$975,189] is:
 - o Discretionary/Discretionary Service Level
 - o Responsible for Cable Grant Award program, televising of the Board of Supervisor's sessions, and operating transfers in support of telecommunication needs of County departments.
 - o Offset 100% by revenue.
 - o Providing services to 97,956 cable television systems subscribers in 1994-95.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
License Fees (9159)	\$1,120,362	\$964,130	\$732,189	\$(231,941)
Recovered Expenditures (9989)	1,875	0	0	0
Miscellaneous (9995)	0	0	0	0
Interest on Fund Balance (9190)	59,470	0	0	0
Operating Transfer (9801)	4,454	0	0	0
Sub-Total	\$1,186,161	\$964,130	\$732,189	\$(231,941)
Total	\$1,186,161	\$964,130	\$732,189	\$(231,941)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue for 94/95 may be impacted due to the Cable Television Protection and Competition Act of 1992. The impact is anticipated to be a slight decrease in revenue for license fees.

The 94/95 Budgeted Revenue will include \$243,000 from the fund balance contribution to offset direct cost.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Audio/Video Equipment	1	lot	\$387,000
Communications Equipment	1	lot	56,000
Total			\$443,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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ACTIVITY A:
Video Services% OF RESOURCES 100%WORKLOAD

Regular Meetings Involving Hearings	12	12	15	20	20
Complaints from Subscribers	112	139	250	190	225
Requests for Information	200	200	200	200	300
Number of Subscribers	79,673	84,810	90,663	93,291	97,956
Legislative Proposals Reviewed	16	4	10	10	10
License Applications and Transfer of Ownership	3	2	1	0	3

EFFICIENCY/OUTPUT

Number of Subscribers per Staff Year	79,673	84,810	90,663	93,291	97,956
Percent of Costs Recovered by Fees	100%	100%	100%	100%	100%
Average Time to Process License Application	2.0 mos	2.0 mos	3.0	2.0 mos	3.0

EFFECTIVENESS/OUTCOME

Percent of Subscriber Complaints Resolved Within One Week After Receipt	95%	95%	98%	100%	100%
Percent of New Subscribers	10%	6%	6%	5%	5%
Percent of Complaints per Subscribers	.1%	.16%	.35	.2%	.4%

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2311	CATV Review Officer	1	1.00	1	1.00	45,081	45,081
2302	Admin. Asst. III	1	1.00	1	1.00	39,108	39,116
2754	Board Secretary	1	1.00	1	1.00	28,582	28,582
0943	Student Worker III	2	.92	2	.92	15,780	15,850
0472	CATV Commission	7	0.00	7	0.00	6,600	6,600
9999	Extra Help	0	0.00	5	0.00	0	37,967
Total		12	3.92	17	3.92	\$135,151	\$173,196
Salary Adjustments:						2	(53)
Premium/Overtime Pay:						0	0
Employee Benefits:						38,054	42,860
Salary Savings:						(0)	(0)
Total Adjustments						\$38,056	\$42,807
Program Totals		12	3.92	12	3.92	\$173,207	\$216,003

FARM AND HOME ADVISOR

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Farm & Home Advisor	\$290,729	\$225,190	\$212,788	\$221,383	\$236,056	\$14,673	6.6
TOTAL DIRECT COST	\$290,729	\$225,190	\$212,788	\$221,383	\$236,056	\$14,673	6.6
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$290,729	\$225,190	\$212,788	\$221,383	\$236,056	\$14,673	6.6
STAFF YEARS	8.77	6.80	5.98	7.00	8.00	1.00	14.3

MISSION

The Farm and Home Advisor/University of California Cooperative Extension's mission is to develop, extend and bring about, through educational means, the use of research-based knowledge to improve specific practices and technologies in its areas of expertise. We have research support and staff expertise in agriculture, marine and natural resources, youth development, family well being, nutrition and consumer sciences, environmental issues and community resource development. All use of knowledge and research results will be relevant to issues, opportunities and problems faced in San Diego County. This is a cooperative program with the County of San Diego providing approximately 12% of the total budget support.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

The primary objective with the County of San Diego budget portion will be to continue to provide a level of clerical and office support that will be consistent with the agreement between the County of San Diego and the University of California. Additionally, educational objectives will include:

1. 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.
2. 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. Prevention programs and research will focus on youth at risk. Science literacy is also a focus thrust this year. Over 1,200 volunteers to reach 6,000 youth will be recruited and trained.
3. 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." 200 volunteers will be recruited and trained to extend programs.
4. 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 food and nutrition safety and buying.
5. 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.
6. Address environmental concerns of non-point pollution endangered species, water quality, use of reclaimed water, and sludge and recycling agricultural wastes with education and research programs.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Indicators of results:

- Information support and dissemination accounting for County Budget input.
- Number of distributed mailings and publications to support and notify clientele of educational programs to be provided by UCCE staff and volunteers to address mission.
- Number of phone calls.
- Each advisor will hold one major educational effort each month, and secure one major research project each year, with appropriate support funding.
- Secure 1,500 department volunteers to extend programs.
- Secure community collaborative support for activities.

DEPARTMENT OF FARM AND HOME ADVISOR

(Headquarters Location: County Operations Center)

FARM AND HOME ADVISOR #5050		
County Director (University of California funded)	<u>POS</u> 1	<u>SY</u> 1.00

SUPPORT STAFF #5050 (COUNTY)		
	<u>POS</u>	<u>SY</u>
Admin Assistant I	1	1.00
Admin Secretary II	1	1.00
Farm Advisor Field Asst	1	1.00
Admin Secretary I	4	4.00
Permanent Employees	<u>7</u>	<u>7.00</u>
Extra Help	1	1.00
Total Employees	<u>8</u>	<u>8.00</u>

UNIVERSITY OF CALIFORNIA					
Direct Funding			Grant/Special Funding		
	<u>POS</u>	<u>SY</u>		<u>POS</u>	<u>SY</u>
ADVISORS			YOUTH AT RISK		
Farm/Environmental Advisors	9	9.00	Site Coordinators	37	30
Marine Advisor	1	1.00	Para-professionals	3	3
Home Advisor	1	1.00	Clerical	2	1.10
Youth Advisory	2	2.00	RECLAIM WATER	3	2.50
ADULT EFNEP			PEST CONTROL	1	.75
Admin Assistant	1	1.00	NON-POINT WATER POLLUTION	2	2.00
Secretary	1.5	1.50	SUMMER INTERNS	2	2.00
Aides	6	6.00	BLIND READER SERVICE	1	1.00
YOUTH EFNEP			AG RESEARCH ASSOC.	1	.50
Staff Assistants	1	1.00			
Secretary	1	.50			
CLERICAL					
Secretary Marine Science	1	.50			
Total	<u>24.5</u>	<u>23.50</u>	Total	<u>52</u>	<u>42.85</u>

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$275,096	\$208,678	\$194,694	\$202,961	\$210,758	3.8
Services & Supplies	15,633	16,512	18,094	18,422	25,298	37.3
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$290,729	\$225,190	\$212,788	\$221,383	\$236,056	6.6
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$290,729	\$225,190	\$212,788	\$221,383	\$236,056	6.6
STAFF YEARS	8.77	6.80	5.98	7.0	8.00	14.3

PROGRAM MISSION

Same as Mission on Budget Summary page.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Estimated Actual includes the ILP payback amount of \$2,974.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. The County's level of support is at a minimum in accordance with the agreement between the County of San Diego and the University of California. Elimination of positions has slowed, drastically, response time for County personnel and budget-process issues.
2. Over 4,500 agriculture producers attended seminars and meetings addressing major issues facing the industry this year. Additionally, over 9,500 Ag producers and allied industry are served by mailings of newsletters and information updates monthly.
3. 8,972 4-H through 12th grade youth are enrolled in programs with direct assistance from staff. 884 K through 3rd grade youth are involved in latchkey "youth at risk" programming, which generated a \$125,000 USDA grant. Through the SERIES (Science Education and Resources in Informal Education Settings) program, Parent Education, school enrichment and the training of schools, and personnel in the YMCA, Parks and Recreation and other agencies, we have been able to extend the information we offer. We have 1291 direct extenders of 4-H. Additionally, K-12th grade curriculum on Africanized Honey Bee has been developed, pilot-tested and distributed to all County and San Diego City Schools.
4. The "Master Gardener" volunteer program still trains and maintains to assist in providing community education programs on home gardening, landscaping, and pest management (IPM). It also develops and trains volunteers and organizations' staff for AHB invasion.
5. Advisors were able to secure eight research grants from the EPA, USDA, City of San Diego, City of Escondido, Ag Issues Center, Division of Agricultural Resources, and the Carlsbad Coastal Conservancy, for a total of over \$1,000,000.
6. 2,531 below-poverty-level families were enrolled in the Nutrition and Food Buying Program. By training extenders, in a joint program with the Area Agency on Aging, over 9,000 senior participants were reached in one month with basic nutrition and health education programs.
7. The Farm and Home Advisor developed model programs on "non-joint" pollution/agriculture and the San Diego Bay and demonstrations of agriculture and turf/landscaping. Research phases of projects on Ag Waste recycling, and on

"good neighbor" border planting were major programs this year with funding which was produced by seminars and papers.

- 8. New crop diversification during 1993-94 included a new variety of artichokes, registration of pesticide use on "minor crops", and herb and prickly pear production.

1994-95 ADOPTED PROGRAM OBJECTIVES

Same as Department Objectives on Budget Summary page.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Same as Department Outcome Results on Budget Summary page.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Administrative and Support Services [7.00 SY; E = \$201,320; R = \$0] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Able to provide support and maintenance for the University of California Cooperative Extension (UC-CE) Program of Agriculture and Home Economics.
 - Paid staff supported by UCCE is 24.5
 - Paid staff supported by UCCE Grants is 52
 - o Utilize over 1841 unpaid volunteers in the following programs:

- 4-H Youth at Risk	1441
- Master Gardeners	120
- Ag Cooperators	82
- Consumer/Nutrition	36
- Marine Science	1
- EFNEP	161

- 2. Field Support [1.00 SY; E = \$34,736; R = 0]
 - o Provides technical assistance to Ag industry
 - o Support for grant and research projects
 - o Collects data for implementation of new technology.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
N/A				
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$212,788	\$221,383	\$236,056	14,673
Sub-Total	\$212,788	\$221,383	\$236,056	\$14,673
Total	\$212,788	\$221,383	\$236,056	\$14,673

EXPLANATION/COMMENT ON PROGRAM REVENUES

N/A

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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ACTIVITY A:
Information Dissemination

% OF RESOURCES: 100%

WORKLOAD

Number of Publications Distributed	400,498	400,498	400,498	400,498	400,692
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EFFICIENCY/OUTPUT

Value of 220 hours donated per volunteer per year to 4-H programs	\$950,880	\$1,574,000	\$1,574,000	\$1,574,000	\$1,600,000
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EFFECTIVENESS/OUTCOME

Distribution of requested materials	100%	100%	100%	100%	100%
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<u>ACTIVITY B:</u>	N/A	\$630,315	\$1,000,000	\$1,000,000	\$1,000,000
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- 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	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2304	Administrative Assistant I	1	1.00	1	1.00	\$35,270	\$30,616
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,474
2756	Administrative Secretary I	4	4.00	4	4.00	88,208	88,208
7510	Farm Advisor Field Assistant	1	1.00	1	1.00	23,466	23,466
9999	Temporary Extra Help	1	0.00	1	1.00	3,000	3,000
Total		8	7.00	8	8.00	\$175,418	\$170,764
Salary Adjustments:						(31,034)	(31,029)
ILP:						(2,974)	0
Employee Benefits:						61,551	71,023
Salary Savings:						(0)	(0)
Total Adjustments						\$27,543	\$39,994
Program Totals		8	7.00	8	8.00	\$202,961	\$210,758

HOUSING & COMMUNITY DEVELOPMENT

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
DEVELOPMENT	\$6,478,620	\$6,149,194	\$7,595,384	\$15,027,461	\$16,332,882	\$1,305,421	8.7
TOTAL DIRECT COST	\$6,478,620	\$6,149,194	\$7,595,384	\$15,027,461	\$16,332,882	\$1,305,421	8.7
PROGRAM REVENUE	(7,414,190)	(6,524,112)	(8,001,520)	(15,813,470)	(16,665,638)	\$(852,168)	5.4
NET GENERAL FUND COST	\$(935,570)	\$(374,918)	\$(406,136)	\$(786,009)	\$(332,756)	\$453,253	(57.7)
STAFF YEARS	86.30	85.8	91.00	91.00	91.00	0.00	0.0

MISSION

Provide housing assistance and community improvements which benefit low and moderate income persons, reduce blight, improve neighborhoods, alleviate substandard housing and increase the supply of affordable housing by preserving the housing stock and stimulating private sector production of lower income housing units.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

Community Development

Utilize \$5 million for public improvements and housing initiatives to reduce blight, improve neighborhoods, upgrade public facilities, stimulate economic development and community reinvestment.

Housing Assistance

Assist 8,100 low income households through the Rental Assistance Program.

Assist 50 homeless households through the Shelter Plus Care Program.

Residential Rehabilitation

Rehabilitate 210 dwelling units.

Program Development

Provide Mobile Home Occupant Assistance Program (MOAP) equity loans to facilitate conversion of three mobilehome park to home ownership.

Provide low income housing opportunities through two new housing developments.

Through non-profit and for-profit agencies develop 600 affordable housing opportunities for very low to medium income households whose household dwelling unit expense is greater than 50% of their income.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Utilize \$5 million of the Twentieth Year Community Development Block Grant for public improvements to reduce blight, improve neighborhoods, alleviate substandard housing and increase the supply of affordable housing.

Within available funding, assist 8,100 of the more than 122,000 very low income households to live in affordable, decent, safe and sanitary housing.

As funding becomes available, preserve 210 of the 16,200 residential units occupied by lower income household in need of rehabilitation within the County's residential rehabilitation area.

Stabilize housing costs for mobilehome owners through the conversion of three landlord owned parks to resident owned parks.

Stimulate the production of 600 affordable housing units for low and moderate income households.

Provide funding, when available, for programs to assist the more than 15,000 homeless throughout San Diego County.

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
ORGANIZATION CHART

TOTAL PERMANENT STAFF = 91

DIRECTOR'S OFFICE	
	STAFF YEARS
DIRECTOR	1.00
ADMIN SECTY III	1.00
2 POSITION - 2 STAFF	2.00

HOUSING ASSISTANCE DIVISION	
	STAFF YEARS
HOUSING PROGRAM MANAGER	1.00
ANALYST III	1.00
HSNG SPCLST III	7.00
HSNG SPCLST II	14.00
HSNG SPCLST I	11.00
SENIOR CLERK	1.00
HOUSING AID	8.00
INTER CLRK TYPST	6.00
HOUSING REHAB SPECIALIST II	1.00
ADMINISTRATIVE SECRETARY II	0.50
50.50 Positions - 50.50 Staff Years	50.50

COMMUNITY DEVELOPMENT DIVISION	
	STAFF YEARS
COMMUNITY DEVELOPMENT MANAGER	1.00
ANALYST III	2.00
ANALYST II	1.00
ADMINISTRATIVE SECRETARY II	0.50
5 Positions - 5 Staff Years	4.50

HOUSING REHABILITATION DIVISION	
	STAFF YEARS
HOUSING PROGRAM MANAGER	1.00
PRINCIPAL REHABILITATION SPECIALIST	1.00
HSNG REHAB SPCLST III	2.00
HSNG REHAB SPCLST II	4.00
ADMINISTRATIVE SECRETARY II	0.50
8.5 Positions - 8.5 Staff Years	8.50

PROGRAM SERVICES DIVISION	
	STAFF YEARS
HOUSING PROGRAM MANAGER	1.00
ADMINISTRATIVE SERVICES	
HOUSING PROGRAM ANALYST II	1.00
SENIOR PAYROLL CLERK	1.00
INTER ACCT CLERK	1.00
INTER CLERK TYPIST	3.00
PROGRAM REVIEW AND SUPPORT SERVICES	
SENIOR SYSTEMS ANALYST	1.00
ASSOCIATE SYSTEMS ANALYST	1.00
ANALYST III	1.00
HOUSING PROGRAM REVIEW COORDINATOR	1.00
PUBLIC INFORMATION SPECIALIST	1.00
HOUSING SPECIALIST II	1.00
ACCOUNTING TECH	1.00
INTERMEDIATE ACCOUNT CLERK	4.00
18 POSITIONS - 18 STAFF YEARS	18.00

PROGRAM DEVELOPMENT DIVISION	
	STAFF YEARS
HOUSING PROGRAM MGR	1.00
HSNG PROG ANALYST II	5.00
PRINCIPAL REHAB SPECIALIST	1.00
ADMINISTRATIVE SECRETARY	0.50
7.50 Positions - 7.50 Staff Years	7.50

PROGRAM: Housing and Community Development

DEPARTMENT: HOUSING AND COMMUNITY DEVELOPMENT

PROGRAM #: 39001

ORGANIZATION #: 5630

MANAGER: Edward A. Baker, Jr.

REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,739,812	\$3,818,718	\$3,996,828	\$4,013,410	\$4,242,619	5.7
Services & Supplies	1,913,018	1,878,310	2,610,560	9,166,890	7,634,333	(16.7)
Other Charges	825,790	452,166	492,634	1,847,161	1,015,032	(45.0)
Operating Transfers	0	452,166	495,362	0	3,440,898	100.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$6,478,620	\$6,601,360	\$7,595,384	\$15,027,461	\$16,332,882	8.7
PROGRAM REVENUE	(7,414,190)	(6,524,112)	(8,001,520)	(15,813,470)	(16,665,638)	5.4
NET GENERAL FUND CONTRIBUTION	\$(935,570)	\$77,248	\$(406,136)	\$(786,009)	\$(332,756)	(57.7)
STAFF YEARS	86.30	85.8	91.00	91.00	91.00	0.0

PROGRAM MISSION

Provide housing assistance and community improvements which benefit low and moderate income persons, reduce blight, improve neighborhoods, alleviate substandard housing and increase the supply of affordable housing by preserving the housing stock and stimulating private sector production of lower income housing units.

1993-94 ACTUAL TO 1993-94 BUDGET 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 1994-95.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Community Development

1. Expended 93% of the total CDBG entitlement by July 1994.

Housing Assistance

1. Assisted 9,181 low income households, achieving 122% of the goal to assist 7,000 low income households.

Residential Rehabilitation

1. Rehabilitated 87 mobilehomes, achieving 83% of the goal of 105 mobilehomes.
2. Rehabilitated 54 single/multifamily residences, achieving 34% of the goal of 160 residences.
3. Identified and utilized additional revenue source (Carlsbad CDBG Funds) for Residential Rehabilitation.

Program Development

1. Provided low income housing opportunities through two new housing developments in conjunction with federal Programs.
2. Created low income housing opportunities by contracting with developers of two housing developments, achieving the goal of two housing developments.

1994-95 ADOPTED PROGRAM OBJECTIVESCommunity Development

Utilize \$5 million of the Twentieth Year Community Development Block Grant for public improvements to reduce blight, improve neighborhoods, upgrade public facilities, stimulate economic development and community reinvestment, alleviate substandard housing and increase the supply of affordable housing.

Housing Assistance

Assist 8,100 low income households through the Rental Assistance Program.

Assist 50 homeless households through the Shelter Plus Care Program.

Residential Rehabilitation

Rehabilitate 210 dwelling units.

Program Development

Provide Mobile Home Occupant Assistance Program (MOAP) equity loans to facilitate conversion of three mobilehome parks to home ownership.

Provide low income opportunities through two new housing developments.

Through nonprofit agencies and for profit businesses develop affordable housing opportunities for low and moderate income households.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Utilize \$5 million of the Twentieth Year Community Development Block Grant for public improvements to reduce blight, improve neighborhoods, upgrade public facilities, stimulate economic development and community reinvestment, alleviate substandard housing and increase the supply of affordable housing.

Within available funding, assist 8,100 of the more than 122,000 very low income households to live in affordable, decent, safe and sanitary housing.

As funding becomes available, preserve 210 of the 16,200 residential units occupied by lower income household in need of rehabilitation within the County's residential rehabilitation area.

Stabilize housing costs for mobilehome owners through the conversion of three landlord owned parks to resident owned parks.

Stimulate the production of 600 affordable housing units for low and moderate income households.

Provide funding, when available, for programs to assist the more than 15,000 homeless throughout San Diego County.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Rental Assistance [64.7 SY; E = \$2,891,523; R = \$3,110,802] including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Providing rental assistance to 8,100 low-income households.
 - o Leasing 97% of authorized existing rental assistance units.
 - o Assuming contractual obligations for the Section 8 Moderate Rehabilitation, Rental Rehabilitation and Rental Rehabilitation Demonstration Programs as units are rehabilitated.
 - o Certifying eligible participants for density bonus developments and participating city programs.
 - o Overseeing private management company operations of three Public Housing developments.
2. Residential Rehabilitation [10.9 SY; E = \$2,615,937; R = \$2,692,482] including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Rehabilitating 210 dwelling units.

3. Program Development [9.6 SY; E = \$5,624,402; R = \$5,639,093] including support personnel is:
- o Discretionary/Mandated Service Level.
 - o Stimulating private sector production or rehabilitation of lower-income housing units through 1986 Tax Reform Act/Internal Revenue Service financing (e.g. tax exempt mortgage revenue bond financing, tax credits).
 - o Stimulating private sector industrial projects through tax exempt industrial development bond financing.
 - o Implementing various State and Local mobilehome assistance programs to promote resident ownership.
 - o Implementing County Density Bonus programs.
 - o Developing affordable housing through available Federal, primarily with the U. S. Department of Housing and Urban Development (HUD), and State Housing and Community Development Department resources.
 - o Monitoring twenty-nine density bonus developments, eight bond financing and thirteen mobilehome park conversions for contract compliance.
 - o Monitor the HOME Investment Partnership programs residential rehabilitation, rental assistance, and contracted activities.
4. Community Development [5.8 SY; E = \$5,201,020; R = \$5,223,261] including support personnel is:
- o Discretionary/Mandated Service Level.
 - o Monitoring the progress and performance of 120 active Community Development Block Grant (CDBG) projects.
 - o Planning and developing the Twenty First-Year CDBG Application in cooperation with the Housing Rehabilitation and Program Development Divisions, other County Departments, cooperating cities and public service agencies.
5. o Reviewing approximately 70 projects for inclusion in the Twenty First-Year CDBG Application.

PROGRAM: Housing and Community Development

DEPARTMENT: HOUSING AND COMMUNITY DEVELOPMENT

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GRANT CONTRACTS:				
Housing Authority	\$3,449,784	\$3,845,151	\$3,937,936	\$92,785
Community Development Block Grant	3,414,593	11,945,318	9,286,804	(2,658,514)
Home Grant	930,718		3,440,898	3,440,898
Sub-Total	\$7,795,095	\$15,790,469	\$16,665,638	\$875,169
OTHER REVENUE:				
Miscellaneous	\$206,425	\$23,001	\$0	\$(23,001)
Sub-Total	\$206,425	\$23,001	\$0	\$(23,001)
Total	\$8,001,520	\$15,813,470	\$16,665,638	\$875,169

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(406,136)	\$(786,009)	\$(332,756)	\$453,253
Total	\$(406,136)	\$(786,009)	\$(332,756)	\$453,253

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 Block 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 1994-95.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Housing Assistance					
<u>% OF RESOURCES:</u> 69%					
<u>WORKLOAD</u>					
Households Receiving Assistance	6,825	7,480	7,700	7,500	8,100
<u>EFFECTIVENESS/OUTCOME</u>					
% Authorized Units Under Lease	98%	98%	99	98%	98
<u>EFFICIENCY/OUTPUT</u>					
Households Assisted per Staff Year	114	120	123	125	125
ACTIVITY B: Residential Rehabilitation					
<u>% OF RESOURCES:</u> 16%					
<u>WORKLOAD</u>					
Units Rehabilitated	166	202	116	265	210
<u>EFFECTIVENESS/OUTCOME</u>					
Total Dollars of Rehab Work Generated(millions)	\$1.46	\$1.5	\$1.6	\$3.50	\$2.1
<u>EFFICIENCY/OUTPUT</u>					
Cost Per Unit Rehabilitated	\$2,881	\$1,674	\$2,935	\$1,994	\$2,020
ACTIVITY C: Program Development					
<u>% OF RESOURCES:</u> 9%					
<u>WORKLOAD</u>					
Units in Process	2,823	2,507	2,507	2,600	2,600
<u>EFFECTIVENESS/OUTCOME</u>					
Units Approved/Under Construction	240	47	54	200	100
<u>EFFICIENCY/OUTPUT</u>					
Cost/Low Moderate Unit in Process	\$137	\$168	\$156	\$155	\$188
ACTIVITY D: Community Development					
<u>% OF RESOURCES:</u> 6%					
<u>WORKLOAD</u>					
CDBG Projects in Process	269	216	160	202	200
<u>EFFECTIVENESS/OUTCOME</u>					
Cumulative CDBG Entitlement Expended	90%	92%	92	94%	94
<u>EFFICIENCY/OUTPUT</u>					
Cost/CDBG Project in Process	\$1,123	\$1,098	\$1,196	\$1,378	\$1,432

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2278	Director, HCD	1	1.00	1	1.00	\$91,896	\$91,896
0981	Housing Program Mgr	4	4.00	4	4.00	246,912	246,911
0984	Community Development Mgr	1	1.00	1	1.00	60,386	60,385
2337	Public Information Specialist	1	1.00	1	1.00	32,940	37,961
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,666
2412	Analyst II	1	1.00	1	1.00	70,894	41,842
2413	Analyst III	4	4.00	4	4.00	141,343	177,605
2427	Associate Systems Analyst	1	1.00	1	1.00	49,673	49,672
2493	Interm Account Clerk	5	5.00	5	5.00	99,848	103,707
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,983	25,056
2525	Senior Systems Analyst	1	1.00	1	1.00	46,377	46,386
2700	Interm Clerk Typist	9	9.00	9	9.00	179,323	182,981
2730	Senior Clerk	1	1.00	1	1.00	23,950	23,949
2757	Admin Secretary II	2	2.00	2	2.00	50,948	50,948
2758	Admin Secretary III	1	1.00	1	1.00	30,774	30,774
3532	Principal Rehab Specialist	2	2.00	2	2.00	91,519	100,619
3548	Housing Program Analyst II	6	6.00	6	6.00	290,044	304,603
3826	Housing Rehab Spclst II	5	5.00	5	5.00	161,944	156,819
3827	Housing Rehab Spclst III	2	2.00	2	2.00	76,317	76,067
3828	Housing Prog Rev Coor	1	1.00	1	1.00	36,319	41,842
3829	Housing Aid	8	8.00	8	8.00	177,763	182,683
3830	Housing Specialist I	11	11.00	11	11.00	306,836	306,892
3831	Housing Specialist II	15	15.00	15	15.00	473,996	461,166
3832	Housing Specialist III	7	7.00	7	7.00	256,573	257,002
Total		91	91.00	91	91.00	\$3,048,224	\$3,084,432
Salary Adjustments:						15,638	(196)
Premium/Overtime Pay:						0	0
Employee Benefits:						1,015,911	1,158,383
Salary Savings:						(66,363)	(0)
Total Adjustments						\$965,186	\$1,158,187
Program Totals		91	91.00	91	91.00	\$4,013,410	\$4,242,619

COUNTY LIBRARY

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Library Services	\$9,267,929	\$8,162,108	\$8,206,393	\$8,452,400	\$8,835,595	\$383,195	4.5
TOTAL DIRECT COST	\$9,267,929	\$8,162,108	\$8,206,393	\$8,452,400	\$8,835,595	\$383,195	4.5
PROGRAM REVENUE	(9,139,454)	(7,586,447)	(7,518,876)	(7,831,474)	(8,214,669)	(383,195)	4.9
NET GENERAL FUND COST	\$128,475	\$575,661	\$687,517	\$620,926	\$620,926	\$0	0.0
STAFF YEARS	186.01	167.37	174.08	171.58	175.58	4.00	2.3

MISSION

Given that an informed, literate community with equal access to information via literature, programming and technology is a cornerstone of this County's prevention strategy, the San Diego County library shall:

- Ensure services and programs reflect each community branch's multi-dimensional population;
- Ensure that collections of books, audio-visual, and computerized resources and other materials meet the current and future information needs of communities served;
- Ensure volunteer and community participation in planning and provision of library services; and
- Implement a long-range strategic plan for provision of Library services in accordance with Board of Supervisors approved Plan 2002 which responds to an increase in demand for services as resources diminish.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

- To conduct seven Needs Assessment Studies (NAS) as part of Phase II of the Needs Assessment Project in seven regional communities served by County Library branches.
- To meet the goals and objectives in accordance with the time lines of the Library's strategic planning process as detailed in the Plan 2002 Update.
- Increase by 10%, the number of citizens involved in Friends Groups from 7,000 to 7,700 and increase the number of Friends Groups by 1, from 27 to 28 systemwide, plus provide training to ensure effective deployment of volunteer resources.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

- To disseminate the results of the NAS to increase fund raising and development. To incorporate the results of the NAS when making decisions relating to facilities, hours, collection development, programming, and service planning that reflect individual community needs.
- To provide service in the most effective and efficient method to community-based library branches by continued resources review and reallocation and program development.
- Involvement of the community in activities such as planning, decision making, and day-to-day operations of their branches and the system.

COUNTY LIBRARY
 (Headquarters Location: County Operations Center)
 1994-95 Adopted Program Budget

ADMINISTRATION	
	<u>STAFF YEARS</u>
County Librarian	1.00
Administrative Secretary	<u>1.00</u>
TOTAL	2.00

OPERATIONAL SERVICES	
Provides budget, personnel, payroll, clerical support, financial development, volunteer management, accounting, financial tracking and facilities management.	
	<u>STAFF YEARS</u>
Manager, Library Community Svcs, Dev & Capital	1.00
Administrative Svcs Mgr	1.00
Principal Clerk	1.00
Analyst II	1.00
Senior Payroll Clerk	1.00
Senior Account Clerk	1.00
Word Processor Operator	1.00
Intermediate Acct Clerk	1.00
Intermediate Clerk Typist	1.00
Dept Computer Spec II	<u>1.00</u>
TOTAL	10.00

PROFESSIONAL & TECHNICAL SUPPORT SERVICES	
Provides support and program development in the following areas: Adult Literacy, Outreach Interchange, Automation, Cataloging, Acquisitions and Children's Services.	
	<u>STAFF YEARS</u>
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	1.00
Graphic Artist	0.50
Delivery Vehicle Driver	3.00
Library Technician II	4.75
Intermediate Clerk Typist	2.00
Library Technician I	3.00
Student Worker II/I	<u>1.00</u>
TOTAL	24.25

BRANCH OPERATIONS	
Provides branch operations, reference and interlibrary loan services for 31 library branches and two bookmobiles.	
	<u>STAFF YEARS</u>
Manager, Library Services	1.00
Principal Librarian	1.00
Librarian III	5.00
Librarian II	12.00
Librarian I	10.00
Library Technician IV	3.00
Bookmobile Driver	2.00
Library Technician III	19.00
Library Technician II	31.50
Intermediate Clerk Typist	2.50
Library Technician I	37.50
Library Substitutes	4.42
Library Page	5.41
Student Worker II/I	3.00
Extra Help	<u>0.50</u>
TOTAL	139.33

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TOTAL POSITIONS 315
 TOTAL STAFF YEARS 175.58

PROGRAM: Library Services

DEPARTMENT: COUNTY LIBRARY

PROGRAM #: 43803
MANAGER: Mary Hobson

ORGANIZATION #: 4950
REFERENCE: 1994-95 Proposed Budget - Pg. 21-1

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,827,974	\$5,398,990	\$5,152,984	\$5,369,725	\$5,414,223	0.8
Services & Supplies	3,220,006	2,718,517	3,053,409	3,082,675	3,400,872	10.3
Other Charges	158,716	0	0	0	0	0.0
Fixed Assets	50,049	41,027	0	0	20,500	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0.0
Operating Transfers	11,184	3,574	0	0	0	0.0
TOTAL DIRECT COST	\$9,267,929	\$8,162,108	\$8,206,393	\$8,452,400	\$8,835,595	4.5
PROGRAM REVENUE	(9,139,454)	(7,586,447)	(7,518,876)	(7,831,474)	(8,214,669)	4.9
NET GENERAL FUND CONTRIBUTION	\$128,475	\$575,661	\$687,517	\$620,926	\$620,926	0.0
STAFF YEARS	186.01	167.37	174.08	171.58	175.58	2.3

PROGRAM MISSION

See departmental mission on the green sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 County Library Salaries and Benefits actual is \$216,741 less than budgeted due to employees in the leave without pay status; use of voluntary time off; vacancies maintained during the hiring process and management of personnel funding.

Mid-year Services and Supplies appropriations of \$97,620 were approved, of which \$91,686 was received and spent on grants and special projects. The department received an Adult Literacy Grant for computer equipment of \$7,910.

The 1993-94 budgeted General Fund contribution of \$620,926 was supplemented by an additional \$64,340 for the ILP buy-back for fiscal years 1992-93 and 1993-94, bringing the total 1993-94 General Fund contribution to the County Library to \$687,517.

ACHIEVEMENT OF 1993-94 OBJECTIVES

County Library staff worked with Friends of the Library and the public to implement Board of Supervisor approved County Library Plan 2002. Needs Assessments were accomplished for Encinitas, Imperial Beach, Solana Beach and Poway. Budgeted automation projects were completed and facilities planning and design is ongoing. The County Library continues to recruit, train and use volunteers on an ongoing basis.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives on the green sheet.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

See departmental outcome results on the green sheet.

1994-95 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration and Operational Services [12.0 SY; E = \$681,149; R = \$681,149] including support personnel provides:
 - o Discretionary/discretionary service level.
 - o Program management, strategic planning, administration and direction for a multi-level/multi-disciplined organization serving 887,340 citizens in the unincorporated area and eleven cities.
 - o Capital facility planning and management, lease management, fiscal, accounting, payroll, and personnel services supporting a system of 31 community-based libraries, and the Adult Literacy Program.
 - o Development of alternative revenue sources, including fund raising, endowments, trusts, wills, and grants. Coordination of library involvement with the Community Development Block Grant Program, the Library Services and Construction Act and redevelopment agencies.
 - o Coordination and support of 27 Friends of the Library groups, with over 7,000 members.
 - o Staffing changes as follows:

Adds two positions--Manager, Library Community Services, Development and Capital and Analyst II--and deletes one Development Officer and one Personnel Aide position. This action reflects the need to restructure the department's management and incorporate additional assignments as addressed in Plan 2002.

Adds a Department Computer Specialist II (1.0 staff year) and deletes a Word Processing Operator (1.0 staff year), approved at mid-year 1993-94, to provide computer support services.
 - o 1994-95 Salary and Benefit expenditure increases of \$23,062 and Service and Supplies decreases of \$1,725.
 - o 100% program revenue offset.
2. Professional and Technical Support Services [24.25 SY; E = \$1,485,651; R = \$1,439,990] including support personnel provides:
 - o Discretionary/discretionary service level.
 - o Children's Services, Community Outreach Services, and Adult Literacy Services programs.
 - o Acquisition, cataloging, and processing services for over 988,313 books, periodicals, and audio visual materials.
 - o Management, planning, and troubleshooting services for computer and automated services to the branches, the public, and staff.
 - o Staff and volunteer training.
 - o Community needs assessments and statistical data gathering.
 - o Staffing changes as follows:

Adds a Library Technician IV (1.0 staff year) to reflect 1993-94 mid-year approved budget correction to the adopted budget.

Adds a Student Worker I (1.0 staff year), and decreases the Graphic Artist and Library Page positions by .5 staff year each.
 - o Salaries and Benefits increases of \$20,942 and Services and Supplies decreases of \$164.
 - o Continued County General Fund Support (\$45,661 and 2.0 staff years) for the Adult Literacy Services Program.
 - o 96.9% program revenue offset.

3. Branch Operations [139.33 SY; E = \$6,668,795; R = \$6,093,530] including support staff provides:
- o Discretionary/discretionary service level.
 - o Circulation of over 2.8 million books, periodicals, and audio visual materials.
 - o Reference services for over one million reference inquiries annually.
 - o Reading programs for over half-million children, ages pre-school to young adult.
 - o Training for Adult Literacy Tutors and Adult Learners.
 - o Sponsorship for multi-cultural events, such as the Caesar Chavez Dedication, Black History Month, and American Heritage programs.
 - o Library services to the home-bound and the visually and physically challenged.
 - o Bookmobile service to citizens in outlying areas not served by community branch libraries.
 - o Inter-library loans to borrowers, as well as requesting libraries.
 - o In-library instruction to a multi-dimensional community regarding library use and resources.
 - o General Fund Support of \$575,265 for branch operations; increases the base Library Book budget by \$100,000, funded by a one-time increase in the Library Fund Balance from over-realized Prior Year revenue derived from 1993-94 Teeter Funding; includes \$103,603 from San Marcos Redevelopment funds; and contains an additional \$150,000 increase in the Library Book budget from anticipated donations and Library Trust Fund revenues. The Friends of San Marcos and Vista libraries as well as other Friends, corporate and community-based groups currently have fund raising campaigns to assist the Library in purchasing books for their new libraries scheduled to open in 1994-95.
 - o Staffing changes as follows:
 - Adds a Manager, Library Services (1.0 staff year) and deletes a Principal Librarian (1.0 staff year) to implement the management restructuring and realignment recommended in Plan 2002.
 - Adds 3.0 staff years of Student Worker I and decreases Library Page by 3.0 staff years to enable more libraries to participate in the student worker program.
 - Adds 15 Extra Help positions and deletes two Intermediate Clerk Typist positions with no change in staff years.
 - Adds 1.5 staff years to the new San Marcos Library. These additional staff are funded by monies received from the San Marcos Redevelopment Fund.
 - Adds 2.5 staff years to provide additional staffing for high-usage branch libraries and to alleviate some of the staffing shortages created by the April, 1993 budget reduction. (Adds Librarian I [1.0 staff year], Library Technician III [0.33 staff year], Library Technician II [2.0 staff years], and Library Technician I [0.75 staff year]; deletes 1.58 staff years of Library Substitute).
 - o 91.2% program revenue offset.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
PROGRAM REVENUE				
Current Property Taxes	\$6,842,936	\$6,585,162	\$6,911,562	326,400
Taxes Other than Current Prop.	734,454	376,000	67,000	(309,000)
Special District Augmentation Fund (995)		0	0	0
Use of Money and Property Fund Balance	82,095 0	37,940 200,000	52,940 348,986	15,000 148,986
Public Library Fund	169,955	175,400	175,400	0
Aid from Other Gov't Agencies	71,330	53,000	14,600	(38,400)
Charges for Current Svcs. (Fines)	375,805	333,112	300,000	(33,112)
Other Revenue	161,691	70,860	41,276	(29,584)
Donations and Trust Fund Revenue	0	0	302,905	302,905
Fund Balance Reserve	(918,395)	0	0	0
Sub-Total	\$7,518,876	\$7,831,474	8,214,669	383,195
Total	\$7,518,876	\$7,831,474	\$8,214,669	\$383,195

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$687,517	\$620,926	\$620,926	\$0
Sub-Total	\$687,517	\$620,926	\$620,926	\$0
Total	\$687,517	\$620,926	\$620,926	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

Actual 1993-94 Current Property Taxes are \$6,842,936, over-realized by \$257,774 because of the County's implementation of the Alternative Method of Tax Apportionment (Teeter Plan) which resulted in no current year delinquent taxes. Taxes Other Than Current Property Taxes are over-realized by \$358,454 due to one-time Teeter impacts of \$153,893 and \$204,561 from San Marcos Redevelopment to be used in 1994-95. Additionally, the Library received one-time monies of \$160,000 for the sale of the property in Vista.

\$30,000 was appropriated at mid-year in 1993-94 from the Library Fund Balance by the Board of Supervisors to purchase additional books and materials. Charges for Current Services (Library Fines and Fees) is \$22,910 under budget because fees for video use were not implemented until later in 1993-94.

The 1994-95 Current Property Tax estimate assumes a continuation of the Teeter Plan. If the Teeter Plan apportionment method is not continued in 1994-95, the Library would have delinquent taxes of about \$283,300 and a corresponding decrease in Current Property Tax revenue. Prior Secured Taxes, Penalties and Delinquencies are not budgeted in 1994-95 because the use of the Teeter Plan in 1993-94 has resulted in those revenues already being realized.

Library Fund Balance for 1994-95 is budgeted at \$348,986 an increase of \$148,986 over 1993-94. Library Fines and Fees are budgeted at \$300,000 which includes the video rental fees implemented late 1993-94. Donation and Trust Fund Revenue of \$150,000 is added to the Library budget in 1994-95 to reflect the projected donations from the Friends of the San Marcos and Vista libraries, other Friends groups, corporations, and community organizations who have fund raising campaigns under way for book purchases for their new libraries. This revenue account also reflects the projected 1994-95 donations to be transferred from the Library Trust Fund for library materials purchases in accordance with the Auditor & Controller instructions.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTIONS

The 1993-94 General Fund Contribution to the Library was increased \$66,591 at mid-year by the Board of Supervisors from \$620,926 to \$687,517 to fund the County Library's cost of the Integrated Leave Program payback for fiscal years 1992-93 and 1993-94. The 1994-95 General Fund Contribution to the Library remains at \$620,926, the same level as in the 1993-94 Adopted Budget. This General Fund Contribution includes \$45,661 of continued support (2.0 staff years) to the Adult Literacy Program. The County-wide Rents & Leases budget also includes \$15,000 of General Fund lease cost for the Adult

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Data Processing Equipment	Lot	10,500	10,500
Specialized Department & Safety Equipment	Lot	10,000	10,000
Total			\$20,500

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
None			
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Library Services					
<u>% OF RESOURCES:</u> 100 %					
<u>WORKLOAD</u>					
Population	908,580	926,100	847,859	932,000	936,300
Information Units					
Circulation	2,965,274	2,845,685	2,580,073	2,650,000	2,900,300
Reference Questions	838,370	649,584	567,616	635,500	703,950
Program Audience	<u>73,323</u>	<u>57,454</u>	<u>47,565</u>	<u>62,000</u>	<u>60,000</u>
TOTAL:	3,876,967	3,552,723	3,195,254	3,347,500	3,664,250
Number of Volumes	938,904	988,313	1,034,463	988,000	1,101,000
Number of Titles	228,000	206,655	214,681	235,000	222,881
<u>EFFICIENCY/OUTPUT</u>					
Information Units Per Staff Year	20,843	21,227	21,356	19,510	20,869
<u>EFFECTIVENESS/OUTCOME</u>					
Circulation per Capita	3.26	3.07	3.04	2.84	3.10
Volumes per Capita	1.03	1.07	1.22	1.06	1.17

* Reductions in circulation and reference reflect reductions in staff and a decrease in library branch hours caused by the implementation of single shifts at most branches in 1992-93. As new facilities open, an increase will take place in these areas. The projected performance indicators for 1994-95 in no way reflect anticipated community requests or need.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2115	County Librarian	1	1.00	1	1.00	\$86,275	\$88,467
0961	Mgr, Lib Comm Svs, Cap & Dev	0	0.00	1	1.00	0	60,576
4047	Library Development Officer	1	1.00	0	0.00	54,748	0
2369	Admin. Services Manager II	1	1.00	1	1.00	54,748	54,747
0960	Manager, Library Services	0	0.00	1	1.00	0	60,576
4048	Principal Librarian	3	3.00	2	2.00	127,066	83,150
4044	Coordinator, Adult Literacy	1	1.00	1	1.00	35,118	35,125
4023	Librarian III	10	8.00	10	8.00	297,521	296,050
2412	Analyst II	0	0.00	1	1.00	0	34,434
2320	Personnel Aide	1	1.00	0	0.00	25,609	0
4024	Librarian II	15	14.50	15	14.50	490,036	492,842
3817	Graphic Artist	1	1.00	1	0.50	27,565	16,411
2725	Principal Clerk	1	1.00	1	1.00	31,465	31,465
4025	Librarian I	16	9.50	18	11.50	279,908	340,600
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,774
5905	Carpenter	1	1.00	1	1.00	30,632	30,631
3119	Dept Computer Specialist II	0	0.00	1	1.00	0	29,028
3009	Word Processor Operator	2	2.00	1	1.00	43,926	23,739
4021	Library Technician IV	4	3.00	4	4.00	78,980	105,359
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	20,897
4005	Bookmobile Driver	2	2.00	2	2.00	48,522	48,522
2510	Senior Account Clerk	1	1.00	1	1.00	23,950	23,949
4020	Library Technician III	22	18.67	22	19.00	428,682	440,635
7516	Delivery Vehicle Driver	3	3.00	3	3.00	62,092	63,923
2493	Intermediate Account Clerk	1	1.00	1	1.00	17,550	18,065
2700	Intermediate Clerk Typist	8	5.50	6	5.50	102,576	107,183
4015	Library Technician II	43	34.25	45	36.25	674,127	712,739
4016	Library Technician I	57	39.75	59	41.00	638,566	664,553
4037	Library Substitute	66	6.50	64	4.42	94,300	64,441
4035	Library Page	19	8.91	15	5.41	118,341	72,030
0942	Student Worker II	0	0.00	1	1.00	0	13,718
0941	Student Worker I	0	0.00	9	3.00	0	29,793
9999	Extra Help	10	1.00	25	0.50	17,500	8,750
Total		292	171.58	315	175.58	\$3,945,633	\$4,103,172
Salary Adjustments:						\$142,625	\$(18,799)
Premium/Overtime Pay:						0	0
Employee Benefits:						1,338,467	1,410,544
Salary Savings:						(57,000)	(80,694)
Total Adjustments						\$1,424,092	\$1,311,051
Program Totals		292	171.58	315	175.58	\$5,369,725	\$5,414,223

MEDICAL EXAMINER

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Decedent Investigation	\$3,586,268	\$ 3,456,966	\$3,362,741	\$3,110,076	\$3,299,869	\$189,793	6.1
TOTAL DIRECT COST	\$3,586,268	\$3,456,966	\$3,362,741	\$3,110,076	\$3,299,869	\$189,793	6.1
PROGRAM REVENUE	(161,537)	(150,842)	(326,440)	(270,906)	(340,288)	(69,382)	25.6
NET GENERAL FUND COST	\$3,424,731	\$3,306,124	\$3,036,301	\$2,839,170	\$2,959,581	\$120,411	4.2
STAFF YEARS	53.12	49.79	46.43	46.67	46.67	0.0	0.0

MISSION

Investigate and determine the cause of death in all homicides, suicides, motor vehicle fatalities, occupation related deaths, drug abuse 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.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. Investigate, perform autopsy examinations and toxicology testing so as to establish a cause of death and issue a final death certificate within 30 days of the death in at least 60% of the cases.
2. Support the Criminal Justice System by testifying in at least 80 murder trials a year.
3. Test drivers in fatal motor vehicle crashes and determine the frequency of drivers under the influence of alcohol.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. Investigate 2,530 traumatic and sudden deaths, notify next of kins, and prepare investigative reports.
2. Perform toxicology testing on 1,800 deaths and analyze for alcohol, prescription drugs, cocaine, methamphetamine and morphine (breakdown product of heroin). Determine what percentage of drivers in fatal motor vehicle crashes are under the influence of alcohol.
3. Families of 1,518 decedents (60% of 2,530) who need to settle insurance and estate matters will be able to obtain investigative, autopsy and toxicology reports within 30 days.
4. Provide pretrial conferences with Deputy District Attorneys and defense attorneys, and testify in 80 murder trials in San Diego County.

COUNTY MEDICAL EXAMINER
 (County Operations Center)
 5555 Overland Avenue, Bldg. 14
 San Diego, CA 92123

Administration - 2751	
Provides policy, planning and direction.	
<u>Class</u>	<u>SY</u>
County Medical Examiner	1.00

Operations Administrator - 2751	
Manages and coordinates decedent investigations, handling and case documentation.	
<u>Class</u>	<u>SY</u>
Medical Examiner Operations Administrator	1.00

<u>Class</u>	<u>SY</u>
Adm. Sec'y III	1.00

Chief Deputy Medical Examiner - 2751	
Supervises autopsies and pathological examinations, reviews causes of death, and testifies in court.	
<u>Class</u>	<u>SY</u>
Chief Deputy Medical Examiner	1.00

Support Services - 2751	
Provides personnel, payroll, fiscal, budget, procurement, contract, computer & technical support, & building maintenance	
<u>Class</u>	<u>SY</u>
Admin. Svcs. Mgr. II	1.00
Dept. Comp. Spec. I	1.00
Custodian	1.00
Total	3.00

Clerical - 2751	
Prepares reports, provides reception and telephone services, types death certificates and tracks case files.	
<u>Class</u>	<u>SY</u>
Senior Clerk	1.00
Int. Clerk	
Typists	3.00
Total	4.00

Forensic Pathology - 2753	
Performs autopsies and pathological examinations, determines cause of death, and testifies in court.	
<u>Class</u>	<u>SY</u>
Supv. Deputy Medical Examiner	1.00
Deputy Medical Examiner II	3.00
Forensic Path. Fellow	1.00
Total	5.00

Toxicology - 2754	
Analyzes body fluids and tissue for drugs, alcohol and other substances; and testifies in court.	
<u>Class</u>	<u>SY</u>
For. Tox. Lab. Mgr Supervising Toxicologist	1.00
Toxicologist	4.00
Lab Assistant	1.00
Student Worker	0.67
Total	7.67

Investigation - 2752	
Investigate circumstances of death, protects property, locates and notifies next of kin.	
<u>Class</u>	<u>SY</u>
Supv. Med. Exam. Invest.	1.00
Med. Examiner Investigator II	14.00
Total	15.00

Examination Room - 2753	
Assists pathologist during autopsy; takes x-rays, photographs, fingerprints; assists in evidence collection; and embalms decedents as requested.	
<u>Class</u>	<u>SY</u>
Autopsy Room Supervisor	1.00
Sr. Forensic Autopsy Asst.	1.00
Forensic Autopsy Asst.	5.00
Total	7.00

Histology - 2754	
Prepares and stains tissue and microscopic examination.	
<u>Class</u>	<u>SY</u>
Sr. Histology Technician	1.00

PROGRAM: Decedent Investigation

DEPARTMENT: MEDICAL EXAMINER

PROGRAM #: 19001

ORGANIZATION #: 2750

MANAGER: Brian D. Blackburne, M.D.

REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,185,077	\$2,951,090	\$2,888,381	\$2,783,551	\$2,824,516	1.5
Services & Supplies	389,011	505,876	407,132	326,525	475,353	45.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	12,180	0	67,228	0	0	0.0
TOTAL DIRECT COST	\$3,586,268	\$3,456,966	\$3,362,741	\$3,110,076	\$3,299,869	6.1
PROGRAM REVENUE	(161,537)	(150,842)	(326,440)	(270,906)	(340,288)	25.6
NET GENERAL FUND CONTRIBUTION	\$3,424,731	\$3,306,124	\$3,036,301	\$2,839,170	\$2,959,581	4.2
STAFF YEARS	53.12	49.79	46.43	46.67	46.67	0.0

PROGRAM MISSION

See department mission on the green sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The actual expenditures in Salaries and Benefits were \$104,830, more than budgeted. These represents the ILP allocations which decreased the budgeted appropriations in this account; and unfunded retirement payoff and holiday premium pay. Services and Supplies actual expenditures were \$80,607, over budget. These overexpenditures are mainly due to underfunding of some accounts, no substantial decline in caseloads, and inflation. Revenues were overrealized by \$55,534, mainly due to the transfer of the trust fund account to regular revenue account.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. The cause of death was established and a final death certificate was issued within 30 days of the initial investigation in at least 60% of the cases.
2. The average toxicology backlog was maintained at 3.5 weeks.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives on the green sheet.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

See departmental outcome results on the green sheet.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Support Services [7.83 SY; E = \$366,794; R = \$34,582] including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o Responsible for supporting activities in investigation, laboratory and medical services.

- o Responsible for payroll, personnel, fiscal (including billing for reimbursements), budget, procurement, contracts, computer and technical support, and building maintenance.
 - o Responsible for tracking case files, death certificate preparation, medical reports transcription and upkeep.
 - o Responsible for communicating with and providing assistance to the public, media and community.
 - o 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. Investigation Services [15.84 SY; E = \$892,955; R = \$50,000] including support personnel is:
- o Mandated Activity/Discretionary Service Level.
 - o Responsible for on scene death investigation, follow-up investigation, initial property protection, and next of kin notification.
3. Medical Services [23.00 SY; E = \$2,040,120; R = \$255,706] including support personnel is:
- o Mandated Activity/Discretionary Service Level.
 - o Responsible for decedent handling, autopsy services, evidence documentation, embalming, histology, and toxicology.
 - o Coordinating training program with various hospitals.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Trauma - Health Fees	\$50,000	\$50,000	\$50,000	\$0
Transportation Fees	106,067	118,326	174,126	55,800
Embalming Fees	124,975	74,580	74,580	0
Copies of Reports	28,599	21,000	34,582	13,582
Other Miscellaneous	16,393	7,000	7,000	0
Sub-Total	\$326,034	\$270,906	\$340,288	\$69,382
Total	\$326,034	\$270,906	\$340,288	\$69,382

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$3,036,301	\$2,839,170	\$2,959,581	\$120,411
Total	\$3,036,301	\$2,839,170	\$2,959,581	\$120,411

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 1994-95, it is projected that the following revenues will be realized by source:

Trauma - Health Fees (\$50,000) - Revenues come from actual cost recovery for performing medico-legal investigations and autopsies on deaths not specifically mandated per California statute.

Transportation Fees (\$174,126) - Revenues come from fees for transporting cases (bodies) from the place of death to the Medical Examiner's building. The fees are collected from the decedent's next of kin or responsible entities.

Embalming Fees (\$74,580) - Revenues come from fees for embalming the decedents per authorization from the next of kin. Also included here, are revenues from family requested autopsies.

Copies of Reports (\$34,582) - 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), and reimbursements for copies of computer files regarding cases.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Decedent Investigation					
% OF RESOURCES: 100%					
WORKLOAD					
Total Cases Investigated	8,133	8,359	8,279	8,500	8,330
Cases Not Under the ME's Jurisdiction	5,457	5,782	5,793	5,810	5,800
Cases Under the ME's Jurisdiction*	2,676	2,577	2,486	2,690	2,530
*Homicides	300	257	257	325	270
*Motor Vehicle Accidents	388	332	303	350	300
*Drug Related Deaths	141	173	170	170	170
*Suicides	355	370	337	370	350
*Other Accidental Deaths	280	281	234	280	250
*Sudden Infant Death Syndrome	59	54	48	55	50
*Natural and Other Deaths	1,153	1,079	1,137	1,140	1,140
Number of Autopsies	1,977	1,915	1,808	1,680	1,800
Number of External Examinations	699	641	678	1,010	730
EFFICIENCY/OUTPUT					
Cases Per Investigator	581	616	609	607	595
Average On-Scene Response Time	61 minutes	66 minutes	68 minutes	90 minutes	90 minutes
Cases Per Pathologist*	382	427	414	448	422
*Autopsies Per Pathologist	282	320	301	280	300
*External Examinations Per Pathologist	100	107	113	168	122
Homicide Cases Per Pathologist	43	43	43	54	45
Toxicology Case Backlog	6 weeks	5 weeks	3.5 weeks	5 weeks	4 weeks
EFFECTIVENESS/OUTCOME					
Percentage of time the cause of death is established and a final death certificate is issued within 30 days of death.	80%	80%	60%	70%	60%
Percentage of homicide cases (where person is dead on scene), pathologist will be on scene.	100%	100%	90%	80%	90%

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0982	Forensic Tox Lab Manager	1	1.00	1	1.00	\$73,898	\$63,979
2180	County Medical Examiner	1	1.00	1	1.00	131,733	131,733
2281	Operations Administrator	1	1.00	1	1.00	68,278	68,278
2285	Chief Deputy Medical Examiner	1	1.00	1	1.00	114,864	114,864
2369	Admin. Services Manager II	1	1.00	1	1.00	52,080	54,697
2700	Intermediate Clerk Typist	3	3.00	3	3.00	62,007	61,954
2730	Senior Clerk	1	1.00	1	1.00	23,950	23,949
2758	Administrative Secretary III	1	1.00	1	1.00	26,707	25,474
3118	Dept. Computer Specialist I	1	1.00	1	1.00	26,293	27,612
4157	Forensic Pathology Fellow	1	1.00	1	1.00	37,145	37,144
4159	Deputy Medical Examiner II	3	3.00	3	3.00	307,371	307,371
4160	Supv. Deputy Medical Examiner	1	1.00	1	1.00	96,928	102,457
4305	Toxicologist	4	4.00	4	4.00	183,744	183,744
4306	Supervising Toxicologist	1	1.00	1	1.00	52,200	52,200
4319	Senior Histology Technician	1	1.00	1	1.00	35,890	35,890
4330	Laboratory Assistant	1	1.00	1	1.00	22,635	22,635
4800	Autopsy Room Supervisor	1	1.00	1	1.00	47,253	47,253
4819	Senior Forensic Autopsy Asst.	1	1.00	1	1.00	37,501	37,502
4820	Forensic Autopsy Assistant	5	5.00	5	5.00	166,551	168,113
5740	Med. Exam. Investigator II	14	14.00	14	14.00	535,341	540,381
5792	Supervising M.E. Investigator	1	1.00	1	1.00	47,997	48,674
7031	Custodian	1	1.00	1	1.00	18,768	16,287
9999	Temporary Extra Help	1	0.67	1	0.67	8,890	8,890
Total		47	46.67	47	46.67	\$2,178,024	\$2,181,081
Salary Adjustments:						(5,819)	2,498
Premium/Overtime Pay:							
Shift Premium						10,400	10,400
Standby						5,000	5,000
Holiday Premium						0	8,500
Other Extraordinary Pay:						4,975	844
ILP Reductions:						(70,107)	0
Employee Benefits:						664,164	619,279
Salary Savings:						(3,086)	(3,086)
Total Adjustments						\$605,527	\$643,435
Program Totals		47	46.67	47	46.67	\$2,783,551	\$2,824,516

PARKS AND RECREATION

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Parks and Recreation	\$6,228,939	\$6,155,835	\$7,107,104	\$6,915,761	\$6,515,978	(399,783)	(5.8)
ParkLand Dedication Fund	2,596,853	1,147,734	2,347,239	9,212,692	8,307,683	(905,009)	(9.8)
Fish & Wildlife Fund	23,499	32,344	26,603	31,571	56,000	24,429	77.4
TOTAL DIRECT COST	\$8,849,291	\$7,335,913	\$9,480,946	\$16,160,024	\$14,879,661	\$(1,280,363)	(7.9)
PROGRAM REVENUE	(13,576,348)	(12,462,133)	(13,170,738)	(12,779,919)	(11,268,942)	1,510,977	(11.8)
NET COST ALL FUNDS	\$(4,727,057)	\$(5,126,220)	\$(3,689,792)	\$3,380,105	\$3,610,719	\$230,614	6.8
STAFF YEARS	135.3	130.3	150.5	132.0	121.3	(11.70)	(8.9)

MISSION

Maintain and enhance the quality of life in San Diego County by ensuring that department employees endeavor to provide in an outstanding manner the best possible parks, open space preserves and recreational opportunities to the region.

Earn and deserve the respect and support of the citizens by being responsive and responsible and by working with and through the citizens to accomplish program objectives.

Lead in the development of new techniques to create parks and conserve environmental resources, and lead in the development of local, State, and Federal funding for these activities that serve the interests, desires and aspirations of the citizens of San Diego County.

Create and operate County Parks that are a credit to the region and are the centers of community activity and involvement.

Educate children and adults about their natural and cultural assets, and endow the citizens with scientific information and an attitude of care and respect needed to guarantee that our natural and cultural resources are protected and enhanced as responsibility for these resources passes from generation to generation.

In every activity and action, manage the department in a manner that reflects the highest standards of public service and the highest ethics of our democratic system of government.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. Pursue multi-jurisdictional approaches to open space and habitat preservation.
2. Conduct volunteer programs and continue to establish partnerships which provide participating groups and individuals with an opportunity to make a worthwhile contribution to their community.
3. Operate the County Parks system with the goal of providing quality service in a manner which supports both community and regional identity.
4. Provide environmental education programs and opportunities that support the preservation of the County's natural and cultural resources.
5. Provide youth and adult recreational opportunities that enhance community and regional quality of life.
6. Provide services and facilities to unincorporated communities in response to their needs, desires and priorities.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS: (Referenced by Objectives listed above)

OBJECTIVE 1:

- Continue multi-jurisdictional regional park and open space planning efforts in:

- Santa Margarita River
- San Luis Rey River
- San Dieguito River
- Sweetwater River
- Otay River
- Tijuana River
- Sycamore Canyon
- Mount Olympus
- Volcan Mountain
- Central Mountain Area
- Penasquitos Canyon
- Mission Trails
- County Open Space Preserves

These planning projects involve Federal agencies, State agencies, counties, cities, special districts, national land trust agencies, local land trusts, community groups and citizen volunteers. In each of these projects, substantial funds have been expended to acquire and/or develop land.

- Operate/participate in operating multi-jurisdictional facilities, the Volcan Mountain Preserve, Penasquitos Canyon and Adobe, Goodan Ranch, Blue Sky Ecological Reserve, Otay River Valley Regional Park, Tijuana River Valley Regional Park and County Open Space Preserves.

These operating facilities involve Federal agencies, State agencies, cities, special districts, national land trust agencies, local land trusts, community groups and citizen volunteers. In each of these facilities, funds are expended annually to provide public access and benefit.

- Execute Board Policy in pursuing Multi-Species Conservation Planning in cooperation with other Federal, State and local jurisdictions.

OBJECTIVE 2:

- Operate live-in Volunteer Park Host Program.
- Operate volunteer docent program.
- Operate citizen trails and open space patrol program.
- Operate Neighborhood Park Watch Program.
- Operate General County Park Volunteer Program.

(These volunteer activities account for roughly 40% of the Department's total labor effort.)

- Joint facility acquisition, development and operation with local school districts.
- Joint operation of Lindo Lake Youth Hut at Lindo Lake Park with Lakeside Optimists.
- Joint operation of Collier Park with volunteers.
- Assistance from Telephone Pioneers at Felicita Park
- Operation of Quail Botanical Gardens by the Quail Gardens Foundation.
- Operation of Wilderness Gardens Preserve by the Friends of Wilderness Gardens.
- Assistance from the Association of Retired Citizens at Heritage, Live Oak and Dos Picos Parks.
- Operation of Cactus Park with coalition of Community Groups: Lakeside Pony League, Lakeside Bobby Sox League, American Bicycle Association and the Bush-Whackers model airplane group.
- Operate radio-controlled model airplane facility at Goodan Ranch with Poway Pilots.
- Develop a working agreement with Mountain Park and Recreation Inc. to manage and maintain Jess Martin Park in Julian.
- Coordinate with the Mountain Empire American Youth Soccer League to develop and maintain a soccer field at Pine Valley Park.
- Coordinate with the County Library to develop a library at Pine Valley Park.
- Coordinate with the Campo community to develop a swimming facility at Lake Morena.

OBJECTIVE 3:

- Operate Regional Parks in all parts of the County serving over 4 million annual visitors and offering picnicking, camping and other traditional park services. These parks serve citizens from every community in the County, visitors from all 50 states and tourists from more than twenty foreign countries.

- Operate the Reservation and Information Service for park reservations, maintaining the high quality of information, customer service and customer satisfaction.

- Operate local parks to reflect neighborhood identity, and develop and maintain local parks in a manner that best serves the needs of the local community.

- Accept and operate Mildred Whitaker Park, a 7 acre home site near Lindo Lake Park in Lakeside which contains a historically significant residence and possesses exceptional views of East County. Operation will be supported by an endowment fund and live-in volunteer.

OBJECTIVE 4:

- Operate Day Camps, Sixth Grade Camp and environmental education programs in cooperation with local school districts.
- Operate the Junior Ranger program in cooperation with local school districts and community organizations.
- Operate a quality Environmental Education/Visitor Services Program with minimal resources: maintain resource library, maintain displays in various parks, conduct nature walks and Ranger talks, provide campfire programs, provide in-service training to local teachers in environmental education, provide environmental education programs to local children at Stelzer Park, operate 6th grade camps and Junior Ranger programs.

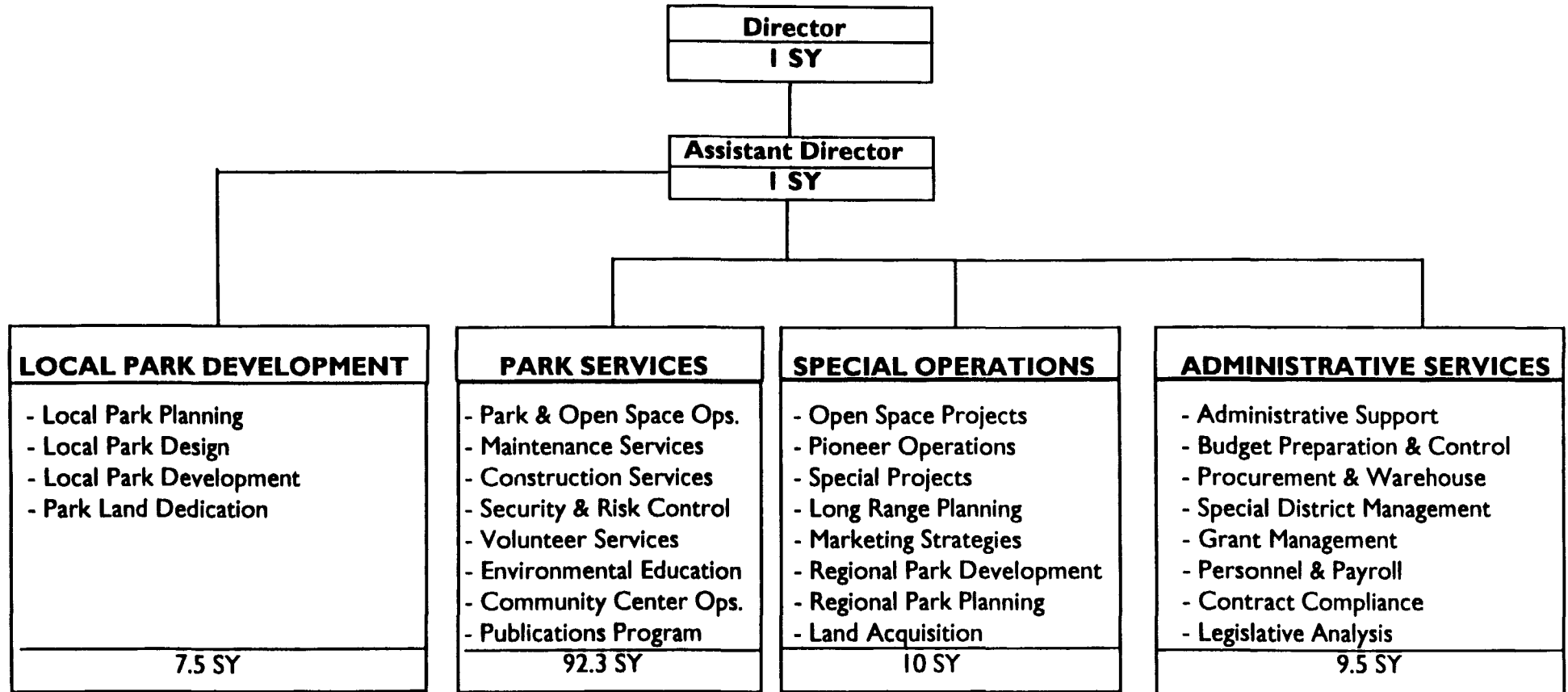
OBJECTIVE 5:

- Operate community recreation centers in the Fallbrook and Spring Valley communities.
- Support joint development with school districts and non-profit agencies to provide community recreation facilities.
- Develop an agreement with a drug and alcohol treatment center to provide camping and horseback riding weekend experiences at Mt. Olympus County Park in exchange for maintenance and operation services.
- Joint venture with South Bay Little Leagues to develop youth recreation facilities at the Tijuana River Regional Park.
- Joint venture with the Boys' and Girls' Club to develop youth recreation facility at Collier Park.

OBJECTIVE 6:

- Develop and maintain five-year funding and project priorities for each of the unincorporated communities and community planning group areas.
- Support community volunteer organizations in the provision of local recreational programs.
- Obtain, through competitive bidding, the most cost-effective and comprehensive programs at County-operated community centers.

SAN DIEGO COUNTY PARKS AND RECREATION DEPARTMENT



PROGRAM: Parks and Recreation

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 45308
MANAGER: Robert R. Copper

ORGANIZATION #: 5100
REFERENCE: 1994-95 Proposed Budget - Pg. 26-1

AUTHORITY: Administrative Code Section 430

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,454,682	\$5,421,936	\$5,816,600	\$5,829,863	\$5,312,997	(8.9)
Services & Supplies	745,215	696,263	868,247	748,715	820,113	9.5
Other Charges	16,330	20,038	389,258	337,183	337,183	0.0
Fixed Assets	12,712	17,598	9,469	0	45,685	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(0)	(0)	(2,000)	(0)	(0)	0.0
Reserves	0	0	0	0	0	0.0
Operating Transfers	0	0	25,530	0	0	0.0
TOTAL DIRECT COST	\$6,228,939	\$6,155,835	\$7,107,104	\$6,915,761	\$6,515,978	(5.8)
PROGRAM REVENUE	(2,739,947)	(2,656,110)	(3,891,214)	(3,535,656)	(2,905,259)	(17.8)
NET GENERAL FUND COST	\$3,488,992	\$3,499,725	\$3,215,890	\$3,380,105	\$3,610,719	6.8
STAFF YEARS	135.3	130.3	150.5	132.00	121.3	(8.1)

PROGRAM MISSION

(SEE PROGRAM MISSION)

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

In order to meet grant deadlines, department construction and maintenance staff were deployed to work on various capital projects which resulted in revenue exceeding budget in that area. Other capital project revenue was down, but was off-set by the construction cost reimbursement. In order to satisfy grant regulation, lease revenues for non-park leases located on County park land are credited to the County Parks and Recreation Program. In FY 93-94 these lease revenues were less than budgeted due to flood damages sustained in the Tijuana River Valley and rent credit given to tenants to make necessary repairs because the Department of General Services could not repair the buildings. The trend in revenue loss from leases is expected to continue as some of the flood damage is not repairable and additional repairs are expected that will result in rent credits.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Volunteer based operations have been established at the Mt. Gower, Volcan Mountain, Oak Oasis and Hell Hole Canyon Preserves. Operations include primitive camping at both Mt. Gower and Hell Hole Preserves. Wilderness Gardens preserve is operating under a cooperative agreement with a non-profit organization, Friends of Wilderness Gardens, and was re-opened to the public during FY 93-94.
2. Quail Botanical Gardens is now operated by the Quail Gardens Foundation under a lease agreement that assures public access. In addition to operating the Gardens for public benefit, the Foundation is planning additional capital improvements.
3. User Fees collected during FY 93-94 increased to \$1,175,699 (\$123,175 over the budgeted amount) due to in campground improvements and elevated water level at Lake Morena.
4. During FY 93-94 the department created a roving crew available for maintenance projects, special events and emergencies. The crew was drawn from existing staff resources. Also, a base operating model for the operation and maintenance of donated or acquired open space land was developed. The model will be expanded during FY 94-95 to include environmentally sensitive areas.
5. During FY 93-94 grant applications totalled \$3,735,944.
6. A part of a regional effort to provide for regional parks, open space and preservation, the Parks and Recreation

Department and representatives of most San Diego County cities and several special districts met over the course of the year to explore the possibility of creating a Regional Park and Open Space District. The effort was tabled for the time being by actions of the majority of the participating agencies. However, the preliminary planning and benefit engineering was completed.

1994-95 ADOPTED PROGRAM OBJECTIVES

(SEE DEPARTMENTAL OBJECTIVES ON GREEN SHEET)

1994-95 PROGRAM OBJECTIVES

(SEE DEPARTMENTAL OBJECTIVES ON GREEN SHEET)

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

(SEE DEPARTMENTAL OUTCOME RESULTS ON GREEN SHEET)

1994-95 ADOPTED 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 [92.3; E = \$4,600,280 R = \$2,645,431 including support personnel is:

- o Discretionary/Mandated Service Level

ACTIVITIES:

- | | |
|----------------------------------|---|
| o Park and Open Space Operations | o Community Center Operations |
| o Maintenance Services | o Construction Services |
| o Security and Risk Control | o Visitor Services |
| o In-Service Training | o Computer Support Services |
| o Environmental Education | o Volunteer, Marketing and Publication Services |

2. LOCAL PARK DEVELOPMENT [7.5 SY; E = \$381,068; R = \$126,336] including support personnel is:

- o Discretionary/Mandated Service Level

ACTIVITIES:

- | | |
|--|---|
| o Local and Community Park Development | o Local Park and Community Park Long-Range Planning |
| o Local and Community Park Design | o Park Land Dedication Mgmt |

3. SPECIAL OPERATIONS [10.0 SY; E = \$866,625; R = \$121,492] including support personnel is:

- o Discretionary/Mandated Service Level

ACTIVITIES:

- | | |
|--|--|
| o Open Space Planning and Project Management | o Inter-jurisdictional Projects |
| o Special Projects | o Legislative Analysis |
| o Marketing Strategies | o Project Habitat Analysis and Biodiversity Planning |
| o Regional Park Planning and Development | o Land Acquisition |

4. EXECUTIVE, ADMINISTRATIVE AND SUPPORT SERVICES [11.5 SY; E = \$668,005; R = \$12,000] including support personnel is:

- o Discretionary/Mandated Service Level

ACTIVITIES:

- | | |
|--|--|
| o Executive Staff | o Administrative Support |
| o Budget Preparation and Control | o Procurement and Warehouse Operations |
| o Contract Compliance and Administration | o Grant Management |
| o Personnel and Payroll | o Special District Administration |

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
Rents and Concessions	\$381,337	\$317,643	\$368,328	\$50,685
Plan Review Charges	3,599	16,200	8,200	(8,000)
Inter-Fund Charges, Capital Outlay Fund	355,359	281,471	239,471	(42,000)
Inter-Fund Charges, PLDO Fund	29,212	41,000	41,000	0
Inter-Fund Charges, Special Districts	241,817	199,294	199,294	0
User Fees, Park and Camping	1,178,029	1,052,524	1,099,256	46,732
Sub-Total	\$2,189,353	\$1,908,132	\$1,955,549	\$47,417
OTHER:				
Inter-Fund Transfer, Parkland Dedication Fund	\$933,710	\$933,710	\$933,710	\$0
Miscellaneous	49,011	0	0	0
Sub-Total	\$982,721	\$933,710	\$933,710	\$0
GRANTS AND AID FROM OTHER AGENCIES:				
Aid From Other Gov't Agencies	7,124	26,000	16,000	(10,000)
Aid From Joint Powers Auth	0	32,200	0	(32,200)
Fed Aid - Rain Damage	225,629	293,993	0	(293,993)
Fed Aid - Emergency Employment	327,135	300,486	0	(300,486)
Grants - Recreation Areas	81,446	0	0	0
Grants - Other	77,806	0	0	0
Sub-Total	\$719,140	\$652,679	\$16,000	\$(636,679)
Total	\$3,891,214	\$3,494,521	\$2,905,259	\$(589,262)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Net County Cost	3,174,755	3,380,105	3,610,719	230,614
Use of Mission Trails Designation	41,135	41,135	0	(41,135)
Sub-Total	\$3,215,890	\$3,421,240	\$3,610,719	\$189,479
Total	\$3,215,890	\$3,421,240	\$3,610,719	189,479

EXPLANATION/COMMENT ON PROGRAM REVENUES

The Federal Rain Damage and Emergency Employment grant revenues included above for FY93-94 funded short term, one-time-only projects to repair rain and flood damages, primarily in the Tijuana River Valley. The use of the remainder of the Mission Trails designated fund balance in FY 93-94 also was one-time-only funding. Revenue from the final six months of the Cowles Mountain lease revenue has been included as one-time only funding for FY94-95. The lease expires in December of 1994 and no renewal is expected. The revenue from Joint Powers Agencies was deleted along with budgeted staff time for no net effect.

Actual Net County Cost for FY 93-94 is understated because capital project related expenses are appropriated in the Parks and Recreation budget (account 3453) at the beginning of each year. These appropriations are later transferred to Department 5350, General Fund Contributions to the Capital Outlay Fund as each individual project is approved. The resulting expenses and encumbrances are then recorded in department 5350.

PROGRAM: County Parks & Recreation

DEPARTMENT: PARKS & RECREATION

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Park Maintenance Equipment (Mowers and Misc.)	1	lot	\$45,685
Total			\$45,685

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Parks and Recreation					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Parks - County Operated	72	72	74	69	74
Park acreage	31,912	32,568	33,695	32,700	33,900
<u>EFFICIENCY/OUTPUT</u>					
Visitor Days/Field Staff	53,846	56,908	63,072	62,857	63,000
Funded Projects/Project Staff	10	6	7	6	6
<u>EFFECTIVENESS/OUTCOME</u>					
PLDO Permits Processed	27	18	25	18	30
Developer Impacts Evaluated	35	13	164	13	165
Site Plans & Record Drawings	60	67	71	63	70
Visitor Days	4,200,000	4,325,000	4,416,400	4,400,000	4,425,000

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 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	74,062	74,061
2302	Administrative Asst. III	1	1.00	1	1.00	46,162	46,163
2303	Administrative Asst. II	2	2.00	2	2.00	77,113	77,111
2337	Public Info. Specialist	1	1.00	1	1.00	36,529	37,961
2368	Administrative Svcs. Mgr I	1	1.00	1	1.00	52,156	52,156
2511	Payroll Clerk	1	1.00	1	1.00	18,344	20,670
2655	Storekeeper III	1	1.00	1	1.00	28,666	28,666
2660	Storekeeper I	1	1.00	1	1.00	21,934	20,542
2700	Intermediate Clk Typist	5	5.00	6	6.00	103,345	120,778
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,770
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,774
3009	Word Processor Operator	1	1.00	1	1.00	23,739	23,739
3528	Chief, Park Development	1	1.00	1	1.00	54,748	54,747
3118	Dept. Computer Specialist I	1	.50	1	.50	13,400	14,073
3801	Drafting Tech. II	1	1.00	1	1.00	30,502	30,503
4000	Historian	1	.50	1	.50	15,898	16,017
5950	Plumber	1	1.00	1	1.00	31,926	34,179
6032	Equip. Operator I	1	1.00	1	1.00	29,543	29,544
6035	Equip. Operator	0	0.00	1	1.00	0	27,520
6301	Div Chief, Park Special Ops	1	1.00	1	1.00	54,748	54,747
6304	Chief, Park Services & Maint.	1	1.00	1	1.00	54,748	54,747
6323	Asst. Park Project Mgr.	4	4.00	4	4.00	132,852	138,734
6324	Park Project Manager	5	5.00	5	5.00	214,965	211,917
6325	Senior Park Project Mgr.	4	3.00	4	3.00	136,071	136,130
6327	District Park Manager	5	5.00	5	5.00	210,007	211,914
6332	Park Ranger	25	25.00	25	25.00	713,619	715,772
6342	Senior Park Ranger	12	12.00	12	11.30	378,638	357,956
6343	Supervising Park Ranger	17	17.00	17	17.00	589,851	592,790
6345	Senior Park Maint Worker	1	1.00	1	1.00	29,858	29,858
6346	Coord, Volunteer & Pub Serv	1	1.00	1	1.00	42,993	42,993
6347	Park Maintenance Worker	15	15.00	14	14.00	395,496	369,530
0735	Park Attendant	19	.70	19	.70	11,287	10,878
9999	Temporary Workers	28	7.30	28	7.30	114,820	114,820
8801	Disaster Grant Temp. Workers	60	10.50	60	0.00	483,183	0
Total		222	131.50	223	121.30	\$4,368,214	\$3,898,227
Salary Adjustments:						15,719	18,771
Premium/Overtime Pay:						52,818	52,818
Night Duty Differential:						102,341	102,341
Employee Benefits:						1,435,261	1,311,465
Uniform Allowance:						21,000	21,000
Salary Savings:						(97,455)	(91,625)
ILP Savings						(89,196)	
Total Adjustments						\$1,440,488	\$1,414,770
Program Totals		222	131.50	223	121.30	\$5,808,702	\$5,312,997

PROGRAM: Park Land Dedication

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 45500
MANAGER: Robert R. Copper

ORGANIZATION #: 5400
REFERENCE: 1994-95 Proposed Budget - Pg. 26-11

AUTHORITY: County Code of Regulatory Ordinances (820-202)

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Other Charges	\$53,661	\$69,973	\$29,507	\$8,278,982	\$7,373,973	(10.9)
Operating Transfers	2,543,192	1,077,761	2,317,732	933,710	933,710	0.0
TOTAL DIRECT COST	\$2,596,853	\$1,147,734	\$2,347,239	\$9,212,692	\$8,307,683	(9.8)
Fees	862,504	535,885	410,013	436,646	270,648	(38.0)
Other Revenue	959,634	772,533	553,180	874,514	625,377	(28.5)
Fund Balance	8,966,822	8,452,549	8,254,728	7,901,532	7,411,658	(6.2)
TOTAL FUNDING	\$10,788,960	\$9,760,967	\$9,217,921	\$9,212,692	\$8,307,683	(9.8)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

The Park Land Dedication Fund 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 fees paid by developers and builders, 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. Outcome Objectives and Outcome Results related to the use of PLDO funds are reflected in the operating programs of the implementing departments.

PROGRAM: Fish and Wildlife

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 75802
MANAGER: Elayne Ortiz

ORGANIZATION #: 4800
REFERENCE: 1994-95 Proposed Budget - Pg. 26-12

AUTHORITY: County Administrative Code Section 265 and Fish and Game Code Section 13100 et. seq.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Services & Supplies	\$743	\$0	\$0	\$500	\$3,500	600.0
Other Charges	22,756	32,344	26,603	31,071	52,500	69.0
TOTAL DIRECT COST	\$23,499	\$32,344	\$26,603	\$31,571	\$56,000	77.4
Fine & Miscellaneous Revenue	18,467	21,026	48,621	31,571	35,000	10.9
Fund Balance	5,032	24,300	12,982	0	21,000	100.0
TOTAL FUNDING	\$23,499	\$45,326	\$61,603	\$31,571	\$56,000	77.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

The mission of this program is to support the fish and wildlife habitat of San Diego County through cooperative efforts with other governmental agencies and by the making of grant awards pursuant to the Fish and Game Code and the County Administrative Code.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 actual budget reflects an increase in revenue due to the receipt of civil penalties resulting from City of San Diego and District Attorney suits for environmental violations. These civil penalties are forwarded to the County with the requirement that a certain portion be used to fund the Department of Fish and Game enforcement activities. The remainder is available for grants. Grants awarded during the current fiscal year funded various projects including USDA Spherical Ignition Device, Annual Maurice Weinberger Fishing Day, California Department of Fish & Game Least Tern Study and the Nature School Education Program. Also, civil fines collected by local enforcement agencies were used to purchase a boat for the CA Department of Fish and Game for use in law enforcement activities.

ACHIEVEMENT OF 1993-94 OBJECTIVES

The Fish and Wildlife Advisory Commission did not adopt objectives for the 1993-94 fiscal year.

1994-95 ADOPTED PROGRAM OBJECTIVES

As adopted by the Fish and Wildlife Advisory Commission as their work program as an advisory body:

1. To develop, enhance, protect, and perpetuate our wildlife resources and the recreational opportunities inuring to them.
2. To establish working relationships with other agencies public and private to accomplish the mission of the Commission.
3. To ensure a positive proactive relationship with the Board of Supervisors by selecting timely issues and providing carefully researched positions and recommendations; and to promote conservation of wildlife resources through actions based on knowledge gained from analysis of fact and information provided by the public and other agencies.
4. To gain recognition as the leading public input channel to County Government for matters relating to fish and wildlife conservation.
5. To increase the visibility of the Commission with an ongoing public relations program.
6. To work with the County of San Diego and the County Parks Department in developing a biodiversity data base project.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

The Fish and Wildlife Advisory Commission adopted the following results to be obtained by Commission efforts as a volunteer advisory group:

1. Support through grant funds a fishing and hunting opportunity for County residents.
2. Support through grant funds a wildlife observation opportunity for County residents.
3. Publish a list of projects in support of good ecological management, bio-regional needs, directly benefiting San Diego County wildlife habitat.
4. Establish an advisory relationship with an accredited university.

In addition to the above results for the Fish and Wildlife Advisory Commission as the work that they plan to accomplish in FY1994-94, the following County program results are also proposed:

1. Support local enforcement agencies by processing civil fines won by the District Attorney and the City of San Diego City Attorney.
2. Develop a plan for continuing the Fish and Wildlife Advisory Commission functions at no cost to the County.

DEPARTMENT OF PLANNING AND LAND USE

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
BUILDING	\$5,569,210	\$3,788,101	\$2,710,882	\$3,245,287	\$3,289,018	\$43,731	1.3
COMMUNITY PLANNING	4,733,517	3,621,092	2,991,408	3,685,550	2,921,499	(764,051)	(20.7)
REGIONAL PLANNING	2,684,562	3,054,021	2,980,404	4,230,886	2,523,679	(1,707,207)	(40.4)
SUPPORT SERVICES	1,277,331	1,287,260	986,844	1,050,743	995,914	(54,829)	(5.2)
TOTAL DIRECT COST	\$14,264,620	\$11,750,474	\$9,669,538	\$12,212,466	\$9,730,110	\$(2,482,356)	(20.3)
FUND BALANCE	(2,416,049)	(967,368)	(0)	(425,000)	(100,000)	325,000	(76.5)
PROGRAM REVENUE	(9,345,002)	(9,086,670)	(7,697,927)	(9,996,642)	(7,807,000)	2,189,642	(21.9)
NET GENERAL FUND COST	\$2,503,569	\$1,696,436	\$1,971,611	\$1,790,824	\$1,823,110	\$32,286	1.8
STAFF YEARS	238.4	184.74	148.39	169.49	157.75	(11.74)	(6.9)

MISSION

It is the mission of the Department of Planning and Land Use to maintain public health, safety and welfare, and maximize the quality of life of San Diego County residents through well designed communities, that meet community goals, preserve natural resources, provide adequate public services and amenities, and contain safe buildings in an effective, cost efficient and user friendly manner and by providing high quality professional assistance to the Board of Supervisors and other decision-makers in a fashion that enables them to make informed decisions for the overall good of the people.

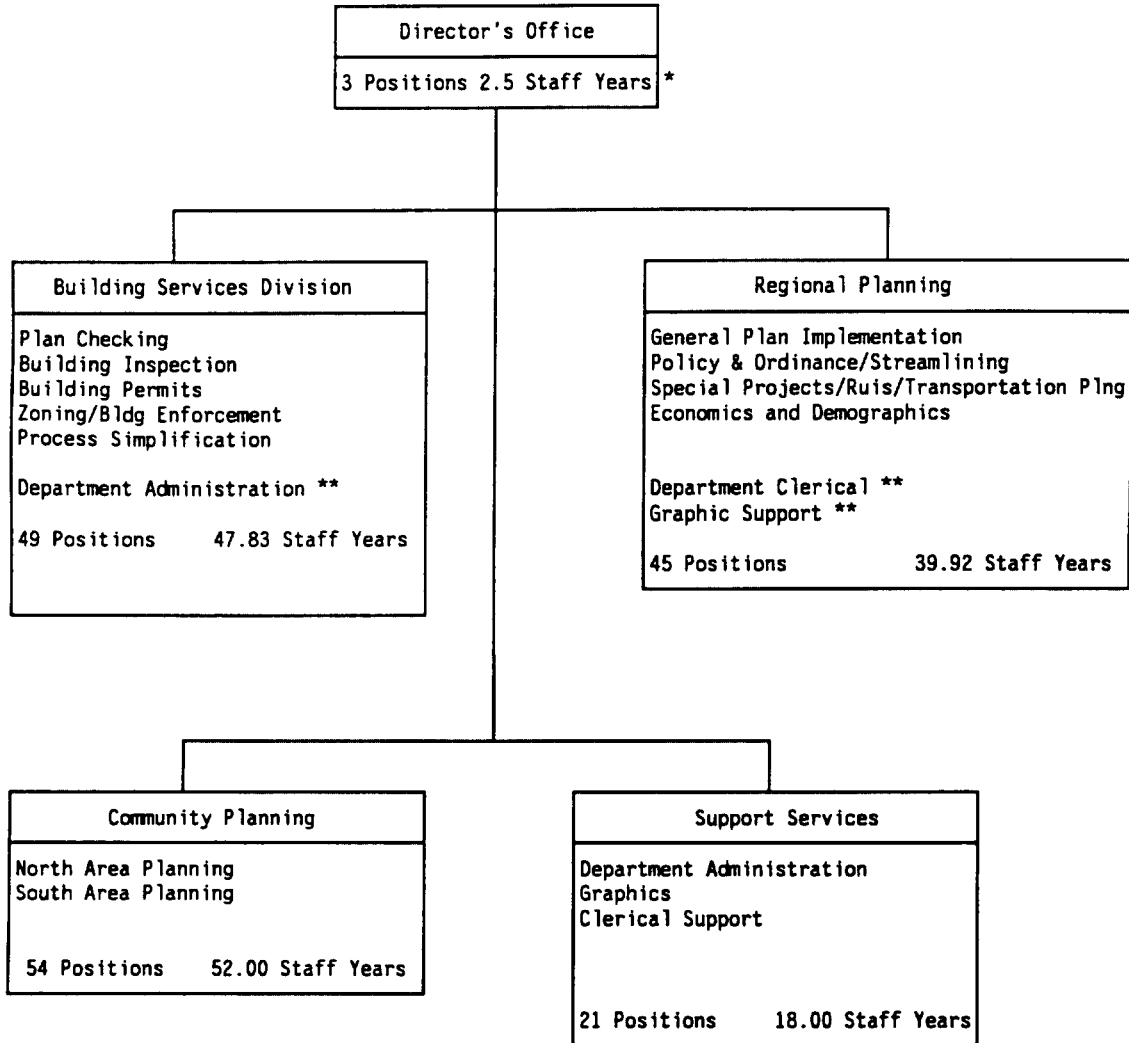
DEPARTMENTAL OBJECTIVES

1. Maintain productivity and turnaround time standards (see Building Services and Community Planning).
2. Implement Board approved Streamlining recommendations (see Community Planning).
3. Implement the Board approved General Fund Work Program (see Regional Planning).
4. Maintain responsiveness to customers (see Building Services and Community Planning).

DEPARTMENTAL OUTCOME RESULTS

1. Compliance with statutory and Board approved timelines (see Building Services and Community Planning).
2. Implementation of Board approved streamlining recommendations (see Community Planning).
3. Implementation of the Board approved General Fund Work Program (see Regional Planning).
4. Customer satisfaction (see Building Services and Community Planning).

PLANNING AND LAND USE
FISCAL YEAR 1994-95



Department Totals

Positions = 169.00
Staff Years = 157.75

* 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.

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."

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,531,959	\$3,500,996	\$2,401,219	\$2,595,287	\$2,471,543	(4.8)
Services & Supplies	658,039	286,174	281,565	650,000	817,475	25.8
Other Charges	0	0	0	0	0	
Fixed Assets	38,196	931	2,532	0	0	
Vehicle/Comm. Equip.	0	0	0	0	0	
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	
Operating Transfers	341,016	0	25,566	0	0	
TOTAL DIRECT COST	\$5,569,210	\$3,788,101	\$2,710,882	\$3,245,287	\$3,289,018	1.3
FUND BALANCE	(1,392,170)	(348,603)	(0)	(25,000)	(100,000)	300.0
PROGRAM REVENUE	(4,778,764)	(4,610,512)	(3,800,280)	(4,468,100)	(3,888,000)	(13.0)
NET GENERAL FUND CONTRIBUTION	\$(601,724)	\$(1,171,014)	\$(1,089,398)	\$(1,247,813)	\$(698,982)	(44.0)
STAFF YEARS	90.8	65.9	43.77	50.33	47.83	(5.0)

PROGRAM MISSION

It is the mission of the Building Services Division to maintain public health, safety and welfare in San Diego County by assuring the construction of safe buildings through approval of construction plans, issuance of building permits and provision of field inspection services in an effective, cost efficient and user friendly manner and by enforcing, by complaint or Board direction, zoning and building violations.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual expenditures were 16% below budgeted levels due to management efforts initiated in response to the building industry recession. Actual program revenues were 15% below budgeted, remaining at recessionary levels.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Plan Check:

1. Maintained initial plan checks within an average of 2 weeks for residential plans and 3 weeks for complex plans.
2. Averaged a productivity level of 298 equivalent single-family units (ESUs) per line engineer.
3. Maintained and updated the Disaster Preparedness plan.
4. Provided fire plan checks for subdivisions and individual projects.

Building Permits/Inspection:

1. Maintained a counter productivity level of 19.4 customers per line technician per day.
2. Initiated enhancements to the automated permit system (BPIS).
3. Maintained a productivity level of 9.0 calls per line inspector per day, with an average of 15 minutes spent on each inspection.

Zoning/Building Enforcement:

1. Maintained an average initial response time of one week and a 96% resolution rate within 120 days for zoning cases and a 72% resolution rate within 180 days for building cases.
2. Maintained a productivity level of 18 zoning and 17 building enforcement cases per month, per inspector.

1994-95 ADOPTED PROGRAM OBJECTIVES

Plan Check:

1. Process initial plan checks for residential plans within 2 weeks and commercial and complex plans within 3 weeks 75% of the time.
2. Update all chapters of the Disaster Preparedness plan by 2/1/95.
3. Renew local Uniform Building, Plumbing, Mechanical, and Fire Codes and the National Electrical Code for adoption, including updating or correction sheets and training by 6/30/95.
4. Renew plan check overload contract by 1/1/95.
5. Assist with developing and implementing ordinances to comply with SB 1830 Green-Hansen Safety Act of 1990 by 6/30/95.

Building Permits Counter:

1. Serve 85% of customers within 12 minutes of their arrival.
2. Maintain customer satisfaction ratings of 4 or better for helpfulness and 3 or better for waiting times for 80% of customers (on a scale of 5).
3. Serve 15 customers per technician per day.

Building Inspection:

1. Perform next day inspections 95% of the time.
2. Perform grading plan checks within 3 days 90% of the time.

Zoning/Building Enforcement:

1. Maintain a resolution rate of 80% within 120 days for zoning cases and 75% within 180 days for building cases.
2. Perform enforcement investigations within 5 days 90% of the time.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS**Plan Check:**

1. Implementation of a zero tolerance program for the construction of unsafe buildings.
2. An organized response for damage assessment in the event of a disaster.
3. Implementation of the most recent building codes to assure construction of safe buildings.
4. Flexibility in the provision of plan check and field inspection services in the event of workload increases.
5. Compliance with SB 1830 Green-Hansen Safety Act of 1990.

Building Permits Counter:

1. Serve 20,400 (85% of 24,000 total customers served annually) customers per year within 12 minutes of their arrival.
2. Customer satisfaction levels of 4 or better for helpfulness and 3 or better for waiting times for 80% of customers (on a scale of 5).

Building Inspection:

1. Provide next day inspection on 25,650 (95% of 27,000 annual calls) inspection calls per year.

Zoning\Building Enforcement:

1. Resolution of 80% of zoning cases within 120 days and 75% of building cases within 180 days.
2. Investigation of 90% of cases within 5 days.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are: Division Management/Support, Plan Check, Building Permits, Building Inspection, and Enforcement. All expenditures and revenues are budgeted at the division (low org.) level. No cost centers have been established at the section level.

This program is summarized as follows:

1. Building Services [47.83 SY; E = \$3,289,018; R = \$3,988,000] is:
 - o Mandated/Discretionary 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 Chief Land Use; -0.5 Chief Fire Inspector; -2.0 Associate Planner; -2.0 Land Use Technician III; +1.0 Associate Structural Engineer; and +2.0 Land Use Technician II.

The net staff year reduction to this program is -2.5

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Fees	\$3,800,280	\$4,468,100	\$3,888,000	\$(580,100)
Fund Balance	\$0	\$25,000	\$67,368	\$42,368
Prior Year FB Overdraw	\$ 0	\$ 0	\$ 32,632	\$32,632
Sub-Total	\$3,800,280	\$4,493,100	\$3,988,000	\$(505,100)
Total	\$3,800,280	\$4,493,100	\$3,988,000	\$(505,100)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS				
Sub-Total	\$(1,089,398)	\$(1,247,813)	\$(698,982)	\$548,831
Total	\$(1,089,398)	\$(1,247,813)	\$(698,982)	\$548,831

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 94-95 CAD Proposed Budget revenues are less than FY 93-94 due to the impact of the continuing building industry recession.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
PLAN CHECK					
<u>WORKLOAD</u>					
# OF PLANS PER YEAR (Budgeted)	2,596	2,286	1,937	2,149	1,900
<u>EFFICIENCY/OUTPUT</u>					
# OF PLANS CHECKED PER ENGINEER	242	285	298	307	300
<u>EFFECTIVENESS/OUTCOME</u>					
% OF RESIDENTIAL PLANS WITHIN 2 WEEKS	N/A	N/A	N/A	N/A	75%
% OF COMMERCIAL AND COMPLEX PLANS WITHIN 3 WEEKS	N/A	N/A	N/A	N/A	75%
ACTIVITY B:					
BUILDING PERMITS COUNTER					
<u>WORKLOAD</u>					
# OF CUSTOMERS PER YEAR (Budgeted)	37,665	30,174	24,228	24,105	24,000
<u>EFFICIENCY/OUTPUT</u>					
# OF CUSTOMERS SERVED PER TECH PER DAY	15.2	17.8	19.4	18.0*	15.0
<u>EFFECTIVENESS/OUTCOME</u>					
% OF CUSTOMERS SERVED WITHIN 12 MINUTES*	N/A	N/A	N/A	N/A	85%
ACTIVITY C:					
BUILDING INSPECTION					
<u>WORKLOAD</u>					
# OF CALLS PER YEAR (Budgeted)	34,925	29,680	27,157	26,873	27,000
<u>EFFICIENCY/OUTPUT</u>					
# OF CALLS PER BI PER DAY	8.3	7.2	9.0	8.4	8.4
<u>EFFECTIVENESS/OUTCOME</u>					
% OF NEXT DAY INSPECTIONS	N/A	N/A	N/A	N/A	95.2

* Reflects significant changes in minor permits being submitted as opposed to larger projects.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY D:					
ZONING/BUILDING ENFORCEMENT					
<u>ZONING WORKLOAD</u>					
AVERAGE CASES WORKED (MONTH) (Budgeted)	1,207	883	600	540	600
<u>EFFICIENCY/OUTPUT</u>					
CASES (ECU'S) WORKED PER INVESTIGATOR	18.0	22.3	18.0	15	20
<u>EFFECTIVENESS/OUTCOME</u>					
RESOLUTION RATE (% Resolved in 120 days)	83.0%	82.4%	96.0%	80%	80%
INITIAL RESPONSE TIME (% Responded to in 5 working days)	93.0%	78.5%	80.0%	80%	90%
<u>BUILDING WORKLOAD</u>					
AVERAGE CASES WORKED (MONTH) (Budgeted)	1,012	840	600	720	600
<u>EFFICIENCY/OUTPUT</u>					
CASES (ECU'S) WORKED PER INVESTIGATOR	27.0	19.1	17.0	20	20
<u>EFFECTIVENESS/OUTCOME</u>					
RESOLUTION RATE (% Resolved in 180 days)	76.0%	74.2%	72.0%	75	75

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0968	Chief, Land Use	4	3.00	3	2.00	175,758	126,557
2288	Deputy Director	1	1.00	1	1.00	76,316	76,316
2700	Inter. Clerk Typist	4	4.00	4	4.00	82,676	82,680
2730	Senior Clerk	2	2.00	2	2.00	47,900	44,723
3508	Associate Planner	2	2.00	0	0.00	74,606	0
3550	Senior Planner	1	1.00	1	1.00	44,855	39,945
3588	Code Enforcement Inspector II	1	1.00	1	1.00	37,628	37,628
3650	Assoc. Structural Engineer	6	6.00	7	7.00	302,056	347,212
3661	Building Inspector II	15	15.00	15	15.00	606,645	593,957
3664	Plans Examiner	2	2.00	2	2.00	86,396	86,396
3671	Chief, Fire Inspector	1	0.50	0	0.00	21,847	0
3673	Chief, Electrical Inspector	1	1.00	1	1.00	43,198	43,198
3715	Supervising Building Inspector	3	3.00	3	3.00	133,359	133,356
3833	Land Use Technician III	4	4.00	2	2.00	129,572	64,564
3834	Land Use Tech Supervisor	2	2.00	2	2.00	75,256	75,256
3835	Land Use Technician II	2	2.00	4	4.00	63,190	114,716
3838	Permit Process Coord.	1	0.83	1	0.83	36,246	36,081
Total		52	50.33	49	47.83	\$2,037,504	\$1,902,585
Salary Adjustments:						62	33,830
Premium/Overtime Pay:						0	0
Employee Benefits:						665,784	581,528
ILP Reductions:						(54,784)	0
Salary Savings:						(53,279)	(46,400)
Total Adjustments						\$557,783	\$568,958
Program Totals		52	50.33	49	47.83	\$2,595,287	\$2,471,543

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,218,441	\$3,214,695	\$2,660,195	\$2,955,170	\$2,436,334	(17.6)
Services & Supplies	515,225	406,397	278,634	710,380	485,165	(31.7)
Other Charges	0	0	0	0	0	
Fixed Assets	(149)	0	0	20,000	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	
TOTAL DIRECT COST	\$4,733,517	\$3,621,092	\$2,938,829	\$3,685,550	\$2,921,499	(20.7)
FUND BALANCE	(1,023,879)	(618,765)	(0)	(400,000)	(0)	(100.0)
PROGRAM REVENUE	(3,868,887)	(3,520,768)	(3,063,013)	(3,650,000)	(3,298,000)	(9.6)
NET GENERAL FUND CONTRIBUTION	\$(159,249)	\$(518,441)	\$(124,184)	\$(364,450)	\$(376,501)	3.3
STAFF YEARS	85.4	59.6	50.60	58.5	52.00	(11.1)

PROGRAM MISSION

It is the mission of the Community Planning Division to maximize the quality of life of San Diego County by assuring that land use project designs meet community goals, adhere to County ordinances and policies, preserve natural resources, ensure efficient traffic flow, are economically viable, aesthetically pleasing, affordable and assure adequate public service availability in an effective, cost efficient and user friendly manner and by carefully balancing competing objectives and providing high quality professional assistance to the Board of Supervisors and other decision-makers to enable them to make informed decisions for the overall good of the people of San Diego.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Estimated expenditures are projected to be 16% below budgeted due to management efforts initiated in response to the building industry recession. Estimated program revenues are projected to be 11% below budgeted due to the impact of the building recession.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Flat fee proposal developed and presented to the Board of Supervisors. The Board has continued the item for further consideration.
2. Open Space/4D Program underway with Board Committee. RPO/Greenbook underway with Sunset Committee.
3. Contracting procedures have been implemented successfully on pilot bases. Waiting for workload increase before using capability regularly.
4. Board Committee has met regularly, has completed a series of interdivisional training meetings, and has begun work on a new procedures manual.
5. Service standards maintained.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Maintain the following turnaround times at least 80% of the time:

- 1st Review	- EIR	45 days
	- all other	30 days
- 2nd Review	- All	21 days
- 3rd Review	- All	14 days
2. Maintain overall Processing Times for 70% of cases:

- Tentative Maps	11 months
- Major Use Permits	11 months
- Tentative Parcel Maps	9 months
3. Implement Board approved streamlining actions (see outcome results).
4. Maintain customer satisfaction ratings of 3 or better for 80% of customers (on a scale of 5).

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Implementation of land development projects that result in a high quality of life for the residents of San Diego County.
2. Streamlining outcomes:
 - New flat fee ordinance
 - Ordinance Simplification (zoning ordinance, CEQA Implementation Procedure)
 - Full Cost Recovery Policy Review
 - Improved Billing System
3. Customer satisfaction levels of 3 or better for 80% of customers (on a scale of 5).

1994-95 ADOPTED 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.

1. Community Planning Division [52.0 SY; E = \$2,921,499; R = \$3,298,000] is:
 - o 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 -2.0 Regional Planners; -2.0 Senior Planners; -1.0 Environmental Management Specialist III; -1.0 Environmental Management Specialist II; -1.0 Land Use Technician III; -1.0 Analyst II; -0.5 Acoustical Engineer; +1.0 Associate Planner (correction); and +1.0 Groundwater Geologist (divisional transfer).

The net staff year reduction to this program is -6.5

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Fees	\$3,024,732	\$3,650,000	\$3,298,000	\$(352,000)
Fund Balance	0	400,000	0	(400,000)
Sub-Total	\$3,024,732	\$4,050,000	\$3,298,000	\$(752,000)
Total	\$3,024,732	\$4,050,000	\$3,298,000	\$(752,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
	\$(33,324)	\$(364,450)	\$(376,501)	\$(12,051)
Sub-Total	\$(33,324)	\$(364,450)	\$(376,501)	\$(12,051)
Total	\$(33,324)	\$(364,450)	\$(376,501)	\$(12,051)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 94-95 budgeted revenues are less than FY 93-94 due to the impact of the continuing building industry recession.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
PRODUCTIVITY					
TPM EQUIVALENTS PER STAFF YEAR	N/A	50	50	50	50
ACTIVITY B:					
TURNAROUND TIME					
% TURNAROUND TIME FOR 1ST REVIEW - EIR (WITHIN 45 DAYS)	N/A	N/A	N/A	N/A	80%
ALL OTHER (WITHIN 30 DAYS)	N/A	N/A	N/A	N/A	80%
2ND REVIEW - ALL (WITHIN 21 DAYS)	N/A	N/A	N/A	N/A	80%
3RD REVIEW - ALL (WITHIN 14 DAYS)	N/A	N/A	N/A	N/A	80%
ACTIVITY C:					
OVERALL PROCESSING TIME					
% OF TM'S IN 11 MONTHS	N/A	N/A	N/A	N/A	70%
% OF MUP'S IN 11 MONTHS	N/A	N/A	N/A	N/A	70%
% OF TPM'S IN 9 MONTHS	N/A	N/A	N/A	N/A	70%

NOTE: Performance Indicators have been revised in response to the Board of Supervisors Budget Guidelines.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0968	Chief, Land Use	2	2.00	2	2.00	132,715	129,098
2288	Deputy Director	1	1.00	1	1.00	76,316	69,153
2412	Analyst II	2	2.00	1	1.00	83,686	41,842
2510	Senior Account Clerk	1	1.00	1	1.00	23,950	23,949
2700	Inter. Clerk Typist	6	6.00	6	6.00	116,620	121,291
2730	Senior Clerk	2	2.00	2	2.00	46,476	44,723
2740	Records Management Coord	1	1.00	1	1.00	27,770	27,770
2752	Planning Board Secretary	2	2.00	2	2.00	57,481	61,548
2769	Commission Secretary	1	1.00	1	1.00	29,628	32,732
3009	Word Processor Operator	1	1.00	1	1.00	23,739	23,739
3504	Landscape Architect I	2	1.50	2	1.50	55,673	57,004
3505	Landscape Architect II	1	0.50	1	0.50	20,759	20,759
3508	Associate Planner	7	7.00	8	8.00	277,197	309,369
3514	Environmental Mgt Spec. III	1	1.00	0	0.00	46,162	0
3515	Environmental Mgt Spec. II	5	4.50	4	3.50	173,265	135,247
3550	Senior Planner	8	8.00	6	6.00	369,296	271,896
3551	Regional Planner	8	8.00	6	6.00	414,448	310,836
3690	Groundwater Geologist	0	0.00	1	1.00	0	57,090
3711	Accoustical Engineer	1	1.00	1	0.50	50,738	25,272
3833	Land Use Techician III	1	1.00	0	0.00	34,678	0
3834	Land Use Tech. Supervisor	2	2.00	2	2.00	75,256	75,256
3835	Land Use Technician II	5	5.00	5	5.00	157,149	156,404
9008	Plg Cmn & Brd of Plg & Zng Apls	0	0.00	0	0.00	43,300	43,300
9999	Extra-Help	0	0.00	0	0.00	0	0
Total		60	58.50	54	52.00	\$2,336,302	\$2,038,278
Salary Adjustments:						(43,300)	(163,800)
Premium/Overtime Pay:						0	0
Employee Benefits:						782,518	612,356
ILP Reductions:						(59,580)	0
Salary Savings:						(60,770)	(50,500)
Total Adjustments						\$618,868	\$398,056
Program Totals		60	58.50	54	52.00	\$2,955,170	\$2,436,334

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,354,206	\$2,304,118	\$2,282,859	\$2,393,564	\$2,147,022	(10.3)
Services & Supplies	287,029	731,435	697,545	1,805,222	376,657	(79.1)
Other Charges	0	0	0	2,100	0	(100.0)
Fixed Assets	43,327	18,468	0	25,000	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	5,000	0	(100.0)
TOTAL DIRECT COST	\$2,684,562	\$3,054,021	\$2,980,404	\$4,230,886	\$2,523,679	(40.4)
PROGRAM REVENUE	(673,568)	(941,637)	(871,431)	(1,872,542)	(621,000)	(66.8)
NET GENERAL FUND CONTRIBUTION	\$2,010,994	\$2,112,384	\$2,108,973	\$2,358,344	\$1,902,679	(19.3)
STAFF YEARS	43.4	39.9	37.74	42.33	39.92	(5.7)

PROGRAM MISSION

It is the mission of the Regional Planning Division to assist the Board of Supervisors in developing long range land use policy programs which will maintain and improve the region's quality of life while balancing growth and economic development with environmental resources by preparing long range plans and policies to implement the County General Plan, coordinating long range planning policy with local, State and Federal programs and reviewing development proposals to assure adherence to long range goals set by the Board of Supervisors.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Estimated expenditures and revenues are below budgeted due to delays in implementing revenue offset contract work on the Santa Fe Valley and 4S Ranch Projects.

ACHIEVEMENT OF 1993-94 OBJECTIVES

The Regional Planning Division objectives are outlined in the General Fund Work Program. Priorities were set by the Board of Supervisors during budget deliberations.

1994-95 ADOPTED PROGRAM OBJECTIVES

Regional Planning objectives are outlined in the Work Program as "program activities" and are presented to the Board of Supervisors annually for approval. Priorities are set during budget deliberations.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Regional Planning reports on Work Program activities at regularly scheduled Board of Supervisors meetings throughout the year as well as in periodic progress reports, Board Subcommittee meetings, specially prepared status reports and project updates to the Board.

1994-95 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.

1. Regional Planning Division [39.92 SY; E = \$2,523,679; R = \$621,000] is:

- o Mandated/Discretionary Service Level.
- o This program is partially offset by program revenue.
- o The changes to this program are: -1.0 Chief Land Use; -2.75 Associate Planner; +2.0 Geographic Information Systems Analyst (reclass); -0.83 Analyst II; -0.83 Extra-Help; -1.0 Groundwater Geologist (divisional transfer); and +2.0 Code Enforcement Officer II (added in work program).

The net staff year reduction to this program is -2.41

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Services to Property Owners	\$569,190	\$1,302,542	\$395,000	\$(907,542)
Sub-Total	\$569,190	\$1,302,542	\$395,000	\$(907,542)
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Community Development Block Grant	\$7,034	\$50,000	\$40,600	\$(9,400)
Road Fund	68,694	58,000	60,400	2,400
State Funds - other	0	0	0	0
Fed Aid-HUD	51,599	100,000	100,000	0
TRANSNET	0	345,000	0	(345,000)
Charges in Spec Dist/Other	160,924	0	25,000	25,000
Sub-Total	\$288,251	\$553,000	\$226,000	\$(327,000)
OTHER REVENUE:				
Other	\$13,990	\$17,000	\$0	\$(17,000)
Sub-Total	\$13,990	\$17,000	\$0	\$(17,000)
Total	\$871,431	\$1,872,542	\$621,000	\$(1,251,542)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$2,108,973	\$2,358,344	\$1,902,679	\$(455,665)
Sub-Total	\$2,108,973	\$2,358,344	\$1,902,679	\$(455,665)
Total	\$2,108,973	\$2,358,344	\$1,902,679	\$(455,665)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 94-95 CAO Proposed revenues exclude \$1,102,542 in revenue from property owners and \$345,000 from TRANSNET for consultant contracts. This revenue was one time only and were offset by appropriations in Services and Supplies.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0968	Chief, Land Use	4	4.00	3	3.00	277,880	204,794
2288	Deputy Director	1	1.00	1	1.00	76,316	76,316
2412	Analyst II	2	1.50	1	0.67	63,005	27,894
2414	Analyst IV	1	1.00	1	1.00	52,156	52,156
2700	Inter. Clerk Typist	3	3.00	3	3.00	60,591	58,550
2752	Planning Board Secretary	1	1.00	1	1.00	29,622	30,774
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	47,478	47,478
3508	Associate Planner	10	6.00	10	5.25	233,914	205,319
3509	Geographic Info. Analyst	2	2.00	2	2.00	77,971	73,278
3514	Environmental Mgt Spec. III	2	2.00	2	2.00	92,324	92,326
3550	Senior Planner	5	5.00	5	5.00	220,632	218,379
3551	Regional Planner	3	3.00	3	3.00	155,418	148,581
3588	Codes Enforcement Officer II	2	2.00	4	4.00	63,440	133,352
3590	Supervising Codes Enfoc Ofc	1	1.00	1	1.00	34,224	40,588
3650	Associate Structural Eng	1	1.00	1	1.00	50,738	50,738
3655	Assoc. Transportation Spec	2	2.00	2	2.00	99,172	100,514
3661	Building Inspector II	1	1.00	1	1.00	34,101	37,628
3690	Groundwater Geologist	2	2.00	1	1.00	112,785	58,420
9999	Extra-Help	1	0.83	0	0.00	70,700	0
Total		47	42.33	45	39.92	\$1,878,069	\$1,682,687
Salary Adjustments:						0	3,840
Premium/Overtime Pay:						0	0
Employee Benefits:						607,057	503,995
ILP Reductions:						(45,146)	0
Salary Savings:						(46,416)	(43,500)
Total Adjustments						\$515,495	\$464,335
Program Totals		47	42.33	45	39.92	\$2,393,564	\$2,147,022

PROGRAM: SUPPORT SERVICES

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05651

ORGANIZATION #: 5650

MANAGER: Phil Steed/Gerald Hermanson

REFERENCE: 1994-95 Proposed Budget - Pg. 27-19

AUTHORITY: This program was developed to provide administrative, clerical, data processing and graphic support for the Department of Planning and Land Use.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,148,819	\$1,124,077	\$838,220	\$876,898	\$799,612	(8.8)
Services & Supplies	128,512	163,183	146,491	173,845	196,302	12.9
Other Charges	0	0	2,133	0	0	
Fixed Assets	0	0	0	0	0	
TOTAL DIRECT COST	\$1,277,331	\$1,287,260	\$986,844	\$1,050,743	\$995,914	(5.2)
PROGRAM REVENUE	(23,783)	(13,753)	(1,484)	(6,000)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$1,253,548	\$1,273,507	\$985,360	\$1,044,743	\$995,914	(4.7)
STAFF YEARS	18.80	19.34	16.28	18.33	18.00	(1.8)

PROGRAM MISSION

It is the mission of the Support Services Division to provide support services to the Building, Community Planning and Regional Planning Divisions to ensure that necessary resources are provided to carry-out department and program missions by providing overall policy direction for the department, providing a communication link with the Board of Supervisors, Planning Commission, citizen groups, and building and environmental industry and providing budget, fiscal, personnel, data processing, and graphics support.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual expenditures were below budgeted levels due to management efforts to reduce expenditures in response to the building industry recession.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Completed FY 93-94 with a \$32,949 savings to the General Fund and a \$112,984 contribution to the Department of Planning and Land Use Fund Balance Designation.
2. Staff was relocated from the San Marcos to Kearny Mesa Office by December, 1993.
3. Participated in county-wide administrative initiatives and expect to be a pilot department for the county-wide Inventory Bar-Coding Project.
4. The Administrative Division has been reorganized into the Support Services Division. Management responsibilities are being shared by the Deputy Directors of the Building and Regional Planning Divisions.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Manage the department budget within Net County Cost.
2. Respond to Board of Supervisors and Chief Administrative Officer referrals in a timely manner.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Complete FY 94-95 within Net County Cost.
2. Timely responses to Board of Supervisors and Chief Administrative Officer referrals.

1994-95 SUB PROGRAM ACTIVITIES

The activities of this program are: Department Management, budget, fiscal, payroll/personnel, clerical, data processing and graphic support. All expenditures and revenues are budgeted at the division (low org.) level. No cost centers have been established at the section level.

This program is summarized as follows:

1. Support Services [18.00 SY; E = \$995,914; R = \$0] is:

- o Discretionary/Discretionary Service Level.
- o The changes to this program are: The reduction of -0.33 Deputy Director.

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	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Other Miscellaneous	1,484	6,000	0	(6,000)
Sub-Total	\$1,484	\$6,000	\$0	\$(6,000)
Total	\$1,484	\$6,000	\$0	\$(6,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$985,360	\$1,044,743	\$995,914	\$(48,829)
Sub-Total	\$985,360	\$1,044,743	\$995,914	\$(48,829)
Total	\$985,360	\$1,044,743	\$995,914	\$(48,829)

EXPLANATION/COMMENT ON PROGRAM REVENUES

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2137	Dir., Planning and Land Use	1	1.00	1	1.00	105,133	105,132
2288	Deputy Dir., Plng & Land Use	1	0.33	0	0.00	26,024	0
2403	Accounting Technician	1	1.00	1	1.00	23,141	23,146
2412	Anaylst II	1	1.00	1	1.00	38,142	40,058
2413	Anaylst III	4	2.50	4	2.50	114,839	115,320
2426	Asst. Systems Analyst	1	1.00	1	1.00	36,319	32,950
2430	Cashier	2	1.00	2	1.00	22,280	22,279
2493	Intermediate Account Clerk	2	2.00	2	2.00	38,609	38,863
2494	Payroll Clerk	1	1.00	1	1.00	21,524	20,670
2525	Senior Systems Analyst	1	1.00	1	1.00	54,588	54,747
2725	Principal Clerk	1	1.00	1	1.00	31,465	31,465
2758	Admin. Secretary III	2	1.50	2	1.50	46,338	46,220
3051	Reprographics Clerk	1	1.00	1	1.00	19,538	20,526
3817	Graphic Artist	3	3.00	3	3.00	95,810	97,341
Total		22	18.33	21	18.00	\$673,750	\$648,717
Salary Adjustments:						31,638	(33,083)
Premium/Overtime Pay:						0	0
Employee Benefits:						215,562	200,678
ILP Reductions:						(25,403)	0
Salary Savings:						(18,649)	(16,700)
Total Adjustments						\$203,148	\$150,895
Program Totals		22	18.33	21	18.00	\$876,898	\$799,612

PUBLIC ADMINISTRATOR

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
FIDUCIARY SERVICES	\$2,096,758	\$2,172,993	\$2,180,711	\$2,163,765	\$2,205,861	\$42,096	1.9
TOTAL DIRECT COST	\$2,096,758	\$2,172,993	\$2,180,711	\$2,163,765	\$2,205,861	\$42,096	1.9
PROGRAM REVENUE	(2,130,989)	(2,285,740)	(2,181,283)	(2,100,770)	(2,120,857)	(20,087)	1.0
NET GENERAL FUND COST	\$(34,231)	\$(112,747)	\$(572)	\$62,995	\$85,004	\$22,009	34.9
STAFF YEARS	49.10	48.37	48.42	50.75	51.75	1.00	2.0

MISSION

Protect individuals and estates from abuse within the authorities of the California Government Code, the California Probate Code, California Health and Safety Code, and the Welfare and Institutions Code, by providing conservatorship and decedent estate administration services for the residents of San Diego County.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. Provide a written decision to the originator of conservatorship referrals within 30 working days for at least 95% of referrals received.
2. Organize, advertise, and complete three public real estate auctions and twelve personal property auctions during fiscal year 1994-95.
3. In addition to routine telephone contact, visit 95% of our conservatees at least once per quarter.
4. When appropriate, relying on family and/or community services, develop and assist in the implementation of an alternative to conservatorship.
5. Continue to provide an indigent disposition program for all indigents released by the Medical Examiner. Provide the indigent disposition with regard to statutory and Board of Supervisor's requirements while delivering needed services in a fair and sensitive manner.
6. Complete a system study, and prepare system specifications for replacement of the existing case management and fiduciary accounting system. The existing proprietary hardware manufacturer has gone out of business.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. Protect and manage approximately \$38 million in estate assets.
2. Provide a written response to the originators of all referrals.
3. Maximize the value of each estate.
4. Continue a multi-disciplinary task force to review referrals involving adult abuse, and cooperate with various law enforcement agencies when prosecution is appropriate.
5. Prepare for replacement of the existing automated departmental case management and fiduciary accounting system.
6. Administer all decedent cases (100%) in which identifiable and collectable estate assets are being lost, wasted or misappropriated due to the absence of qualified persons who are able or willing to act.
7. Monitor conservatee's care to assure appropriate services are provided.
8. Develop alternatives to conservatorships.
9. Minimize long term storage of deceased indigents at the Medical Examiner facility.

PUBLIC ADMINISTRATOR

(1994-95 FINAL)

DIRECTOR'S OFFICE	
Management-Administration Automation System	
.....	
<u>Position</u>	<u>Staff Years</u>
Public Administrator/ Guardian	1.00
Assistant Public Administrator/Guardian	1.00
Administrative Services Manager	1.00
Senior Account Clerk	1.00
Departmental Computer Specialist	1.00
Administrative Sec. III	1.00
Legal Asst. I	1.00
Legal Asst. II	.75
Intermediate Clerk	3.00
Extra Help	1.00
 Total	 11.75

LEGAL COUNSEL	
Advice, Document Preparation & Review, Court Representation	
.....	
<u>Position</u>	<u>Staff Years</u>
Deputy County Counsel III (out-stationed from County Counsel's Office)	1.00
 Total	 1.00

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FINANCIAL MANAGEMENT	
Account Services: Payments, Receipts, Records, Taxes; Estate Asset Accountability; Banking Services	
.....	
<u>Position</u>	<u>Staff Years</u>
Superv. Deputy PA/PG	1.00
Assoc. Accountant	1.00
Accounting Technician	2.00
Sr. Account Clerk	1.00
Intermediate Acct. Clerk	4.00
Estate Tax Accountant	1.00
 Total	 10.00

CONSERVATORSHIP SERVICES	
Case Management; Estate Administration; Estate Asset Gathering, Protection, Management, Liquidation	
.....	
<u>Position</u>	<u>Staff Years</u>
Superv. Deputy PA/PG	1.00
Deputy PA/PG	6.00
Supervising Clerk	1.00
Estate Assistant	1.00
Stenographer	2.00
Criminal Legl Sec II	1.00
 Total	 12.00

DECEDENT SERVICES	
Estate Administration; Estate Asset Gathering, Protection, Management, Distribution, Liquidation; Indigent Burial Services	
.....	
<u>Position</u>	<u>Staff Years</u>
Superv. Deputy PA/PG	1.00
Deputy PA/PG	6.00
Estate Assistant	1.00
Intermediate Clerk	1.00
Criminal Legl Sec I	1.00
 Total	 10.00

PROPERTY MANAGEMENT	
Personal Property Pickup & Storage; Real Estate Sales, Rentals, Trust Deeds	
.....	
<u>Position</u>	<u>Staff Years</u>
Estate Property Manager	1.00
Senior Estate Mover	2.00
Estate Mover	4.00
Sr. Acct. Clerk	1.00
 Total	 8.00

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,905,651	\$1,965,725	\$1,976,108	\$1,977,025	\$1,999,574	1.1
Services & Supplies	102,647	115,053	92,052	107,740	121,287	12.6
Other Charges						
Lease Purchase-Structures	0	0	2574	0	0	
Indigent Burials	81,815	72,579	92,072	79,000	79,000	0.0
Automation System	0	0	0	0	0	0.0
Exp App to Pr. Yrs OC	169	1,337	17,905	0	0	0.0
Fixed Assets	6,476	0	0	0	6,000	100.0
Fixed Assets - Pr. Yr.	0	18,299	0	0	0	0.0
TOTAL DIRECT COST	\$2,096,758	\$2,172,993	\$2,180,711	\$2,163,765	\$2,205,861	1.9
PROGRAM REVENUE	(2,130,989)	(2,285,740)	(2,181,283)	(2,100,770)	(2,120,857)	1.0
NET GENERAL FUND CONTRIBUTION	\$(34,231)	\$(112,747)	\$(572)	\$62,995	\$85,004	34.9
STAFF YEARS	49.10	48.37	48.42	50.75	51.75	2.0

PROGRAM MISSION

1. Take charge and safeguard the property of persons who have died in the County when the property is in danger of being lost, wasted or misappropriated.
2. Administer the estates of deceased persons when there are no qualified persons to act or qualified persons choose not to act.
3. Act 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.
4. Act as conservator of the person to provide case management services.
5. Arrange and pay for burial of indigent persons.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Salary and Benefit expenses approximate the budget. The services and supplies savings between actual expenditures and budgeted appropriations provided the source of appropriations for: (1) the unanticipated increase in the number of indigent dispositions (\$13,072), and (2) the purchase of a storage container remotely located in the departmental vehicle storage lot (\$2,574). The prior year expense (\$17,905) listed as Other Charges represents payment of invoices for indigent burials that took place in the prior year but were not invoiced until this fiscal year.

Total revenue for 1993-94 exceeded the estimated budget by \$80,513 as follows: (1) Interest earnings from pooled investments exceeded budget by \$28,663 due to slightly higher average interest rates than expected; (2) Estate legal fees were greater than budgeted by \$82,689 due to an increase in court approved legal fees; (3) Estate administration fees were less than budgeted (\$38,749) due to a decrease in court approved fees for case administration; (4) \$13,836 from an additional quarter of Death Certificate Fee revenue; and (5) less revenue than estimated from indigent/near indigent cases (\$5,926).

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. The estimates (both cost and delivery time) for completion of the inventory/auction module of the existing software have caused us to begin evaluation of alternative software. Some products have been rejected and a few are still being evaluated. Providing adequate software can be located, the auction process will be automated this fiscal year.
2. The State Association of Public Administrators and Public Guardians now realizes that their certification completion goal must be extended due to budgetary constraints in many counties. Certification completion objectives are now estimated for completion in 1996.
3. The research into replacement hardware and software for fiduciary accounting and case management is on-going. Many possible solutions have been noted but no revenue is available. Teeter revenue has been requested.

1994-95 ADOPTED PROGRAM OBJECTIVES

Because this is a single program department, the Program Objectives will be the same as those itemized as Department Objectives.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Because this is a single program department, the Program Outcome Results will be the same as those listed as Departmental Outcome Results.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

Although both conservatorship and decedent caseloads have been decreasing slightly, both types of cases are becoming more time-consuming to administer. This is 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 (ie. cases involving will challenges, family disputes, allegations of fraud, or other problems), into the care of the Public Administrator. Many of these cases do not have adequate resources to offset the costs of case management.

The two major activities of this program are summarized below:

1. Decedent Services [25.38 SY; E = \$1,083,674; R = \$1,202,146] including administrative, legal, accounting, clerical, and property management support personnel, is:
 - o Mandated with mandated service level;
 - o Responsible to: (1) Safeguard the property and administer and settle the estates of persons who have died in the County when their property is in danger of being lost, wasted, or misappropriated and there are no qualified persons willing or able to act, and (2) administer the indigent burial program without adequate revenue.
2. Conservatorship Services [26.37 SY; E = \$1,122,187; R = \$918,711] including administrative, legal, accounting, clerical, and property management support personnel, is:
 - o Mandated with discretionary service level (Under Court supervision and reporting requirements).
 - o Responsible to (1) Safeguard the property and administer the estates of persons (usually elderly) who need assistance in managing their financial affairs and in protecting their assets when there are no qualified persons to act, and (2) to provide case management services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Estate Administration Fees	\$911,821	\$950,570	\$960,657	\$10,087
Estate Legal Service Fees	482,689	400,000	400,000	0
Medi-Cal Services (SB 910)	0	0	100,000	100,000
Sub-Total	\$1,394,510	\$1,350,570	\$1,460,657	\$110,087
OTHER REVENUE:				
Pooled Estate Investment and Deposit Interest	\$728,663	\$700,000	\$610,000	\$(90,000)
Indigent Burial Cost Recovery & Miscellaneous	8,274	14,200	14,200	0
Banking Services	0	0	0	0
Indigent Burial - Death Certificate Fee	49,836	36,000	36,000	0
Sub-Total	\$786,773	\$750,200	\$660,200	\$(90,000)
Total	\$2,181,283	\$2,100,770	\$2,120,857	\$20,087

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$(572)	\$62,995	\$85,004	\$22,009
Sub-Total	\$(572)	\$62,995	\$85,004	\$22,009
Total	\$(572)	\$62,995	\$85,004	\$22,009

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 1994-95 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.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Automation Equipment	2	Each	\$3,000
Warehouse Equipment	1	Each	3,000
Total			\$6,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Decedent Services					
% OF RESOURCES: 49.13%					
<u>WORKLOAD</u>					
Total Cases (Includes referrals evaluated but not accepted)	2,684	2,575	2,537	2,600	2,600
<u>EFFICIENCY/OUTPUT</u>					
Productivity: Cases per Staff Year	112	104	107	105	106
<u>EFFECTIVENESS/OUTCOME</u>					
Average Open Time per case in months	14.4	14.3	14	14	14
ACTIVITY B:					
Conservatorship Services					
% OF RESOURCES: 50.87%					
<u>WORKLOAD</u>					
Total Cases (Includes referrals evaluated but not accepted)	671	636	641	675	660
<u>EFFICIENCY/OUTPUT</u>					
Productivity: Cases per Staff Year	26	27	26	29	26
<u>EFFECTIVENESS/OUTCOME</u>					
Average Open Time per case in Months	78	80	71	84	68

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 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	49,295
2369	Administrative Svcs. Manager II	1	1.00	1	1.00	54,748	54,747
2403	Accounting Technician	2	2.00	2	2.00	53,332	53,332
2425	Associate Accountant	1	1.00	1	1.00	29,920	29,921
2493	Intermediate Acct Clerk	4	4.00	4	4.00	80,452	80,459
2502	Estate Tax Accountant	1	1.00	1	1.00	47,313	47,313
2510	Senior Account Clerk	3	3.00	3	3.00	70,988	71,847
2645	Senior Estate Mover	2	2.00	2	2.00	53,696	53,698
2671	Estate Mover	4	4.00	4	4.00	91,636	92,876
2700	Intermediate Clerk	4	4.00	4	4.00	80,794	80,603
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,770
2758	Administrative Sec. III	1	1.00	1	1.00	29,846	30,774
2760	Stenographer	2	2.00	2	2.00	40,156	41,340
2775	Criminal Legal Sec. I	1	1.00	1	1.00	25,298	29,981
2776	Criminal Legal Sec. II	1	1.00	1	1.00	27,071	32,091
3119	Dept. Comp. Specialist II	1	1.00	1	1.00	35,270	35,269
3637	Supv Dep Public Admin/Guardian	3	3.00	3	3.00	117,582	117,582
3935	Legal Assistant	1	1.00	1	1.00	28,280	28,734
3936	Legal Asst. II	1	.75	1	.75	21,476	21,483
5600	Dep Pub Admin/Guardian II	12	12.00	12	12.00	384,490	394,800
5604	Estate Assistant	2	2.00	2	2.00	48,726	49,020
5605	Estate Property Manager	1	1.00	1	1.00	37,584	39,194
9999	Temporary Extra Help	1	0.00	1	1.00	7,500	7,500
Total		52	50.75	52	51.75	\$1,514,025	\$1,540,432
Salary Adjustments:						10,814	10
ILP						(31,144)	-0-
Premium/Overtime Pay:						3,680	3,680
Employee Benefits:						523,526	500,612
Salary Savings:						(43,876)	(45,160)
Total Adjustments						\$463,000	\$459,142
Program Totals		52	50.75	52	51.75	\$1,977,025	1,999,574

PUBLIC WORKS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Roads	\$21,276,428	\$24,678,926	\$30,330,597	\$23,182,318	\$23,596,679	\$414,361	1.8
Land Development	8,191,221	8,216,436	8,908,469	8,007,609	9,058,758	1,051,149	13.1
Program Development	20,350,282	18,232,690	20,185,396	52,283,759	49,512,710	(2,771,049)	(5.3)
Internal Dept Services	12,899,586	10,622,541	9,013,070	11,145,254	10,830,677	(314,577)	(2.8)
General Fund Activities	1,187,005	1,253,169	1,067,756	1,574,402	1,917,622	343,220	21.8
TOTAL DIRECT COST	\$63,904,522	\$63,003,762	\$69,505,288	\$96,193,342	\$94,916,446	\$(1,276,896)	(1.3)
PROGRAM REVENUE	(63,583,662)	(62,778,935)	(69,288,805)	(96,024,072)	(94,340,428)	1,683,644	(1.8)
NET GENERAL FUND COST	\$320,860	\$224,827	\$216,483	\$169,270	\$576,018	\$(47,555)	240.3
STAFF YEARS	589.25	585.75	576.00	584.50	566.50	(18.00)	(3.1)

MISSION

To protect, maintain, and enhance the quality of life in San Diego County; and to protect the health and ensure the public safety, through implementation of various public works, and through the provision of services in the areas of waste management, highway safety, airports, land development, road operations, engineering design, flood control, and transit. These services are provided either directly, or through community service areas or other special districts, or through contracts with the private sector, as directed by the Board of Supervisors, or as required by State or Federal law.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

To plan transportation projects, maintain County roads, condition land use development, and to manage solid waste, wastewater, airports, and flood control systems, in an environment which promotes the efficient use of all resources.

To implement public works projects and deliver services which safeguard the wellbeing of the citizens and promote the accomplishment of community goals and objectives.

To exercise fiduciary responsibility in the legal expenditure of public works funding, in compliance with all federal, state, and local regulations.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

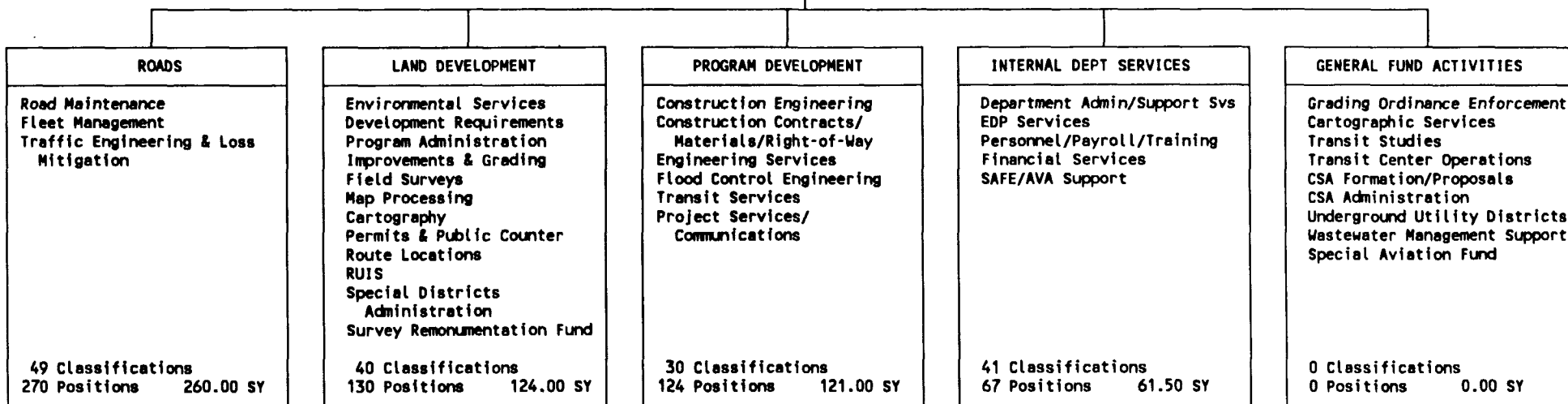
Well-designed and properly maintained roads which ensure the safe and unobstructed transportation of citizens on County roads.

Efficient, well-managed waste disposal systems which meet the needs of County residents and businesses in an environmentally responsive and cost-effective manner.

Fiscally responsible management of public works operations which converts resources into measurable and successful outputs.

DEPARTMENT OF PUBLIC WORKS
 (Headquarters Location: County Operations Center)
 FY 1994-95 COUNTY FAMILY OF FUNDS PROGRAM BUDGETS *

DEPARTMENT OF PUBLIC WORKS TOTAL *
110 Classifications 591 Positions 566.50 SY



29-2

* The Department of Public Works County Family of Funds Adopted Program Budget for FY 1994-95 includes Road Fund, Survey Remonumentation Fund, Special Aviation Fund, and Public Works General Fund. Seven (7) 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 1994-95. These program budgets are comprised of Airports, Wastewater Management, County Transit, Solid Waste, County Service Areas, Flood Control District, and Sanitation and Sewer Maintenance Districts. Staff years for the Enterprise Funds - Airports, Wastewater Management and Solid Waste (Total of 255.50 SY, 264 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.

PROGRAM: Roads
 PROGRAM #: 10000
 MANAGER: Hank Blankinship

DEPARTMENT: PUBLIC WORKS
 ORGANIZATION #: 5769
 REFERENCE: 1994-95 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).

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$11,745,751	\$11,247,350	\$11,559,758	\$11,887,938	\$12,159,594	2.3
Services & Supplies	9,061,341	13,085,008	13,528,602	9,999,804	11,221,955	12.2
Other Charges	8,697	11,039	5,000,017	1,097,811	0	(100.0)
Fixed Assets	14,164	42,636	84,009	196,765	113,235	(42.5)
Operating Transfers	446,475	292,893	158,211	0	101,895	100.0
TOTAL DIRECT COST	\$21,276,428	\$24,678,926	\$30,330,597	\$23,182,318	\$23,596,679	1.8
PROGRAM REVENUE	(21,276,428)	(24,678,926)	(30,330,597)	(23,182,318)	(23,596,679)	1.8
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	264.00	254.75	258.25	265.50	260.00	(2.1)

PROGRAM MISSION

To maintain the roads, bridges, flood control channels, equestrian trails and bicycle lanes to insure the safe and unobstructed transportation for the public throughout San Diego County; and to maintain the readiness of a fleet of heavy road equipment and vehicles to respond to weather emergencies, as well as meet the needs of ongoing road maintenance operations.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

FY 1993-94 actuals for Salaries and Benefits were under budget by \$328,180 due to the hiring freeze, eleven unfilled vacant positions, and ILP participation. Services and Supplies were approximately \$3.5 million over budget due to the expenditure of prior year encumbrances. Other Charges were approximately \$3.9 million over budget due to repayment of a loan owed to the Equipment Internal Service Fund which was previously borrowed for completion of storm damaged roads. Fixed Assets were \$112,756 under budget because of outstanding encumbrances for computers and field equipment that has not yet been spent. Operating Transfers were \$158,211 over budget, due to prior year encumbrances for improvements and repairs to Road Station Facilities.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- Continued implementation of the recommendations to eliminate surplus equipment and land surplus as it relates to the road station consolidation report.

Some pieces of surplus equipment have been eliminated and not replaced; the remainder is being evaluated based upon its utilization and will continue into FY 1994-95.

Surplus land from the Road Station Consolidation is being leased at the Poway, Ramona, and the Descanso Road Stations. The Bonita Road Station was sold to the Bonita Fire Department, with the exception of one small piece of land retained by the Road Station. The Lemon Grove and the Poway Road Stations are for sale through General Services Real Property Section.

2. Improve the road conditions to move from a corrective mode to a preventive maintenance mode on 10% of the total County road mileage.

Some preventive road maintenance was deferred temporarily in order to complete major road repairs from the 1993 Storm Damage.

3. Update the Pavement Management System to provide a user friendly program.

The update of the Pavement Management System was deferred to FY 1995-96 for development of a more fundamental Roads Network Program.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. To reduce the inventory of roads rated either fair or poor by 10%, by targeting these roads for road resurfacing, overlays and chip seals.
2. To maintain 1,871 miles of road in the County-maintained system and 58 miles of flood control channels.
3. To improve the safety of County-maintained roads by investigating all serious and fatal accidents within 24 hours and assessing the needs for traffic regulatory controls, using a combination of Statewide standards for safety engineering and receiving input from the public.
4. To provide for the orderly transfer of DPW Fleet Operations staff, and related fiscal accounts and resources, into a consolidated Fleet Operations program within the Department of General Services, at the lowest possible cost to the County.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. The systematic rating of roads and their prioritization for road surface treatment.
2. The improvement of the safety and efficiency of County roads for the benefit of the traveling public.
3. The timely response to hazardous and unsafe road conditions in a manner which least impacts the public and their transportation needs.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Road Maintenance [186.50 SY; E = \$18,760,481; R = \$18,760,481] including borrow-site operations, routine road maintenance activities and scheduled special road maintenance activities coordinated through two Divisional Field Headquarters and eleven Road Stations. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - o Decreasing 5.00 staff years.
 - o Increasing \$266,969 in total expenditures.

There is no Net General Fund Contribution in this activity.

2. Traffic Engineering and Loss Mitigation [30.50 SY; E = \$2,600,644; R = \$2,600,644] including traffic signal maintenance and operations, safety and loss mitigation, and support for the Traffic Advisory Committee. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - o Increasing 0.50 staff years for temporary help.
 - o Increasing \$46,583 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Fleet Management [43.00 SY; E = \$2,235,554; R = \$2,235,554] including maintenance and management of all field equipment and vehicles coordinated through the Jamacha and San Marcos Divisional Headquarters and the Ramona Fleet Station. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - o Decreasing 1.00 staff year.
 - o Increasing \$100,809 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
TAXES:				
Sales and Use Tax - TDA	\$1,417	\$0	\$0	\$0
TransNet	33,445	0	0	0
TransNet Exchange	6,365	26,000	12,000	(14,000)
Sub-Total	\$41,227	\$26,000	\$12,000	\$(14,000)
USE OF MONEY & PROPERTY:				
Interest (ISF - Road Subfund)	\$50,600	\$400,000	\$325,400	\$(74,600)
Rents & Concessions	98,457	60,000	100,000	40,000
Sub-Total	\$149,057	\$460,000	\$425,400	\$(34,600)
INTERGOVERNMENTAL REVENUES:				
State Highway Users Tax (2104)	\$22,276,897	\$22,200,000	\$23,080,000	\$880,000
State Highway Users Tax (2106)	1,720,569	1,700,000	1,773,000	73,000
Highway Use Tax-10 Yr. (2105)	9,721,926	8,300,000	9,067,000	767,000
Federal Construction Other	667	12,750	0	(12,750)
Federal Aid Urban Highways (FAU)	17,052	2,000	1,000	(1,000)
Federal Aid - Rain Damage	4,799,127	0	0	0
Federal Forest Reserve	42,981	60,000	45,000	(15,000)
Other Federal/State Agencies	1,186,670	15,900	3,000	(12,900)
Sub-Total	\$39,765,889	\$32,290,650	\$33,969,000	\$1,678,350
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$67,811	\$122,270	\$70,360	\$(51,910)
Other County Departments & Funds	3,730,987	3,815,109	3,829,804	14,695
Enterprise Funds	335,874	555,924	381,224	(174,700)
Sub-Total	\$4,134,672	\$4,493,303	\$4,281,388	\$(211,915)
OTHER REVENUE/FUNDING SOURCES:				
Miscellaneous Revenue	\$86,647	\$0	\$6,000	\$6,000
Allocated Road Fund Revenues	(13,846,895)	(14,087,635)	(15,097,109)	(1,009,474)
Sub-Total	\$(13,760,248)	\$(14,087,635)	\$(15,091,109)	\$(1,003,474)
Total	\$30,330,597	\$23,182,318	\$23,596,679	\$414,361

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1993-94 revenues were over budget primarily as a result of federal reimbursement for repair of storm damaged roads from FY 1992-93. FY 1994-95 budgeted revenues will increase primarily due to increased funding from Gas Taxes.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment - General	1	Lot	\$3,075
Modular Furniture & Equipment	1	Lot	2,460
Data Processing Equipment	1	Lot	46,900
Engineering/Industrial Equipment & Instruments	1	Lot	5,000
Laboratory/Med/Institute Instruments & Furniture	1	Lot	21,800
Electronic Equipment - Audio/Video	1	Lot	1,800
Specialized Department & Safety Equipment	1	Lot	20,000
Communications Equipment Department	1	Lot	12,200
<hr/> Total			\$113,235

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: ROAD MAINTENANCE					
<u>% OF RESOURCES:</u>	79.5%				
<u>WORKLOAD</u>					
Lane Miles of Road Surface Treatment	402	160	786	470	552
Miles of Channels Cleaned	5.08	15.28	11.07	12.44	11.50
Miles of Road Maintained	1,868	1,871	1,872	1,850	1,875
<u>EFFICIENCY/OUTPUT</u>					
Average Cost/Mile of Road Maintained	\$6,283	\$6,494	\$6,944	\$6,879	\$7,701
Average Cost/Mile of Channel Cleaned	\$99,634	\$25,426	\$33,362	\$24,795	\$30,247
Average Cost/Mile of Road Surface Treatment	\$12,680	\$15,554	\$8,770	\$15,464	\$12,261
ACTIVITY B: TRAFFIC ENGINEERING					
<u>% OF RESOURCES:</u>	11.0%				
<u>WORKLOAD</u>					
Traffic Inquires/Studies Reviewed and Investigated	7,772	7,729	9,067	8,072	8,641
<u>EFFICIENCY/OUTPUT</u>					
Average Cost/Inquiry - Study	\$198	\$198	\$178	\$204	\$206
ACTIVITY C: FLEET MANAGEMENT					
<u>% OF RESOURCES:</u>	9.5%				
<u>WORKLOAD</u>					
Vehicles and Equipment Maintained and Operated	765	703	692	709	718
<u>EFFICIENCY/OUTPUT</u>					
Average Annual Maintenance Cost/Vehicle and Equipment Item	\$3,950	\$4,295	\$4,476	\$4,021	\$4,100

STAFFING SCHEDULE

Class	Title	1993-94	1993-94	1994-95	1994-95	1993-94	1994-95
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0390	Deputy County Engineer	1	1.00	1	1.00	\$62,474	\$72,602
2210	Deputy Director, Public Works	1	1.00	1	1.00	75,916	79,071
2302	Administrative Assistant III	1	1.00	1	1.00	46,162	46,163
2303	Administrative Assistant II	2	2.00	2	2.00	83,814	83,684
2412	Analyst II	1	1.00	1	1.00	39,526	41,501
2416	Fuel Management Specialist	1	1.00	1	1.00	30,060	31,520
2510	Senior Account Clerk	1	1.00	1	1.00	23,950	23,949
2609	Fleet Standards Specialist II	0	0.00	1	1.00	0	36,574
2650	Stock Clerk	2	2.00	2	2.00	37,622	38,563
2655	Storekeeper III	1	1.00	1	1.00	24,783	28,120
2660	Storekeeper I	3	3.00	3	3.00	67,322	67,470
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,699	20,670
2730	Senior Clerk	4	4.00	4	4.00	91,670	92,517
2756	Administrative Secretary I	1	1.00	1	1.00	18,660	19,601
3615	Assistant Engineer	5	5.00	5	5.00	200,090	203,538
3635	Civil Engineer	6	6.00	6	6.00	299,259	295,595
3695	Junior Engineer	1	1.00	1	1.00	35,282	34,476
3699	Chief, Safety & Loss Mitigation	1	1.00	1	1.00	59,885	59,885
3700	Principal Civil Engineer	3	3.00	3	3.00	207,390	207,393
3720	Senior Civil Engineer	3	3.00	3	3.00	171,739	179,655
3780	Assistant Surveyor	1	1.00	1	1.00	46,102	43,911
3795	Construction Technician	1	1.00	1	1.00	50,738	50,738
3810	Engineering Aide	1	1.00	1	1.00	19,669	23,846
3812	Engineering Technician III	4	4.00	4	4.00	156,067	153,319
3813	Engineering Technician II	3	3.00	3	3.00	102,897	103,428
3814	Engineering Technician I	1	1.00	1	1.00	30,502	30,503
3814	Land Development Processing Super	1	1.00	1	1.00	38,122	42,952
3930	Litigation Investigator	1	1.00	1	1.00	46,814	46,813
4752	Hazardous Materials Specialist II	1	1.00	0	0.00	42,386	0
5761	Traffic Safety Investigator	2	2.00	2	2.00	90,284	92,470
5970	Sign Painter	1	1.00	1	1.00	31,842	31,842
5999	Assistant Division Road Super.	2	2.00	2	2.00	104,312	104,312
6005	Division Road Superintendent	2	2.00	2	2.00	112,254	112,254
6007	Road Maintenance Superintendent	1	1.00	1	1.00	55,772	55,783
6018	Preventative Maintenance Coord.	1	1.00	1	1.00	38,767	40,705
6019	Road Crew Supervisor	18	18.00	18	18.00	724,284	718,982
6023	Road Maintenance Worker	6	6.00	6	6.00	116,623	117,689
6026	Road Structures Worker II	4	4.00	4	4.00	137,473	138,992
6027	Road Structures Worker III	1	1.00	1	1.00	37,456	37,456
6028	Road Structures Supervisor	1	1.00	1	1.00	40,238	40,238
6035	Equipment Operator	109	109.00	109	109.00	3,290,845	3,299,734
6036	Senior Equipment Operator	20	20.00	20	20.00	701,745	702,040
6102	Chief, Fleet Operations	1	1.00	1	1.00	56,127	56,127
6108	Senior Equipment Mechanic	3	3.00	3	3.00	107,487	107,487
6110	Equipment Mechanic	16	16.00	16	16.00	540,586	539,183
6120	Equipment Service Technician II	2	2.00	2	2.00	60,618	43,182
6130	Equipment Shop Supervisor	3	3.00	3	3.00	118,197	118,197
6155	Road Equipment Specialist	1	1.00	0	0.00	43,370	0
6164	Traffic Signal Technician III	1	1.00	1	1.00	38,234	38,234
6180	Welder	3	3.00	3	3.00	96,718	100,413
9999	Extra Help	29	14.50	20	10.00	451,649	428,764
Total		280	265.50	270	260.00	\$9,124,481	\$9,082,141

STAFFING SCHEDULE

Class Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
Salary Adjustments:					\$(124,530)	\$46,383
Premium/Overtime Pay:					\$178,000	\$258,000
Employee Benefits:					\$3,083,838	\$3,023,086
Salary Savings:					\$(373,851)	\$(250,016)
Total Adjustments					\$2,763,457	\$3,077,453
Program Totals	280	265.50	270	260.00	\$11,887,938	\$12,159,594

PROGRAM: Land Development

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 20000
MANAGER: Sharon Jasek Reid

ORGANIZATION #: 5771, 5820
REFERENCE: 1994-95 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).

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,628,494	\$6,543,949	\$6,331,960	\$6,653,853	\$6,359,883	(4.4)
Services & Supplies	1,416,303	1,500,747	2,376,299	1,009,889	2,400,275	137.7
Other Charges	0	0	0	75,767	0	(100.0)
Fixed Assets	14,169	18,003	54,601	68,100	98,600	44.8
Operating Transfers	132,255	153,737	145,609	200,000	200,000	0.0
TOTAL DIRECT COST	\$8,191,221	\$8,216,436	\$8,908,469	\$8,007,609	\$9,058,758	13.1
PROGRAM REVENUE	(8,191,221)	(8,216,436)	(8,908,469)	(8,007,609)	(9,058,758)	13.1
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	133.00	132.00	126.00	132.50	124.00	(6.4)

PROGRAM MISSION

To condition, permit, and survey land development projects and improvement plans in accordance with engineering standards, State law and local ordinances; to cost-effectively provide for the review and maintenance of land development maps in compliance with regulatory ordinances; to obtain environmental clearances on public works projects and other County department projects in a cooperative, timely and efficient manner; and to administer the existing County Service Areas and Districts on behalf of the property owners' assessed benefit fees.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

FY 1993-94 actual expenditures were over budget by \$900,860 (11%). Salaries and Benefits were under budget by \$321,893 (5%) due to several positions that were left unfilled and underfilled. Services and Supplies were over budget by \$1,366,410 (135%) primarily due to the carryover of prior year encumbrances particularly for work for the Valley Center sewer assessment district by Special Districts. Fixed Assets were under budget by \$13,499 (20%) due to a County-wide short term purchasing freeze in FY 1993-94. Other Charges were under budget by \$75,767 (100%) due to not purchasing new equipment through the ISF. Operating Transfers were under budget by \$54,391 (27%) due to reduced workload for the Survey Remonumentation Fund.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. To continue program developed to cross-train Map Processing staff to maintain a satisfactory service level and monitor for effectiveness.

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. To develop a long term funding mechanism of RUIS.

Long term funding mechanism for RUIS is still in the development stage.

3. To 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.
Further consideration of the Bridge and Major Thoroughfare Fee Study will be taken to the Board of Supervisors in FY 1994-95.
4. To continue development of the County's Riding and Hiking Trails System.
The first stage of the County Riding and Hiking Trails System was implemented this year along with the continued development of a comprehensive management program.
5. To complete federal environmental review of 35 Community Development Block Grant (CDBG) projects.
Federal environmental review of 39 Community Development Block Grant (CDGB) projects was accomplished this fiscal year.
6. To complete environmental review of 40 Detail Work Program and/or other Departmental projects.
Environmental review of 48 Detail Work Program and/or other Departmental projects was accomplished this fiscal year.
7. To complete off-site visits for 70 County Service Areas (CSA's) which include Road, Fire, and Landscape CSA's.
Off-site visits for 70 County Service Areas (CSAs) which include Road, Fire, and Landscape CSAs was accomplished this fiscal year.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. To meet the timelines established by the Streamlining Committee for efficient processing of plan checks, review and conditioning of discretionary permits. The timelines which will be maintained for 80% of cases are:
 - o 1st Review (Negative Declarations) - 2 weeks
 - o 2nd Review (Contested Issues) - 90 days
2. To maintain the following efficiencies for map processing:
 - o An average of no more than four reviews on each parcel map and five reviews on each final map.
 - o A waiting time of less than 20 days for map checks.
 - o A reduction of the plan check backlog to 10 days.
3. To maintain customer satisfaction ratings of 4 or better for 80% of customers (on a scale of 5).
4. To study the consolidation of transportation planning services, including similarities and differences, which are currently split between the Department of Planning and Land Use and the Department of Public Works.
5. To coordinate the efforts of environmental clearances and required mitigation measures with construction activities to facilitate public work project timelines.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Timely, cost-effective conditioning of permits, plan checks and other discretionary permits.
2. Customer satisfaction level of 4 or better for 80% of customers (on a scale of 5).
3. The reduction of duplication of efforts in transportation planning activities in the County.
4. Project timelines which realistically anticipate environmental and mitigation issues within the framework of project tracking.

1994-95 ADOPTED 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. Environmental Services [14.00 SY; E = \$895,477; R = \$895,477] including assuring that all necessary environmental documents are prepared for most DPW projects and for all environmental-related permits, such as Fish and Game and Army Corps of Engineer permits. The unit also has responsibility for the Other Agency Review Program and for vegetation mapping for the County Open Space Program. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Decreasing 1.50 staff years.
- o Decreasing \$14,937 in total expenditures.

There is no Net General Fund Contribution in this activity.

2. Development Requirements [7.00 SY; E = \$446,325; R = \$446,325] including reviewing and conditioning of discretionary permits such as major and minor subdivisions, major use permits, rezone of land and vacation of rights-of-ways; representing the Department of Public Works for land use items scheduled before various boards such as the Board of Planning and Zoning Appeals, Planning and Environmental Review Board, Planning Commission and the Board of Supervisors; reviewing and conditioning proposed land development; assuring safe sight distance at both public and private road intersections; and assisting the public by answering questions concerning land development and discretionary permits. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Decreasing 1.50 staff year.
- o Decreasing \$51,742 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Land Development Administration [10.00 SY; E = \$688,307; R = \$688,307] including project coordination and administration, responsibility for program budget preparation, fiscal analysis, expenditure and revenue control, cost accounting, word processing support, development of administrative reports and projects, and coordination with other Departments and County staff. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Decreasing 0.50 staff year.
- o Decreasing \$96,053 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Permits and Public Counter [9.00 SY; E = \$346,718; R = \$346,718] including providing mandatory support to the Department of Planning and Land Use; and providing staffing for indirect developer activities. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Increasing 1.00 staff year.
- o Increasing \$30,990 in total expenditures.

There is no Net General Fund Contribution in this activity.

5. Route Locations [9.00 SY; E = \$553,730; R = \$553,730] including providing traffic forecasts and various other traffic-related studies; and reviewing developer projects with respect to roads, bike lanes and trails. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staffing.
- o Increasing \$1,993 in total expenditures.

There is no Net General Fund Contribution in this activity.

6. Map Processing [9.50 SY; E = \$614,536; R = \$614,536] including map processing of Subdivision, Parcel and Record of Survey Maps for conformance with the State Subdivision Map Act, State Land Surveyors Act, San Diego County Subdivision Ordinance and the project conditions of approval; providing public/professional information regarding the land development process and general questions regarding land surveying; and providing staffing support to the General Fund Activity Program. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Decreasing 3.50 staff years.
- o Decreasing \$192,781 in total expenditures.

There is no Net General Fund Contribution in this activity.

7. Improvements and Grading [3.00 SY; E = \$204,531; R = \$204,531] including engineering plan checks of road and flood control items on TMs, TPMs, curb grades, watercourse and various grading permits to protect public and private property from flood hazards; and performing field reviews to determine necessary street and flood control improvements. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staffing.
- o Increasing \$3,667 in total expenditures.

There is no Net General Fund Contribution in this activity.

8. Regional Urban Information System (RUIS) [2.00 SY; E = \$381,920; R = \$381,920] including developing and maintaining the base map module and land coordinates for the RUIS landbase. This activity is:

- o Discretionary/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staff years.
- o Increasing \$13,348 in total expenditures.

There is no Net General Fund Contribution in this activity.

9. Special Districts Administration [9.50 SY; E = \$1,799,549; R = \$1,799,549] 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:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staffing.
- o Increasing \$1,238,371 in total expenditures.

There is no Net General Fund Contribution in this activity.

10. Field Surveys [23.50 SY; E = \$1,492,204; R = \$1,492,204] including performing all field, design, construction, property, as-built and photogrammetric surveys; and maintaining the County's vertical control network (benchmark), horizontal control network (Cal Coordinate Sys) and County Base Map System. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Decreasing 1.00 staff years.
- o Increasing \$90,090 in total expenditures.

There is no Net General Fund Contribution in this activity.

11. Cartography [27.50 SY; E = \$1,435,461; R = \$1,435,461] including providing multi-purpose mapping, graphics, typesetting, photo-reproduction and blueline support services to the public and all County Departments. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Decreasing 1.50 staff years.
- o Increasing \$29,203 in total expenditures.

There is no Net General Fund Contribution in this activity.

12. Survey Remonumentation Fund [0.00 SY; E = \$200,000; R = \$200,000] including preserving and maintaining boundary control monumentation in the County. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
TAXES:				
Sales and Use Tax - TDA	\$45,975	\$60,000	\$131,000	\$71,000
TransNet Sales Tax	440,251	842,000	792,508	(49,492)
TransNet Exchange	16,312	50,000	30,000	(20,000)
Sub-Total	\$502,538	\$952,000	\$953,508	\$1,508
INTERGOVERNMENTAL REVENUE:				
Federal Aid - Bridges/FHWA	\$19,417	\$124,800	\$33,603	\$(91,197)
Federal Construction - Other	2,461	174,250	19,847	(154,403)
Aid From Other Government Agencies	421	5,000	0	(5,000)
Other Governmental Agencies	9,485	50,000	4,305	(45,695)
CDBG	67,403	70,000	105,000	35,000
Sub-Total	\$99,187	\$424,050	\$162,755	\$(261,295)
CHARGES FOR SERVICES:				
Fees/Services to Property Owners	\$2,784,705	\$1,987,694	\$3,676,348	\$1,688,654
Interest on Developers' Deposits	892,897	800,000	800,000	0
Survey Monument Preservation Fee	122,440	100,000	100,000	0
Other County Departments & Funds	1,899,261	2,039,219	1,901,954	(137,265)
Enterprise Funds	950,737	786,992	1,059,568	272,576
Sub-Total	\$6,650,040	\$5,713,905	\$7,537,870	\$1,823,965
OTHER REVENUE/FUNDING SOURCES:				
Operating Transfers (SRF)	\$143,234	\$200,000	\$200,000	\$0
Taxable Sales	(68,555)	5,000	5,000	0
Fund Balance (Survey Remonumentation Fund)	23,101	100,000	100,000	0
Allocated Road Fund Revenues	1,558,924	612,654	99,625	(513,029)
Sub-Total	\$1,656,704	\$917,654	\$404,625	\$(513,029)
Total	\$8,908,469	\$8,007,609	\$9,058,758	\$1,051,149

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1993-94 actual revenues were \$900,860 over budget. This increase was attributed to the increase in development related activities for the Valley Center sewer assessment district.

FY 1994-95 revenues will increase by \$1,051,149 primarily due to an increase in development related activities. Services to Property Owners is projected higher due to the development activities in Valley Center. 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.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment - General	1	Lot	\$10,700
Data Processing Equipment	1	Lot	82,900
Engineering/Industrial Equipment & Instruments	1	Lot	5,000
Total			\$98,600

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: ENVIRONMENTAL SERVICES					
% OF RESOURCES: 9.9%					
<u>WORKLOAD</u>					
Projects Serviced	115	153	162	160	165
<u>EFFICIENCY/OUTPUT</u>					
Average Cost/Environmental Review	\$2,122	\$2,335	\$2,798	\$3,839	\$3,432
ACTIVITY B: DEVELOPER SUPPORT FUNCTIONS					
% OF RESOURCES: 24.3%					
<u>WORKLOAD</u>					
Discretionary Permits	603	423	280	450	280
Map Checks	2,925	2,074	1,916	2,000	1,800
Plan Checks	1,506	1,102	688	1,200	850
<u>EFFICIENCY/OUTPUT</u>					
Average Cost/Discretionary Permit	\$1,359	\$974	\$1,084	\$1,000	\$1,000
Average Cost/Map Check	\$268	\$375	\$210	\$250	\$250
Average Cost/Plan Check	N/A	\$169	\$265	\$150	\$225
ACTIVITY C: SPECIAL DISTRICT ADMINISTRATION					
% OF RESOURCES: 19.9%					
<u>WORKLOAD</u>					
Special Districts (CSA's) Administered	75	83	87	82	86
<u>EFFICIENCY/OUTPUT</u>					
Average Cost/Special District (CSA)	\$2,627	\$2,397	\$2,610	\$3,927	\$3,191
ACTIVITY D: FIELD SURVEYS					
% OF RESOURCES: 18.7%					
<u>WORKLOAD</u>					
Survey Monuments Established	468	472	479	500	500
<u>EFFICIENCY/OUTPUT</u>					
Average Cost/Monument Established	\$279	\$279	\$279	\$250	\$250

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY E: CARTOGRAPHY					
<u>% OF RESOURCES:</u>	15.8%				
<u>WORKLOAD</u>					
Cartographic Map Changes & Graphic Requests Completed	29,289	25,186	22,070	25,500	23,500
<u>EFFICIENCY/OUTPUT</u>					
Average Cost/Base Map Change	\$10	\$10	\$10	\$10	\$10

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2210	Deputy Director, Public Works	1	1.00	1	1.00	\$84,775	\$79,071
2302	Administrative Assistant III	1	1.00	1	1.00	46,162	46,163
2303	Administrative Assistant II	5	5.00	5	5.00	175,465	180,884
2304	Administrative Assistant I	1	1.00	1	1.00	35,270	35,269
2357	Photo Audio-Visual Specialist	1	1.00	1	1.00	37,304	39,181
2700	Intermediate Clerk Typist	3	3.00	3	3.00	60,581	60,108
2757	Administrative Secretary II	2	2.00	2	2.00	50,948	50,948
2761	Group Secretary	1	1.00	1	1.00	20,460	23,228
3009	Word Processor Operator	1	1.00	1	1.00	22,634	23,739
3514	Environmental Mgmt. Spec. III	1	1.00	1	1.00	38,934	40,082
3515	Environmental Mgmt. Spec. II	5	4.00	5	4.00	145,272	159,780
3516	Environmental Mgmt. Spec. I	1	1.00	1	1.00	33,688	35,374
3517	Environmental Mgmt. Coordinator	1	1.00	1	1.00	51,806	51,806
3518	Cartographer	1	1.00	1	1.00	48,484	48,483
3555	Chief, Special Districts Admin.	1	1.00	1	1.00	60,386	60,385
3586	Chief, Mapping Section	1	1.00	1	1.00	53,389	53,389
3615	Assistant Engineer	6	6.00	6	6.00	267,844	270,042
3635	Civil Engineer	6	6.00	6	6.00	298,902	299,793
3655	Associate Transportation Spec.	1	1.00	1	1.00	42,707	43,389
3700	Principal Civil Engineer	2	2.00	2	2.00	138,260	138,262
3705	Principal Land Surveyor	1	1.00	1	1.00	58,562	58,574
3720	Senior Civil Engineer	3	3.00	3	3.00	179,655	179,655
3728	Senior Land Surveyor	3	3.00	2	2.00	179,655	119,770
3750	Public Works Program Coord II	1	1.00	1	1.00	58,942	58,942
3779	Junior Surveyor	10	10.00	9	9.00	374,432	338,881
3780	Assistant Surveyor	9	9.00	9	9.00	408,342	408,351
3785	Land Surveyor	6	6.00	5	5.00	297,575	253,690
3800	Drafting Technician III	4	4.00	4	4.00	136,663	137,904
3801	Drafting Technician II	11	11.00	10	10.00	320,688	304,276
3805	Cartographic Reproduction Tech.	2	2.00	2	2.00	59,355	60,811
3810	Engineering Aide	5	5.00	5	5.00	125,531	128,215
3812	Engineering Technician III	5	5.00	5	5.00	186,278	188,056
3813	Engineering Technician II	8	8.00	8	8.00	248,715	242,576
3814	Engineering Technician I	6	6.00	6	6.00	161,092	165,080
3817	Graphic Artist	3	3.00	3	3.00	93,864	95,248
3818	Graphic Supervisor	1	1.00	1	1.00	35,956	35,955
3819	Mapping Supervisor	2	2.00	2	2.00	79,966	79,968
5920	Electrician	1	1.00	1	1.00	33,574	33,575
5970	Sign Painter	1	1.00	1	1.00	28,881	31,842
9999	Extra Help	18	9.50	10	5.00	416,245	82,766
Total		142	132.50	130	124.00	\$5,197,242	\$4,743,511
Salary Adjustments:						\$(23,834)	\$121,362
Premium/Overtime Pay:						\$59,000	\$59,000
Employee Benefits:						\$1,636,547	\$1,568,431
Salary Savings:						\$(215,102)	\$(132,421)
Total Adjustments						\$1,456,611	\$1,616,372
Program Totals		142	132.50	130	124.00	\$6,653,853	\$6,359,883

PROGRAM: Program Development

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 30000
MANAGER: David S. Solomon

ORGANIZATION #: 5751
REFERENCE: 1994-95 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).

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,567,419	\$7,025,470	\$7,381,564	\$6,917,156	\$7,049,985	1.9
Services & Supplies	13,071,430	10,428,343	11,901,590	38,594,803	32,449,134	(15.9)
Other Charges	710,553	704,232	848,602	6,650,000	9,755,000	46.7
Fixed Assets	880	74,645	53,640	121,800	227,891	87.1
Operating Transfers	0	0	0	0	30,700	100.0
TOTAL DIRECT COST	\$20,350,282	\$18,232,690	\$20,185,396	\$52,283,759	\$49,512,710	(5.3)
PROGRAM REVENUE	(20,350,282)	(18,232,690)	(20,185,396)	(52,283,759)	(49,512,710)	(5.3)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	118.25	127.00	130.25	122.00	121.00	(0.8)

PROGRAM MISSION

To coordinate the selection, prioritization and funding of County transportation and transit projects; and to provide for the safe, efficient, and cost-effective design and construction of County public works facilities which will enhance implementation of community goals.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

FY 1993-94 actuals for Salaries & Benefits were over budget by \$464,408 due to positions borrowed from other programs to work on storm damage projects carried over from FY 1992-93 and mid-year termination of the Integrated Leave Program. Services & Supplies were under budget by \$26,693,213, due to projects being deferred from FY 1993-94 to FY 1994-95. Other Charges were under budget by \$5,801,398 for Right-of-Way acquisition which was not completed in FY 1993-94, but which is rebudgeted in the FY 1994-95 Roads Detail Work Program.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- To increase Gas Tax expenditures on contracted road projects by 10%.
Gas Tax expenditures on contracted road projects were increased by 10%.
- To increase public Transit ridership by 5% overall on the San Diego County Transit System.
Public Transit ridership increased by 5.57% overall on the San Diego Transit System.
- To continue collaborative process with DPLU to monitor Grading and Watercourse Enforcement.
A collaborative process with DPLU to monitor Grading and Watercourse Enforcement was continued this fiscal year.

1994-95 ADOPTED PROGRAM OBJECTIVES

- To produce engineering designs and/or design specifications for 24 Board-approved TRANSNET projects and 26 Gas Tax projects.

2. To complete construction of the Encinitas, Palomar College, and Carlsbad Transit Centers, and the expansion of the Oceanside Transit Center. To increase public transit ridership by 5% overall on the San Diego County Transit System.
3. To inspect construction of all public works projects to insure that standards of safety and quality of construction regulated by federal, state and local ordinances are met.
4. To receive input and feedback from 26 community planning and sponsor groups regarding existing and proposed County public works facilities.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Production of engineering designs and/or construction of cost-effective road and transportation improvements.
2. Construction of safe public works projects and facilities in accordance with all applicable safety standards.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Transit Services [12.00 SY; E = \$811,028; R = \$811,028] including contract administration of transit services in unincorporated areas; contract support and administration for commuter express; coordination of the DPW telecommuting program; and development, operation, and administration of transit centers. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - o Increasing 1.00 staff year.
 - o Decreasing \$10,733 in total expenditures.

There is no Net General Fund Contribution in this activity.

2. Project Services/Communications [6.00 SY; E = \$350,752; R = \$350,752] including preparing and developing the DPW Detailed Work Program of public improvements and the County's Regional Transportation Improvement Plan; responding to inquiries from the CAO, Board of Supervisors, and the public; preparing reports and special studies; developing and maintaining a DPW Project Tracking System; providing staff support to several advisory committees; preparing project submittals and evaluations for Community Development Block Grant (CDBG) Funding; and providing legislative analysis coordination, public information and newsletters, and Board letter processing and review for the department. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - o Unchanged with respect to staff years.
 - o Increasing \$8,762 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Flood Control Engineering [9.00 SY; E = \$637,637; R = \$637,637] including Flood Plain Management; administration of the National Flood Insurance Program; reviewing Federal Emergency Management Agency (FEMA) floodplain and alluvial fan map studies; maintaining and collecting hydrographic data from rain and stream gauges for publication of official hydrology and storm reports; maintaining and operating the County's ALERT Storm/Data System; performing drainage design and review of flood hazards to land development; and providing staff support to the San Diego County Flood Control District Advisory Commission for management, project coordination and administration. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue from the Flood Control District and developer projects.
 - o Unchanged with respect to staffing.
 - o Increasing \$38,162 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Engineering Services [40.50 SY; E = \$2,750,922; R = \$2,750,922] 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:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Decreasing 0.50 staff years.
- o Increasing \$117,987 in total expenditures.

There is no Net General Fund Contribution in this activity.

5. Construction Engineering [53.50 SY; E = \$3,453,769; R = \$3,453,769] 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:

- o Mandated/Discretionary Service Level with respect to inspection of improvement plans, permits, construction projects, and Watercourse Enforcement.
- o Discretionary/Discretionary Service Level with respect to Grading Ordinance Enforcement.
- o Offset 100% by revenue.
- o Decreasing 1.50 staff years.
- o Increasing \$193,271 in total expenditures.

There is no Net General Fund Contribution in this activity.

6. Construction Contracts/Materials/Right-of-Way [0.00 SY; E = \$41,508,602; R = \$41,508,602] 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:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Decreasing \$3,118,498 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
TAXES:				
Sales and Use Tax-TDA	\$25,002	\$490,000	\$661,955	\$171,955
TransNet Sales Tax	4,718,531	29,491,000	24,765,695	(4,725,305)
TransNet Exchange	1,138,338	4,206,000	4,009,000	(197,000)
Sub-Total	\$5,881,871	\$34,187,000	\$29,436,650	\$(4,750,350)
LICENSES, PERMITS & USE OF PROPERTY:				
Licenses & Permits	\$40,685	\$42,500	\$47,762	\$5,262
Rents & Concessions	5,788	36,000	0	(36,000)
Sub-Total	\$46,473	\$78,500	\$47,762	\$(30,738)
INTERGOVERNMENTAL REVENUE:				
State Construction Other	\$132,180	\$0	\$0	\$0
Federal Aid - Bridges/FHWA	759,525	1,489,600	1,240,809	(248,791)
Federal Construction - Other	0	578,000	161,534	(416,466)
Other Governmental Agencies	56,984	70,000	4,115,760	4,045,760
FAU/FAS	215,696	127,000	0	(127,000)
CDBG	982,568	1,030,000	1,032,616	2,616
Sub-Total	\$2,146,953	\$3,294,600	\$6,550,719	\$3,256,119
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$1,465,688	\$1,814,216	\$882,498	\$(931,718)
Other County Departments & Funds	2,201,846	1,812,352	1,783,960	(28,392)
Enterprise Funds	1,996,674	1,551,364	1,599,951	48,587
Sub-Total	\$5,664,208	\$5,177,932	\$4,266,409	\$(911,523)
OTHER REVENUE/FUNDING SOURCES:				
Operating Transfers	\$0	\$10,000	\$0	\$(10,000)
Other Revenues	(317,517)	18,000	0	(18,000)
Allocated Road Fund Revenues	6,763,408	9,517,727	9,211,170	(306,557)
Sub-Total	\$6,445,891	\$9,545,727	\$9,211,170	\$(334,557)
Total	\$20,185,396	\$52,283,759	\$49,512,710	\$(2,771,049)

* No County General Fund match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1993-94 revenues were \$30,098,363 under budget primarily due to Transnet projects not being completed this year. Many of these projects are rebudgeted in the FY 1994-95 Roads Detailed Work Program.

FY 1994-95 Intergovernmental Revenue is expected to increase by \$3,256,119 due primarily to federal reimbursement for storm damage projects carried over from FY 1993-94. An off-setting decrease in revenue of \$5.7 million is expected from Transnet and Work for Others.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment - General	1	Lot	\$36,945
Data Processing Equipment	1	Lot	156,546
Engineering/Industrial Equipment & Instruments	1	Lot	30,700
Laboratory/Medical/Institute Instruments & Furniture	1	Lot	3,700
<hr/> Total			<hr/> \$227,891 <hr/>

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: TRANSIT SERVICES					
<u>% OF RESOURCES:</u>	1.6%				
<u>WORKLOAD</u>					
Transit Contracts Managed	44	48	49	53	51
<u>EFFICIENCY/OUTPUT</u>					
Average Administrative Cost/Contract	\$9,590	\$10,013	\$12,206	\$10,201	\$11,278
<u>EFFECTIVENESS/OUTCOME</u>					
Total Value of Contracts Administered (Millions)	\$44.0	\$59.9	\$69.8	\$72.9	\$72.5
ACTIVITY B: FLOOD CONTROL ENGINEERING					
<u>% OF RESOURCES:</u>	1.3%				
<u>WORKLOAD</u>					
Bridge and Drainage Design Plans Reviewed	80	75	80	90	85
<u>EFFICIENCY/OUTPUT</u>					
Average Cost/Design Plan Reviewed	\$1,827	\$1,951	\$3,074	\$2,645	\$2,444
ACTIVITY C: CONSTRUCTION ENGINEERING					
<u>% OF RESOURCES:</u>	7.0%				
<u>WORKLOAD</u>					
Active Subdivisions and Permits	6,487	6,607	6,197	6,209	6,430
<u>EFFICIENCY/OUTPUT</u>					
Average Cost/Subdivision - Permit	\$241	\$196	\$142	\$219	\$119
<u>EFFECTIVENESS/OUTCOME</u>					
Monthly Value of Projects Under Construction (Millions)	\$9.3	\$15.6	\$17.8	\$12.8	\$14.3
ACTIVITY D: ENGINEERING SERVICES					
<u>% OF RESOURCES:</u>	5.6%				
<u>WORKLOAD</u>					
Major Projects & Traffic Signals Designed	50	45	45	25	39
<u>EFFICIENCY/OUTPUT</u>					
Average Cost/Major Project Designed	\$26,105	\$26,292	\$29,220	\$52,058	\$30,875

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0390	Deputy County Engineer	1	1.00	1	1.00	\$72,935	\$72,935
2303	Administrative Assistant II	2	2.00	2	2.00	83,686	76,276
2304	Administrative Assistant I	1	1.00	1	1.00	34,141	35,269
2337	Public Information Specialist	2	2.00	2	2.00	74,846	75,922
2412	Analyst II	3	3.00	3	3.00	92,278	113,414
2413	Analyst III	1	1.00	1	1.00	46,162	37,986
2424	Public Works Program Coord. I	4	4.00	4	4.00	210,701	201,007
2700	Intermediate Clerk Typist	3	3.00	3	3.00	61,047	62,010
2730	Senior Clerk	3	3.00	3	3.00	67,166	68,562
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,770
2756	Administrative Secretary I	2	2.00	2	2.00	43,439	44,104
2757	Administrative Secretary II	2	2.00	2	2.00	50,948	50,948
3615	Assistant Engineer	19	19.00	19	19.00	782,970	804,323
3635	Civil Engineer	16	16.00	16	16.00	781,336	805,112
3654	Assistant Transportation Spec.	1	1.00	1	1.00	40,976	43,032
3655	Associate Transportation Spec.	3	3.00	3	3.00	142,690	143,903
3695	Junior Engineer	1	1.00	1	1.00	38,002	38,002
3700	Principal Civil Engineer	5	5.00	6	6.00	345,650	402,540
3720	Senior Civil Engineer	12	12.00	12	12.00	716,910	709,473
3735	Senior Structural Engineer	1	1.00	1	1.00	62,723	62,722
3740	Senior Transportation Spec.	2	2.00	2	2.00	119,770	119,770
3795	Construction Technician	6	6.00	6	6.00	304,428	303,549
3800	Drafting Technician III	1	1.00	0	0.00	34,476	0
3801	Drafting Technician II	1	1.00	1	1.00	29,153	26,310
3803	Hydrographic Instrument Tech.	1	1.00	1	1.00	39,120	39,967
3812	Engineering Technician III	12	12.00	12	12.00	476,232	479,604
3813	Engineering Technician II	7	7.00	7	7.00	229,683	232,809
3814	Engineering Technician I	3	3.00	3	3.00	86,016	91,509
5585	Supervising Real Property Agent	1	1.00	1	1.00	51,680	54,278
6003	Right-of-Way/Utility Coordinator	1	1.00	1	1.00	57,026	57,026
9999	Extra Help	8	4.00	6	3.00	169,894	68,821
Total		126	122.00	124	121.00	\$5,373,854	\$5,348,953
Salary Adjustments:						\$(167,271)	\$36,752
Premium/Overtime Pay:						\$74,095	\$68,000
Employee Benefits:						\$1,862,507	\$1,744,931
Salary Savings:						\$(226,029)	\$(148,651)
Total Adjustments						\$1,543,302	\$1,701,032
Program Totals		126	122.00	124	121.00	\$6,917,156	\$7,049,985

PROGRAM: Internal Department Services

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 40000
MANAGER: Tom Garibay

ORGANIZATION #: 5789
REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,750,079	\$3,609,419	\$3,160,851	\$3,311,016	\$3,081,296	(6.9)
Services & Supplies	9,084,290	6,972,323	5,655,329	7,535,843	7,574,308	0.5
Fixed Assets	65,217	40,799	196,890	298,395	105,473	(64.7)
Operating Transfers	0	0	0	0	69,600	100.0
TOTAL DIRECT COST	\$12,899,586	\$10,622,541	\$9,013,070	\$11,145,254	\$10,830,677	(2.8)
PROGRAM REVENUE	(12,899,586)	(10,622,541)	(9,013,070)	(11,145,254)	(10,830,677)	(2.8)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	74.00	72.00	61.50	64.50	61.50	(4.7)

PROGRAM MISSION

To direct, administer and support all DPW divisions and the County General Fund in accomplishment of the Department's mission in a cost-effective manner. Included in this division are the activities of the Department's budget, fiscal, personnel, and electronic data processing sections, as well as staff to administer the contracts for the Service Authority for Freeway Emergencies (SAFE) and the Abandoned Vehicle Abatement Service Authority (AVA).

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

FY 1993-94 actuals were under budget by \$2,132,184 (19.1%). Salaries and Benefits were under budget by \$150,165 (4.5%) due to an Auditor's encumbrance of \$257,403. Services and Supplies were under budget by \$1,880,514 (25.0%) due primarily to a reduction in A-87 External Overhead costs.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- To bring programs closer to the managers that oversee them, and to streamline the decision making process.
Programs were brought closer to the managers who oversee them and the decision making process streamlined by reorganization which eliminated one level of management.
- To develop and implement a Developer Trust Fund tracking fund.
A Developer Trust Fund Tracking System will be completed in June, 1995.
- To develop an automated Employee Skills Inventory System.
An Automated Employee Skills Inventory System was completed.
- To develop a report that integrates Project Planning with project cost information.
A system which integrates Project Planning with project cost information will be completed in December, 1994.

1994-95 ADOPTED PROGRAM OBJECTIVES

- To prepare a budget which meets the performance-based objectives of the Board of Supervisors; and the control and monitoring of expenditures to insure they are authorized in accordance with all State Controller guidelines and Board of Supervisor policy and procedures.

2. To implement the use of the latest technological resources which will assist all DPW staff in their work. Specific plans include the completion of a Pavement Management System to automate pavement assessment functions; and an automated timesheet reporting system which will provide a comparison of charge details against developer and grant funds on a daily basis.
3. To conduct a personnel study and review of our organizational structure, classifications and number of positions; and to analyze how staff charges to direct services versus indirect/administration.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Reduction of staff time spent on tracking developer deficit deposits due to the timeliness of charging information; reduction in data processing errors and time spent on their correction; and improved tracking of staff time charged to direct activities.
2. Preparation of a performance-based budget within the guidelines established by the Board of Supervisors.
3. Auditable expenditures in conformance with State Controller guidelines and grant requirements.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Department Administration and External Support [18.50 SY; E = \$7,440,200; R = \$7,440,200] including responsibilities for departmental administration and management, payments from the Road Fund to General Fund Departments included in the A-87 Cost Allocation Plan, and providing supply and printing functions. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - o Increasing 0.50 staff years for temporary help.
 - o Decreasing \$212,267 in total expenditures.
 - o Responsible for Cost Allocation Plan payments to General Fund Department as follows:

<u>A-87 EXTERNAL COST ITEM</u>	<u>1992-93 Actual</u>	<u>1993-94 Budget</u>	<u>1994-95 Budget</u>
Non-Allocation Plan Costs	\$ 21,760	\$ 0	\$ 0
Equipment Usage	6,675	4,596	1,430
Space Costs	39,234	49,427	49,330
EOMO	22,272	21,799	19,092
Liability Reserve	672,524	1,114,076	0
GS Record Management	50,194	115,862	116,060
CAO Executive	64,752	64,300	44,239
Civil Service Commission	11,933	12,553	11,177
A-87 Roll Forward	1,542,511	401,045	1,029,933
GS Real Property	0	392,967	532,220
DIS Communications	123,249	42,591	36,691
Auditor & Controller	483,932	554,581	563,720
Purchasing	115,152	133,204	160,246
GS Facilities Services/Maintenance	75,009	583,854	726,478
Telephone Services/Utilities	95,857	631,299	672,022
DIS Data Processing	386,106	398,148	422,910
Human Resources	271,711	212,340	174,255
Liability Insurance	1,466,681	1,296,822	0
County Counsel	368,511	499,130	400,088
Rents and Leases	0	142,428	273,030
Retirement Office	1,884	0	0
Liability Insurance Premium	0	0	2,096,865
Total	\$5,819,947	\$6,671,022	\$7,329,792

There is no Net General Fund Contribution in this activity.

2. Computer Services [16.50 SY; E = \$1,806,930; R = \$1,806,930] including development and maintenance of EDP systems used department-wide; preparing input data, executing computer programs, and providing coordination and technical support to the users of various EDP systems, including the Fleet Management, Pavement Management, Permits Processing, Airports Lease Tracking and Budget Preparation Systems; providing department-wide office automation capabilities and training; providing support and training for the users of microcomputers; and performing various interdepartmental and inter-governmental coordination activities. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Decreasing 5.00 staff years, that were dropped mid-year in FY 1993-94.
- o Decreasing \$207,695 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Personnel/Payroll/Training [13.50 SY; E = \$886,428; R = \$886,428] including personnel, payroll, training, and safety functions. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Increasing 1.50 staff years.
- o Increasing \$71,822 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Financial Services [13.00 SY; E = \$697,119; R = \$697,119] including responsibilities for program and line-item budget preparation, fiscal analysis, expenditure and revenue monitoring, and conducting operational/management reviews. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staffing.
- o Increasing \$33,563 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1993-94 Estimated Actual	1993-94 Budget	1994-95 CAO Proposed	Change From 1993-94 Budget
TAXES:				
Sale & Use Tax - TDA	\$305	\$0	\$0	\$0
TransNet Sales Tax	11,661	0	0	0
Sub-Total	\$11,966	\$0	\$0	\$0
FINES AND INTEREST:				
Vehicle Code Fines	\$11,044	\$12,000	\$7,500	\$(4,500)
Interest (Road Fund)	453,030	502,937	500,000	(2,937)
Sub-Total	\$464,074	\$514,937	\$507,500	\$(7,437)
INTERGOVERNMENTAL REVENUE:				
Aid From Other Governments	\$177,776	\$0	\$0	\$0
Sub-Total	\$177,776	\$0	\$0	\$0
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$138,122	\$178,338	\$162,661	\$(15,677)
Other County Departments & Funds	125,585	100,000	125,620	25,620
Enterprise Funds	1,490,335	1,485,537	1,576,272	90,735
Sub-Total	\$1,754,042	\$1,763,875	\$1,864,553	\$100,678
OTHER REVENUE/FUNDING SOURCES:				
Other Taxable Sales/Miscellaneous	\$39,246	\$14,000	\$0	\$(14,000)
Operating Transfers	701,639	0	0	0
Fund Balance (Road Fund)	339,764	4,895,188	2,672,310	(2,222,878)
Allocated Road Fund Revenues	5,524,563	3,957,254	5,786,314	1,829,060
Sub-Total	\$6,605,212	\$8,866,442	\$8,458,624	\$(407,818)
Total	\$9,013,070	\$11,145,254	\$10,830,677	\$(314,577)

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

No material change is expected in revenue in FY 1994-95.

PROGRAM: Internal Department Services

DEPARTMENT: PUBLIC WORKS - ROAD FUND

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment - General	1	Lot	\$11,300
Data Processing Equipment	1	Lot	94,173
Total			\$105,473

STAFFING SCHEDULE

Class	Title	1993-94	1993-94	1994-95	1994-95	1993-94	1994-95
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0985	PW Policy & Resources Admin.	1	1.00	1	1.00	\$64,894	\$64,895
2113	Director, Public Works	1	1.00	1	1.00	105,506	98,970
2210	Deputy Director, Public Works	1	1.00	1	1.00	79,071	79,071
2211	Assistant Director, Public Works	1	1.00	1	1.00	89,973	98,970
2303	Administrative Assistant II	2	2.00	2	2.00	83,686	83,684
2312	Deptl Personnel & Trng Admin	1	1.00	1	1.00	57,482	57,483
2320	Personnel Aide	1	1.00	1	1.00	27,622	27,622
2328	Dept. Personnel Officer II	1	1.00	1	1.00	46,162	46,163
2337	Public Information Specialist	1	1.00	1	1.00	37,423	37,961
2338	Public Works Safety Coordinator	1	1.00	1	1.00	41,843	41,842
2364	Senior Personnel Analyst	1	1.00	1	1.00	46,162	46,163
2367	Principal Admin. Analyst	2	2.00	2	2.00	98,318	98,319
2405	Assistant Accountant	1	1.00	1	1.00	33,741	33,741
2411	Analyst I	1	1.00	1	1.00	29,730	29,730
2412	Analyst II	3	3.00	3	3.00	125,529	106,760
2413	Analyst III	2	2.00	2	2.00	92,324	92,326
2424	Public Works Program Coord. I	1	1.00	1	1.00	46,894	54,747
2425	Associate Accountant	1	1.00	1	1.00	34,987	36,751
2426	Assistant Systems Analyst	2	2.00	2	2.00	83,686	73,894
2427	Associate Systems Analyst	8	8.00	7	7.00	374,360	331,071
2471	EDP Systems Manager	1	1.00	1	1.00	64,917	64,917
2485	Distributed Network Tech II	1	1.00	1	1.00	28,084	28,084
2487	EDP Distributed Network Coord.	1	1.00	0	0.00	49,673	0
2493	Intermediate Account Clerk	1	1.00	1	1.00	18,061	18,065
2510	Senior Account Clerk	1	1.00	1	1.00	22,234	23,355
2511	Senior Payroll Clerk	2	2.00	2	2.00	46,814	42,427
2525	Senior Systems Analyst	2	2.00	1	1.00	109,496	54,747
2550	Chief, Public Works Rev & Budget	1	1.00	1	1.00	54,800	57,483
2658	Storekeeper II	1	1.00	1	1.00	24,783	24,783
2660	Storekeeper I	1	1.00	1	1.00	22,098	22,490
2700	Intermediate Clerk Typist	2	2.00	2	2.00	41,338	41,340
2725	Principal Clerk I	1	1.00	1	1.00	31,465	31,465
2730	Senior Clerk	2	2.00	2	2.00	42,438	44,337
2745	Supervising Clerk	1	1.00	1	1.00	24,126	25,056
2756	Administrative Secretary I	1	1.00	1	1.00	21,588	22,052
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
2769	Commission Secretary	1	1.00	1	1.00	33,135	30,774
3009	Word Processor Operator	1	1.00	1	1.00	22,936	23,739
3018	Computer Operations Specialist	1	1.00	0	0.00	28,084	0
3050	Offset Equipment Operator	1	1.00	1	1.00	23,157	23,157
3072	Senior Computer Operator	1	1.00	0	0.00	25,433	0
3073	Senior Offset Equip. Operator	1	1.00	0	0.00	25,554	0
3812	Engineering Technician III	2	2.00	2	2.00	69,362	79,934
9999	Extra Help	5	2.50	11	5.50	87,032	121,413
Total		67	64.50	67	61.50	\$2,579,910	\$2,383,690
Salary Adjustments:						\$38,525	\$(16,761)
Premium/Overtime Pay:						\$8,000	\$8,000
Employee Benefits:						\$787,730	\$769,252
Salary Savings:						\$(103,149)	\$(62,885)
Total Adjustments						\$731,106	\$697,606
Program Totals		67	64.50	67	61.50	\$3,311,016	\$3,081,296

PROGRAM: General Fund Activities

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 50000
MANAGER: Tom Garibay

ORGANIZATION #: 5850, 5950
REFERENCE: 1994-95 Proposed Budget - Pg. 29-36

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 21684 (Special Aviation Fund); Health and Safety Code, Section 4700 (County Sanitation Districts); 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).

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Services & Supplies	\$1,187,005	\$1,253,169	\$1,067,756	\$1,561,202	\$1,893,922	21.3
Fixed Assets	0	0	0	13,200	23,700	79.5
TOTAL DIRECT COST	\$1,187,005	\$1,253,169	\$1,067,756	\$1,574,402	\$1,917,622	21.8
PROGRAM REVENUE	(866,145)	(1,028,342)	(851,273)	(1,405,132)	(1,341,604)	(4.5)
NET GENERAL FUND CONTRIBUTION	\$320,860	\$224,827	\$216,483	\$169,270	\$576,018	240.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To protect health and public safety, by enforcing the requirements of the County Grading Ordinance, and providing various maintenance and improvements at County airports and airstrips; and to protect, maintain and enhance the quality of life in San Diego County, by operating various multi-modal transit center facilities, providing formation services to the public and providing cartographic services to the public; and to provide safe, efficient and cost effective water and wastewater treatment systems at Viejas-Descanso and Rancho Del Campo Honor Camps.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Budgeted appropriations and budgeted Net General Fund Contribution were increased mid-year by \$108,500 for the County Office Recycling Program (CORP), resulting in Total appropriations of \$1,682,902 and a Total Net General Fund Contribution of \$277,770. Total actual expenditures were \$615,146 under the revised budget, primarily as a result of revenue offset transit center studies and airport rehabilitation projects not being completed. Actual Net General Fund Contribution was \$61,288 under the revised budget.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- To complete investigations on 80% of all Grading Ordinance complaints within four working days.
Over 90% of all Grading Ordinance complaints were investigated within four working days.
- To respond to initial investigations on 90% of all requests for Special Districts formation within five working days.
Over 90% of all requests for Special District formations were initially investigated within five working days.

1994-95 ADOPTED PROGRAM OBJECTIVES

- To complete investigations of 80% of all Grading Ordinance complaints within four working days.
- To respond to initial investigations on 90% of all requests for Special Districts formation within five working days.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- Grading Ordinance violations will be identified and remedied resulting in less erosion, environmental damage and property damage.
- Special District formations will be evaluated and property owners will be notified of the potential cost and success of new formations.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Development Support [0.00 SY; E = \$956,848; R = \$812,404] 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:
 - o Discretionary/Discretionary Service Level with respect to County Grading Ordinance.
 - o Offset 84.9% by revenue.
 - o Increasing \$118,024 in total expenditures and increasing \$90,629 in total revenues.
 - o Decreasing 0.15 Road Fund SY equivalents for General Fund Transit Activities.

There is a Net General Fund Contribution of \$144,444 in this activity, an increase of \$28,195 from the \$116,249 Net General Fund Contribution budgeted in FY 1993-94.

2. Land Development Support [0.00 SY; E = \$230,936; R = \$177,915] 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:
 - o Mandated/Discretionary Service Level.
 - o Offset 77.0% by revenue.
 - o Decreasing \$3,546 in total expenditures and decreasing \$3,546 in total revenues.
 - o Unchanged in Road Fund SY equivalents for General Fund work.

There is a Net General Fund Contribution of \$53,021 in this activity, unchanged from the \$53,021 Net General Fund Contribution budgeted in FY 1993-94.

3. Wastewater Management Support [0.00 SY; E = \$378,553; R = \$0] including sewer operations, sewer line cleaning and water system operations at Rancho Del Campo, and sewer operations and water system operations at Descanso Detention Facility. These operational costs were previously budgeted in the General Services budget, but have now been transferred to the Wastewater Management Division of Public Works where the necessary expertise and labor exists for operating these General Fund systems in compliance with State Codes. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Increasing \$378,553 for first year costs (with a reduction in the General Services budget).

There is a Net General Fund Contribution of \$378,553 in this activity.

4. Special Aviation Fund [0.00 SY; E = \$351,285; R = \$351,285] facilitates a pass through of State funds and grants for airport and aviation purposes at County airports to the Airport Enterprise Fund. Funds are expended for rehabilitation contracts, operations, and maintenance purposes. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - o Decreasing \$150,611 in total expenditures and revenues because of fewer eligible State-funded grant maintenance projects.
 - o Affected by changes in availability of State Funds and Grants.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
TAXES AND USE OF PROPERTY:				
Sales & Use Tax - TDA	\$413,130	\$564,575	\$699,704	\$135,129
Rents, Concessions & Interest	148,482	161,441	92,467	(68,974)
Sub-Total	\$561,612	\$726,016	\$792,171	\$66,155
INTERGOVERNMENTAL REVENUES:				
State Aid for Aviation	\$33,781	\$349,145	\$260,786	\$(88,359)
Sub-Total	\$33,781	\$349,145	\$260,786	\$(88,359)
CHARGES FOR CURRENT SERVICES:				
Fees & Services to Property Owners	\$37,059	\$51,514	\$51,000	\$(514)
Airport Enterprise Fund	14,329	58,657	0	(58,657)
Other County Departments & Funds	61,117	56,578	65,664	9,086
Services to Other Governments	3,299	2,000	3,000	1,000
Sub-Total	\$115,804	\$168,749	\$119,664	\$(49,085)
OTHER REVENUE/FUNDING SOURCES:				
Other Sales - Taxable	\$104,658	\$108,569	\$105,951	\$(2,618)
Fund Balance (Special Aviation Fund)	35,418	52,653	63,032	10,379
Sub-Total	\$140,076	\$161,222	\$168,983	\$7,761
Total	\$851,273	\$1,405,132	\$1,341,604	\$(63,528)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$216,483	\$169,270	\$576,018	\$406,748
Sub-Total	\$216,483	\$169,270	\$576,018	\$406,748
Total	\$216,483	\$169,270	\$576,018	\$406,748

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1993-94 actual revenue was \$553,859 under budget primarily as a result of fewer than budgeted revenue-offset transit center studies and airport projects. Budgeted Net General Fund Contribution was increased mid-year by \$108,500 for the County Office Recycling Program (CORP). FY 1993-94 actual Net General Fund Contribution was \$61,288 under the revised budget. FY 1994-95 budgeted revenue will be \$63,528 less than FY 1993-94 primarily as a result of fewer State grants for airport maintenance and rehabilitation projects. FY 1994-95 Net General Fund Contribution is increasing by \$406,748 primarily as a result of transferring the responsibility for operation and maintenance of the sewage treatment and water systems at Rancho Del Campo and Descanso Detention Facilities from General Services to Public Works.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Specialized Department & Safety Equipment	1	Lot	\$23,700
Total			\$23,700

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: LAND DEVELOPMENT					
<u>% OF RESOURCES:</u>	12.0%				
<u>WORKLOAD</u>					
Public Contracts for Cartography Services	11,379	13,292	19,700	13,000	12,000
Assessment Districts & Formations in Process	41	24	20	22	17
<u>EFFICIENCY/OUTPUT</u>					
Average Cost/Public Contact	\$7.97	\$9.15	\$5.87	\$8.51	\$9.08
Average Cost/Formation	\$2,212	\$3,430	\$3,654	\$3,115	\$4,001
ACTIVITY B: PROGRAM DEVELOPMENT					
<u>% OF RESOURCES:</u>	49.9%				
<u>WORKLOAD</u>					
Grading Complaints Investigated	339	328	325	357	331
<u>EFFICIENCY/OUTPUT</u>					
Average Cost/Grading Complaint	\$465	\$472	\$396	\$326	\$509
<u>EFFECTIVENESS/OUTCOME</u>					
Average Response Time (Days)	2.7	2.3	1.3	2.3	2.1
ACTIVITY C: WASTEWATER MANAGEMENT					
<u>% OF RESOURCES:</u>	19.7%				
<u>WORKLOAD</u>					
Liquid Waste Treated (MDG)	N/A	N/A	N/A	N/A	0.220
<u>EFFICIENCY/OUTPUT</u>					
Average Daily Cost/100,000 Gallons of Sewage Treated	N/A	N/A	N/A	N/A	\$301.66

REGISTRAR OF VOTERS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Registration	\$1,015,779	\$839,275	\$897,425	\$1,236,422	\$1,090,046	\$(146,376)	(11.8)
Elections	3,958,808	3,695,031	4,840,875	4,708,239	3,714,243	(993,996)	(21.1)
Administration	324,853	331,978	342,488	405,568	423,923	18,355	4.5
TOTAL DIRECT COST	\$5,299,440	\$4,866,284	\$6,080,788	\$6,350,229	\$5,228,212	\$(1,122,017)	(17.7)
PROGRAM REVENUE	(2,497,238)	(2,231,295)	(1,872,782)	(1,372,000)	(1,784,374)	(412,374)	30.1
NET GENERAL FUND COST	\$2,802,202	\$2,634,989	\$4,208,006	\$4,978,229	\$3,443,838	\$(1,534,391)	(30.8)
STAFF YEARS	79.37	91.92	104.29	99.96	96.42	(3.54)	(3.5)

MISSION

Under the jurisdiction and direction of the Board of Supervisors and with the assistance of the California Secretary of State, conduct voter registration and voting processes with the highest level of professional election standards, accountability, security and integrity, thereby earning and maintaining public confidence in the electoral process.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

In an environment of continually shrinking resources:

1. Annually, expect to register or re-register due to address or political party changes, approximately 520,000 voters; purge 97,000 voters who have moved or are deceased.
2. Locate between 1,500 - 1,750 polling places for a countywide election and staff the polls with between 7,000 - 9,000 trained poll workers.
3. On a countywide election night, tabulate unofficial election results within 5 - 6 hours of the polls closing; certify final, official vote totals of between 500,000 and 1,000,000 ballots within the legally proscribed 28 day vote canvas period.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. Maintain voter registration at the highest possible level through highly visible, proactive voter outreach programs.
2. Strive to assure the convenience of voting for the citizenry by selecting and staffing sufficient precinct polling locations and by informing the public of the option to vote by mail.
3. Maintain public confidence in the vote tabulation process by providing accurate and timely election results.

REGISTRAR OF VOTERS

ADMINISTRATION

Department Management
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 0.50

5 Permanent Positions
5.50 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 27.33

25 Permanent Positions
52.33 Staff Years

COMPUTER SERVICES

Data Processing; Programming;
Systems Analysis; Computer
Operations; Vote Counting

Senior System Analyst 1.00
Associate System Analyst 1.00
Assistant System Analyst 1.00
Sr Computer Operator 1.00
Computer Operator 2.00
Extra Help 0.75

6 Permanent Positions
6.75 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 11.84

17 Permanent Positions
28.84 Staff Years

PROGRAM: Registration

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 04101
MANAGER: Sally McKenna

ORGANIZATION #: 4230
REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$477,908	\$520,859	\$509,124	\$819,648	\$697,075	(15.0)
Services & Supplies	478,785	273,172	350,758	371,945	332,992	(10.5)
Other Charges	41,491	45,244	37,543	44,829	44,829	0.0
Fixed Assets	17,595	0	0	0	15,150	100.0
TOTAL DIRECT COST	\$1,015,779	\$839,275	\$897,425	\$1,236,422	\$1,090,046	(11.8)
PROGRAM REVENUE	(124,814)	(207,974)	(81,570)	(61,000)	(74,000)	21.3
NET GENERAL FUND CONTRIBUTION	\$890,965	\$631,301	\$815,855	\$1,175,422	\$1,016,046	(13.6)
STAFF YEARS	15.86	14.57	15.27	24.58	23.37	(4.9)

PROGRAM MISSION

To provide all eligible citizens of San Diego County with highly visible, ongoing opportunities to register to vote, and to take part in the democratic process of citizen choice through elections and the petition process.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Estimated actual expenditures for the Registration program are projected to be within budget. Revenues are projected to exceed budget due to an increase in reimbursement for Community Development (voter outreach), and for postal expenses recovered from the State.

ACHIEVEMENT OF 1993-94 OBJECTIVES

A voter purge was conducted to update records of registered voters who had moved within the county or outside San Diego county. The outcome, a registration of 1,270,956, was within 1.5% of the 1,290,000 registered voters expected after the files purge.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Encourage voter registration drives in all areas of the community.
2. Maintain 750 permanent voter registration sites at libraries, post offices, social service agencies and schools.
3. Verify approximately 250,000 petition, nomination and absentee voter signatures withing statutory time limits.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Encourage voter registration efforts in every Community.
2. Maintain current and cancelled files of registered voters.
3. Check petitions, nomination papers, and absentee voter signatures for validity and sufficiency.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The CAO's proposed budget for the year-round Registration program, summarized below, reflects decreased costs for Services and Supplies and Salaries and Benefits due to the anticipated decrease in voter registration and petition

activity which typically occurs in the even/odd fiscal year, requiring fewer temporary employees than the increased voter registration activity in the odd/even fiscal year. All local and state petitions for the November 1994 General Election were filed and verified during the third and fourth quarters of the 1993-94 fiscal year.

Also addressed in this budget, is the required January 1, 1995 implementation of the National Voter Registration Act of 1993 ("Motor Voter") which mandates every DMV applicant receive a voter registration form along with the driver's license application/renewal. The Registrar conservatively estimates that the anticipated increase in voter registration activity (both from new registrants and duplicate registrations) will require a minimum of \$48,625 in additional resources for the Processing Affidavits activity. This includes approximately \$36,225 for temporary staff and \$12,400 to enhance the capacity of the Registrar's computer disk space which is also required to meet the increased workload. This budget includes appropriations for temporary staff years and the additional computer disk space to accommodate the increase in voter registration activity. The increased activity will come in the form of several thousand voter registration forms each week from the Department of Motor Vehicles, beginning in January 1995.

The activities of this program are summarized as follows:

1. Registration of Eligible Population and Community Development [2.01 SY; E = \$93,752; R = \$20,000] including distribution and receipt of voter registration affidavits, is:
 - o Mandated/Mandated Service Level.
 - o Offset 21.3% by program revenue.
 - o Able to distribute 340,000 and receive 170,000 new affidavits of registration.

2. Processing Affidavits [14.69 SY; E = \$685,185; R = \$34,000] including processing new affidavits, updating voter records after the November election and sending new registration cards to addresses from which voters have moved, is:
 - o Mandated/Mandated Service Level.
 - o Offset 5.0% by program revenue.
 - o Able to process 170,000 new affidavits, update 141,000 address changes to voters' registrations after the November election and send approximately 35,000 registration application forms to vacated addresses.

3. Signature Verification [4.56 SY; E = \$212,692; R = \$0] including verifying absentee ballot signatures and receiving and verifying petition signatures, is:
 - o Mandated/Mandated Service Level.
 - o Has no offsetting revenue.
 - o Able to verify 240,000 absentee signatures; receive 66,000 petition signatures; and verify 3,300 petition signatures.

4. Public Record Activity [2.11 SY; E = \$98,417; R = \$20,000] including providing registration and election information to the citizens over the counter and by telephone, and certified copies of registrations for citizenship proof, is:
 - o Mandated/Mandated Service Level.
 - o Offset 20.32% by program revenue.
 - o Able to respond to 150,000 public inquiries and provide 3,950 copies of affidavits for citizenship proof.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Outreach and Community Development	29,529	20,000	20,000	0
Post-Election Registration Verification	0	0	0	0
Recovered Postal Expenditures	35,083	26,000	34,000	8,000
Sale of Certified Copies of Affidavits of Registration	16,958	15,000	20,000	5,000
Sub-Total	\$81,570	\$61,000	\$74,000	\$13,000
Total	\$81,570	\$61,000	\$74,000	\$13,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$815,855	\$1,175,422	\$1,016,046	\$(159,376)
Sub-Total	\$815,855	\$1,175,422	\$1,016,046	\$(159,376)
Total	\$815,855	\$1,175,422	\$1,016,046	\$(159,376)

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 November 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 moved without notifying the Registrar remained on the voter file, which caused added expense when mailings were sent to voters who had moved. As expected, the state continued to suspend funding for this mandate in FY 1993-94; however, the Registrar conducted a National Change of Address (NCOA) residency confirmation at County expense because the cost of doing the purge was less than the added costs of printing extra sample ballots, and added postage and polls locations for inflated registered voter numbers.

The decrease in program revenue is not a factor in the lowered General Fund cost. The important element in the General Fund reduction is the reduced work load that one major election brings and the reduced petition and signature verification required in the even/odd fiscal year compared with the odd/even fiscal year.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Replacement Computer Terminals	0	Lot	\$2,750
Computer Disc and Tape Storage	0	Lot	12,400
Total			\$15,150

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Registration					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
New Affidavits Processed	304,246	205,577	168,794	5,000	285,000
Voter File Changes/Cancellations	183,348	258,673	166,456	335,000	235,000
Petition & Absentee Sig Verifications	249,289	250,779	436,772	408,750	243,000
New Affs Processed & Change/Cancel	9.32 SY	11.29 SY	14.69	14.70 SY	14.07 SY
Signature Verifications	3.57 SY	4.39 SY	4.56	5.60 SY	4.60 SY
<u>EFFICIENCY/OUTPUT</u>					
New Affs Processed & Change/Cancel	\$1.22	\$1.18	\$2.04	\$1.29	\$1.31
Signature Verifications	\$.82	\$.94	\$.49	\$.69	\$.91
SY/100,000 Registered Voter	1.26 SY	1.05 SY	.84 SY	1.91 SY	1.81 SY
<u>EFFECTIVENESS/OUTCOME</u>					
% of Eligible Voters Registered	73.5%	72.9%	74.3%	72.6%	75.9%
<u>Standardized Data Base</u>					
County Population	2,548,700	2,602,244	2,687,987	2,654,000	2,720,000
County Pop. Eligible to Register	1,777,769	1,895,544	1,734,932	1,933,000	1,700,000
Registered Voters	1,254,269	1,382,383	1,289,608	1,290,000	1,290,000

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 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	27,374	27,374
2700	Intermediate Clerk Typist	6.00	6.00	6.00	6.00	123,510	118,562
2730	Senior Clerk	2.00	2.00	2.00	2.00	47,477	46,527
2745	Supervising Clerk	1.00	1.00	1.00	1.00	26,721	27,019
3020	Computer Operator	1.00	1.00	1.00	1.00	25,433	23,756
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	41,338	41,340
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	46,163
9999	Non-Permanent	60.00	7.58	60.00	6.37	107,091	86,148
Total		77	24.58	77	23.37	\$562,847	\$534,630
Salary Adjustments:						\$402	720
Premium/Overtime Pay:						2,138	2,138
Employee Benefits:						276,990	173,770
Integrated Leave Program:						(8,523)	0
Salary Savings:						(14,206)	(14,183)
Total Adjustments						\$256,801	\$162,445
Program Totals		77	24.58	77	23.37	\$819,648	\$697,075

PROGRAM: Elections

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 04102
MANAGER: David Lonsdale

ORGANIZATION #: 4230
REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,803,416	\$1,841,987	\$1,978,136	\$1,619,370	\$1,689,006	4.3
Services & Supplies	2,096,304	1,807,135	2,825,195	3,044,040	1,977,658	(35.0)
Other Charges	41,492	45,224	37,544	44,829	44,829	0.0
Fixed Assets	17,596	685	0	0	2,750	100.0
TOTAL DIRECT COST	\$3,958,808	\$3,695,031	\$4,840,875	\$4,708,239	\$3,714,243	(21.1)
PROGRAM REVENUE	(2,372,424)	(2,023,321)	(1,791,212)	(1,311,000)	(1,710,374)	30.5
NET GENERAL FUND CONTRIBUTION	\$1,586,384	\$1,671,710	\$3,049,663	\$3,397,239	\$2,003,869	(41.0)
STAFF YEARS	56.75	69.35	82.30	67.38	65.05	(3.5)

PROGRAM MISSION

The mission of the Elections program is to prepare for and conduct federal, state, and local elections in compliance with the California Elections Code.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The actual costs of the Elections program exceed the budgeted amounts due to conducting three unscheduled special elections. Revenue from the scheduled and special elections exceeded the budgeted revenue. The net effect to the County was a cost decrease of \$348,000 in this \$3.4 million dollar budgeted net county cost program.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Handicapped accessible polls remain at 88% of total polls. The Secretary of State has told the Registrar that this is probably the highest rate in the state.

Polls donated for the June Gubernatorial Primary election were 27% of total polls, 2% under the objective of 29%.

1994-95 ADOPTED PROGRAM OBJECTIVES

Prepare for and conduct one major election (November 8, 1994 General Election) including:

1. Expect to file in excess of 600 candidates for federal, state and local offices (school, fire, water, hospital districts, etc.); conduct several three hour seminars for candidates/campaigns.
2. Prepare the content and oversee the printing and mailing of approximately 1.3 million sample ballot pamphlets; write and distribute approximately 25 media releases; make presentations at countless civic association meetings; participate in numerous media interviews to inform the public about the General Election.
3. Search for and secure between 1,500-1,750 polling places countywide; hire and train between 7,000 - 9,000 precinct workers; assemble 10,000 votomatic voting devices; put together supplies for each precinct.
4. Process in excess of 300,000 absentee/mail ballots; mail the absentee ballots; receive the returned, voted absentee ballots; signature verify and open the mail ballots in preparation for counting.
5. Conduct extensive and rigorous tests of the ballot counting software; tabulate the ballots; finalize the canvass (audit) of the election results; certify final, official election results within the statutory 28

day deadline following election day.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Provide candidate/campaign services for approximately 150 separate elections on the November 8 ballot.
2. Inform voters of the election through sample ballot mailings, media press releases and other opportunities for public visibility.
3. Provide sufficient and convenient polling locations for voters, stocked with appropriate ballots and supplies and staffed by trained precinct election inspectors/clerks.
4. Provide for and publicize the option to vote by absentee/mail ballot.
5. Accurately tabulate the ballots and certify the election results.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The Elections Program summarized below reflects decreased costs compared with last year due to one scheduled major* election, rather than the three budgeted major elections in FY 1993-94. The main election program activities are summarized as follows:

1. Information to Candidates and Campaigns [14.19 SY; E = \$421,486; R = \$50,000] including update of district and precinct boundaries, provision for ballot access, and campaign and candidate filing and financial disclosure is:
 - o Mandated/Mandated Service Level.
 - o Offset 12% by program revenue.
 - o Able to access all of the 161 local San Diego jurisdictions eligible to put candidates or issues on the ballot and maintain all campaign and candidate filing and financial disclosure materials.
2. Information to the Voter [12.77 SY; E = \$1,129,748; R = \$50,000] including printing and mailing sample ballots for the election and providing polls location and absentee voting information and access to the public is:
 - o Mandated/Mandated Service Level.
 - o Offset 4% by program revenue.
 - o Able to have printed and mailed 1,290,000 sample ballots and 300,000 absentee ballots to the voters.
3. Conduct of Elections [38.09 SY; E = \$2,163,009; R = \$1,610,374] 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:
 - o Mandated/Mandated Service Level.
 - o Offset 71% by program revenue.
 - o Able to supply and staff 1,750 polls locations; collect, process, and count 735,300 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 and General Elections in the odd numbered years.
3. Any special Federal, State or County election.
4. Any election involving more than 100,000 registered voters.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Permanent Absentee Ballot Claim	\$21,818	\$1,000	\$5,000	\$4,000
Election Materials Claim	2,700	5,000	0	(5,000)
Election Services to Other Gov't. Agencies	1,193,885	1,184,000	1,000,000	(184,000)
Special Elections - Chapter 102-94	0	0	459,374	459,374
Candidate Statements	102,874	40,000	50,000	10,000
Candidate Filing Fee	102,875	40,000	50,000	10,000
Non-Taxable Sales	16,980	15,000	20,000	5,000
Taxable Sales	32,498	20,000	20,000	0
Ballot Recount	2,640	0	0	0
Absentee Ballot Claim	290,171	0	100,000	100,000
Physically Handicapped Claim	16,820	0	0	0
Election Central Media Reimbursement	7,951	6,000	6,000	0
Sub-Total	\$1,791,212	\$1,311,000	\$1,710,374	\$399,374
Total	\$1,791,212	\$1,311,000	\$1,710,374	\$399,374

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$3,049,663	\$3,397,239	\$2,003,869	\$(1,393,370)
Sub-Total	\$3,049,663	\$3,397,239	\$2,003,869	\$(1,393,370)
Total	\$3,049,663	\$3,397,239	\$2,003,869	\$(1,393,370)

EXPLANATION/COMMENT ON PROGRAM REVENUES

A revenue increase will occur in FY 1994-95 in the Elections program due to two factors:

- 1) the return of funding for the universal absentee voting mandate which had been suspended by the legislature and the Governor in August 1992, and
- 2) legislation was enacted to have the State pay for any federal or state elections caused by the 1990 reapportionment and the passage of initiative measures limiting terms of office.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Replacement Computer Terminals	0	Lot	\$2,750
Total			\$2,750

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Elections 04102					
% OF RESOURCES: 100%					
WORKLOAD					
Number Major Elections	3	1	5	3	1
Ballots Counted	659,380	1,002,914	1,139,614	1,189,195	735,300
Sample Ballots Issued	1,823,008	1,657,946	3,943,592	3,498,790	1,548,000
EFFICIENCY/OUTPUT					
Net County Cost Per Reg. Voter	\$3.16	\$1.09	\$2.36	\$2.63	\$1.55
# SY's per 100,000 Reg. Voters	4.52 SY	5.02 SY	6.38 SY	5.22 SY	5.04
EFFECTIVENESS/OUTCOME					
% Voting, All Elections Combined	36.1%	72.55%	28.90%	40.5%	57.00%
Standardized Data Base					
Eligible Voter Population	1,777,769	1,895,544	1,734,932	1,933,000	1,700,000
Number Registered to Vote	1,254,269	1,382,383	1,289,608	1,290,000	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 consolidated with the November general election.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 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	24,837	24,836
2525	Senior Systems Analyst	0.50	0.50	0.50	0.50	27,374	27,374
2660	Storekeeper I	1.00	1.00	1.00	1.00	20,098	22,490
2700	Intermediate Clerk Typist	3.00	3.00	3.00	3.00	62,565	59,281
2730	Senior Clerk	9.00	9.00	9.00	9.00	213,648	209,370
2745	Supervising Clerk	3.00	3.00	3.00	3.00	80,165	81,059
3020	Computer Operator	1.00	1.00	1.00	1.00	25,433	23,755
3021	Election Processing Spvr	3.00	3.00	3.00	3.00	99,225	99,225
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	46,163
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	45,038	44,766
3105	Precinct Planning Tech II	2.00	2.00	2.00	2.00	52,622	49,163
3106	Precinct Planning Tech III	1.00	1.00	1.00	1.00	34,438	34,476
3801	Drafting Technician II	1.00	1.00	1.00	1.00	30,502	30,503
3802	Drafting Technician I	1.00	1.00	1.00	1.00	26,311	26,310
9999	Non-Permanent	984.00	36.38	984.00	34.05	394,674	515,976
Total		1,015	67.38	1,015	65.05	\$1,256,185	\$1,367,840
Salary Adjustments:						\$732	\$1,439
Premium/Overtime Pay:						21,862	19,862
Employee Benefits:						386,575	328,662
Integrated Leave Program:						(16,694)	0
Salary Savings:						(29,291)	(28,797)
Total Adjustments						\$363,184	\$321,166
Program Totals		1,015	67.38	1,015	65.05	\$1,619,369	\$1,689,006

PROGRAM: Administration

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 92101
MANAGER: Judy Nelson

ORGANIZATION #: 4230
REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$311,913	\$310,965	\$329,733	\$392,419	\$407,649	3.9
Services & Supplies	12,940	21,013	12,755	13,149	13,474	2.5
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	2,800	100.0
TOTAL DIRECT COST	\$324,853	\$331,978	\$342,488	\$405,568	\$423,923	4.5
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$324,853	\$331,978	\$342,488	\$405,568	\$423,923	4.5
STAFF YEARS	6.77	7.85	6.72	8.00	8.00	0.0

PROGRAM MISSION

To provide leadership, planning and direction to the Registration and Elections programs of the Registrar of Voters department. To provide the personnel and supplies support needed to accomplish the department programs' objectives.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The Administration program estimates that the final actual amount spent will be within the amount budgeted for the program due to some salary savings and to membership and travel reductions.

ACHIEVEMENT OF 1993-94 OBJECTIVES

A standard employee interview system has been adopted and department personnel trained in its use.

The report on cost savings achieved by the automated signature retrieval system remains incomplete due to the increased workload that unscheduled special elections generated.

1994-95 ADOPTED PROGRAM OBJECTIVES

Conduct the statewide Gubernatorial General Election at a cost per registered voter of between 30-50% less than other large counties in California.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Through innovative and goal-oriented leadership, strives to provide the highest level of public service at the lowest possible cost.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The Administration program reflects a minor increase in services and supplies due to the funding additions in the department's liability claim costs. It reflects an increase in salaries and benefits due to the end of the County's Integrated Leave Program. The addition of Fixed Assets is for the Inventory System wands to read bar codes on the department's fixed assets, minor equipment and supplies - automating a labor intensive manual system.

1. Administration and Management of the Department [3.00 SY; E = \$212,840; R = \$0] including interpretation of Elections Code compliance, departmental direction, and management is:
 - o Mandated/Discretionary Service Level for Elections Code interpretation, and departmental direction and management.
 - o Not revenue offset.
 - o Able to provide direction, management, and Elections Code interpretation to the department.

2. Support Service Activities [5.00 SY; E = \$211,083; 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; media interaction; and community relations is:
 - o Mandated/Discretionary Service Level in payroll, purchasing, accounting and budgeting.
 - o Discretionary/Discretionary Service Level in training, facility maintenance coordination, receiving and storing supplies, contracting, legislative review and analysis, and media interaction and community relations.
 - o Not revenue offset.
 - o 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 REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
N/A	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$0	\$405,568	\$423,923	\$18,355
Sub-Total	\$0	\$405,568	\$423,923	\$18,355
Total	\$0	\$405,568	\$423,923	\$18,355

EXPLANATION/COMMENT ON PROGRAM REVENUES

N/A

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Inventory Control Bar Code Wands		Lot	\$2,800
Total			\$2,800

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2163	Registrar of Voters	1.00	1.00	1.00	1.00	\$77,194	\$77,193
2233	Assistant Registrar of Voters	1.00	1.00	1.00	1.00	61,468	61,468
2302	Administrative Assistant III	1.00	1.00	1.00	1.00	46,162	46,163
2320	Personnel Aid	1.00	1.00	1.00	1.00	27,592	27,622
2425	Associate Accountant	1.00	1.00	1.00	1.00	33,620	35,319
2493	Intermediate Acct Clerk	1.00	1.00	1.00	1.00	18,061	18,065
2756	Administrative Secretary I	1.00	1.00	1.00	1.00	22,052	22,052
2758	Administrative Secretary III	1.00	1.00	1.00	1.00	23,003	27,378
Total		8	8.00	8	8.00	\$309,152	\$315,260
Salary Adjustments:						\$189	\$0
Premium/Overtime Pay:						0	0
Employee Benefits:						101,860	102,528
Integrated Leave Program:						(8,843)	0
Salary Savings:						(9,939)	(10,139)
Total Adjustments						\$83,267	\$92,389
Program Totals		8	8.00	8	8.00	\$392,419	\$407,649

GENERAL GOVERNMENT

ASSESSOR

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Property Valuation/ Identification	\$13,122,279	\$12,864,957	\$14,097,585	\$12,256,754	\$12,782,771	\$526,017	4.3
Department Administration	536,530	452,763	444,681	434,947	425,444	(9,503)	(2.2)
TOTAL DIRECT COST	\$13,658,809	\$13,317,720	\$14,542,266	\$12,691,701	\$13,208,215	\$516,514	4.1
PROGRAM REVENUE	(4,438,462)	(5,290,919)	(6,015,955)	(5,166,921)	(312,330)	4,854,591	(94.0)
NET GENERAL FUND COST	\$9,220,347	\$8,026,801	\$8,526,311	\$7,524,780	\$12,895,885	\$5,371,105	71.4
STAFF YEARS	306.14	283.33	276.05	279.00	279.00	0.00	0.0

MISSION

The Assessor is mandated by the California Constitution, Article XIIIa and the Revenue and Taxation Code, Section 601, to prepare an annual Assessment Roll. It is the goal of the Assessor's Office to have fair and uniform assessments of all property, identify and assess all taxable property in San Diego County, obey and fully implement all property tax laws, provide prompt and courteous treatment to the public, increase productivity and efficiency through automation, and maintain a professional and knowledgeable staff.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

- Develop and implement a cross training program of Assessor/Recorder/County Clerk staff to provide adequately trained staff for various seasonal peak workload demands.
- Prepare existing Assessor branch offices to provide various Recorder/County Clerk services at no additional cost to the County.

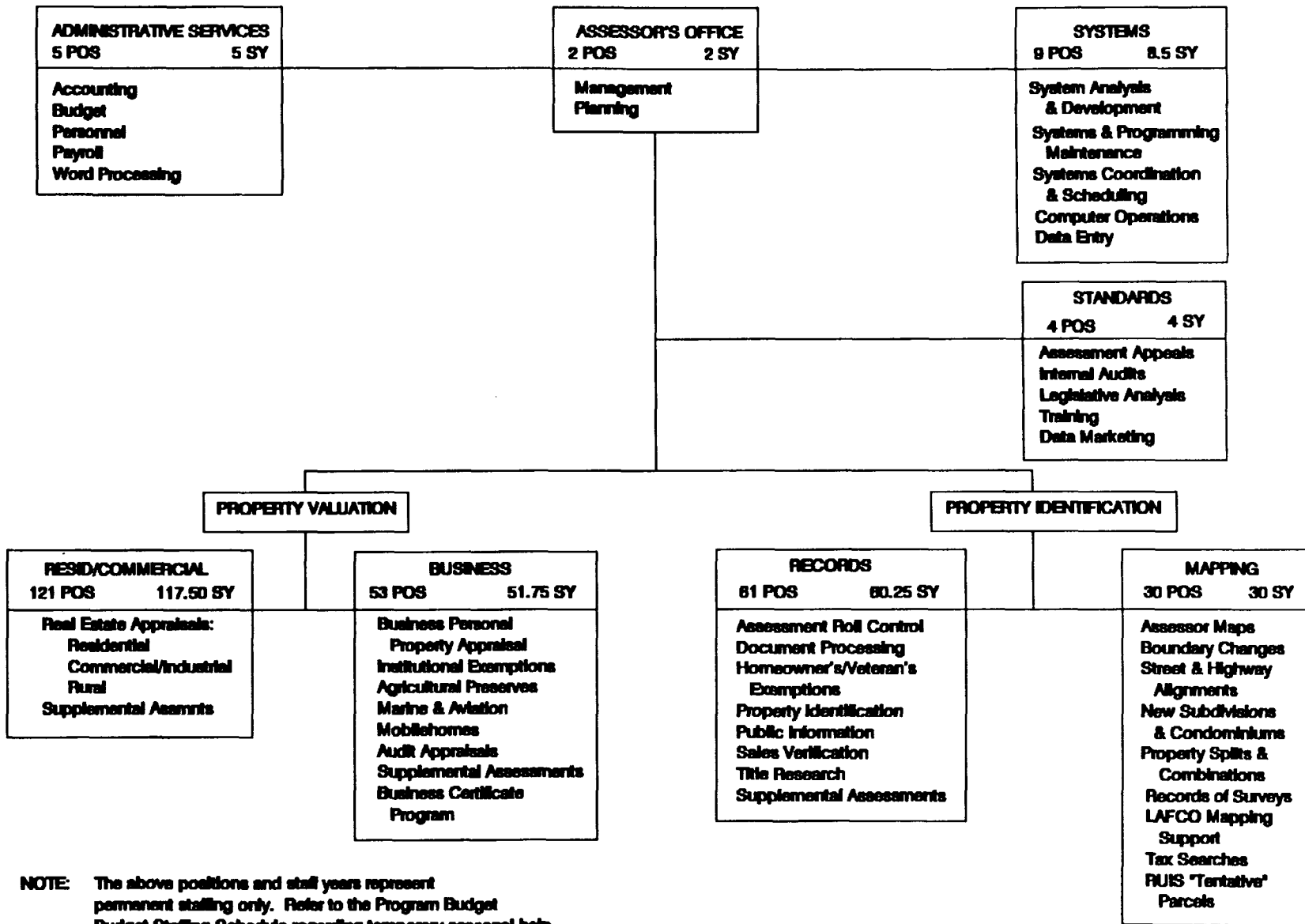
1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

- Complete the annual Assessment Roll by the State mandated July 1 deadline.
- Continue the consolidation efforts in the Assessor/Recorder/County Clerk offices to ensure a smooth transition, and to identify areas of cost savings and improved services to the public.

Budget reductions in the Assessor's Office over the past two years have resulted in the loss of 27 fully-funded positions. Despite these staff reductions, reductions in seasonal help, and the elimination of paid overtime, the Assessor's Office has thus far been able to address current workload demands. The following points illustrate the comparative staffing and workload levels of the Assessor's Office:

- The Assessor's Office current staffing level of 285 permanent positions is five less than the 1977-78 level of 290.
- Assessment Appeal cases have increased from 2,800 in FY91-92 to over 12,000 in FY92-93, to over 20,879 cases in FY93-94, and over 26,000 for FY94-95.
- The number of taxable parcels in San Diego County has risen from 491,000 in 1977-78 to over 812,000 (est.) parcels in 1994-95.
- The secured value of the Assessment Roll has gone from \$26.9 billion in 1977-78 to over \$137.2 billion in 1994-95.
- Property taxes will grow from \$638.6 million in 1977-78 to over an estimated \$2.0 billion in 1994-95.

**OFFICE OF THE ASSESSOR
FY 94-95 ADOPTED BUDGET**



NOTE: The above positions and staff years represent permanent staffing only. Refer to the Program Budget Budget Staffing Schedule regarding temporary seasonal help.

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$12,605,874	\$12,430,576	\$12,491,971	\$11,762,510	\$12,212,095	3.8
Services & Supplies	497,848	434,381	913,399	494,244	570,676	15.5
Other Charges	0	0	0	0	0	0.0
Fixed Assets	18,557	0	692,215	0	0	0.0
TOTAL DIRECT COST	\$13,122,279	\$12,864,957	\$14,097,585	\$12,256,754	\$12,782,771	4.3
PROGRAM REVENUE	(3,997,932)	(4,806,173)	(5,539,955)	(4,679,361)	(312,330)	(93.3)
NET GENERAL FUND CONTRIBUTION	\$9,124,347	\$8,058,784	\$8,557,630	\$7,577,393	\$12,470,441	64.6
STAFF YEARS	297.28	276.55	269.50	272.00	272.00	0.0

PROGRAM MISSION

The Assessor is mandated by the California Constitution, Article XIIIa and the Revenue and Taxation Code, Section 601, to prepare an annual Assessment Roll. It is the goal of the Assessor's Office to have fair and uniform assessments of all property, identify and assess all taxable property in San Diego County, obey and fully implement all property tax laws, provide prompt and courteous treatment to the public, increase productivity and efficiency through automation, and maintain a professional and knowledgeable staff.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 estimated salary and benefit actuals are higher due to an appropriation adjustment related to the County's Integrated Leave and Voluntary Time Off programs following budget adoption, and to property tax and supplemental property tax revenue shortfalls related to the ongoing recession in the real estate market. This revenue shortfall has been significantly mitigated by strict departmental expenditure control measures such as keeping vacant 12 current vacancies, freezing all future vacancies, eliminating all paid overtime, drastically curtailing the use of temporary seasonal help, requiring all staff attending meetings and conferences to travel at their own expense, discontinuing tuition reimbursement, controlling private mileage costs, and encouraging employees to take VTO. Staff turnover, retirements and the hiring freeze have resulted in less actual staff years than budgeted. 1993-94 actuals for services and supplies and fixed assets are higher than budgeted as a result of expenditures relating to Modernization Recording Fee revenues that were transferred to the Assessor's office to offset the costs of the critically needed replacement of the IBM System 38 minicomputer system.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- Continue marketing efforts of Assessor's records and data to increase program revenue.
Preliminary data collection and planning has been completed to sell Assessor records and data through the use of a "900" number.
- Continue and expanded in-office appraisal program to minimize appraisal staff travel time and further reduce private mileage reimbursement expenses.
Private mileage reimbursement has been reduced by (17.4%) or \$16,687 between FY 92-93 and FY 93-94.
- Improve the computerization of the Assessment Appeals process to increase efficiency.
Improvements to the computerized Assessment Appeals process have been made. This system tracked over 12,044 appeals for 1992-93, over 20,879 appeals for 1993-94, and will track over 26,000 appeal applications for FY 1994-95.
- Develop a computer application to annually review all temporarily reduced values (Prop. 8) in a timely and efficient manner.

This objective has been completed. At the present time this computer application is tracking over 100,000 temporarily reduced values.

5. Continue the design of the delayed Cadastral Mapping Module with the County's Regional Urban Information System. Working on this objective was delayed due to lack of available funds and the County's fiscal problems.

1994-95 ADOPTED PROGRAM OBJECTIVES

- Continue and expand the in-office appraisal program to minimize appraisal staff travel time and further reduce private mileage reimbursement expenses.
- Continue improving the computerization of the Assessment Appeals process to increase efficiency.
- Computerize the legal entities program regarding changes in ownership in major corporations and partnerships to make processing more efficient and enable large value transfers to be enrolled quickly.
- Computerize homeowners exemption processing to make it more efficient.
- Introduce the use of lap-top computers by appraisal staff in the field to make data collection and analysis more efficient.
- Continue the design and implementation of the delayed cadastral mapping module with the County's Regional Urban Information System (R.U.I.S.) and maintain parcel layer of the R.U.I.S. graphic data base.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- Complete the Annual Assessment Roll by the State mandated July 1 deadline.
- Process all Assessment Appeal applications within the statutorily required two-year time frame.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Property Valuation: [172.00 SY; E = \$8,947,940; R = \$218,630] including support personnel.

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 is 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.

This activity is:

- o Mandated/Discretionary Service Level.
- o Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating over \$2.0 billion annually in property tax revenue for 283 local taxing jurisdictions.
- o Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating more than \$200 million annually for the County, which is our largest single source of discretionary revenue.
- o Responsible annually for determining and enrolling the market value of all real property upon a change in ownership or new construction.
- o Responsible annually for determining and enrolling the market value of all personal property for businesses, boats and aircraft, and certain mobile homes.
- o Responsible for providing property tax information and related services to the citizens of San Diego County. More than 280,000 public inquiries will be responded to by this sub-program during 1994-95.

2. Property Identification [100 SY; E = \$3,834,831; R = \$93,700] including support personnel.

This activity is a legal requirement and is essential to an orderly process of assessment and collection of property taxes as a source of revenue to the County of San Diego. Over 860,500 annual property assessments must be illustrated on the Assessment Roll. Identification and location functions must be completed prior to the revenue-producing valuation process.

Property Identification, through the Records and Mapping sections, reflects changes annually made to the Assessment Roll 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 documents, 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).

This activity is:

- o Mandated/Discretionary Service Level.
- o Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating over \$2.0 billion annually in property tax revenue for 283 local taxing jurisdictions.
- o Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating more that \$200 million annually for the County which is our largest single source of discretionary revenue.
- o Responsible for maintaining more than 25,300 assessor maps delineating over 805,000 parcels in San Diego County.
- o Responsible for providing property tax information and related services to the citizens of San Diego County. More than 410,000 public inquiries will be responded to by this sub-program during 1994-95.

The CAO's proposed budget includes the shift of property tax and supplemental property tax revenues from designated program revenues to General County Revenues to provide greater budgetary flexibility at the County-wide level. This accounting change results in an increase in net County cost for this program because these revenues are no longer illustrated in the program budget document.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
Witness Fees	\$0	\$1,500	\$1,500	\$0
Property Tax System Administration (SB2557/SB1559)	3,178,979	3,616,491	0	(3,616,491)
Sale of Records	191,963	225,920	225,920	0
Supplemental Property Tax Admin. (AB 2890)	719,844	687,155	0	(687,155)
Miscellaneous	49,742	0	11,615	11,615
Reserve Designation Decreases (8999)	0	148,295	73,295	(75,000)
Recording Fee Modernization	1,399,427	0	0	0
Sub-Total	\$5,539,955	\$4,679,361	\$312,330	\$(4,367,031)
Total	\$5,539,955	\$4,679,361	\$312,330	\$(4,367,031)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$8,081,630	\$7,577,393	\$12,470,441	\$4,893,048
Sub-Total	8,081,630	\$7,577,393	12,470,441	\$4,893,048
Total	\$8,081,630	\$7,577,393	\$12,470,441	\$4,893,048

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 94-95 revenue changes to these programs are due to the Auditor and Controller's recommendation that all Property Tax Administration revenue (SB 2557, SB 1559, AB 2890) should be budgeted General County Revenues and not reflected in the individual program budget.

Overall FY 93-94 actuals are higher than budget due to the Modernization Recording Fee revenue that was transferred to the Assessor's office to offset the costs of the critically needed replacement of the IBM System 38 mini computer system.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Property Valuation					
% OF RESOURCES: 70%					
WORKLOAD					
Reappraisals of Properties	115,008	94,753	146,903	110,000	121,000
New Construction Appraisals	27,042	21,399	18,592	30,000	22,000
Business Accounts	122,521	125,259	126,639	126,000	128,000
Assessment Appeals Cases	2,891	12,044	20,879	20,000	26,000
Business Audits	838	892	693	850	750
Boats/Aircraft Accounts on Assessment Roll	65,540	80,688	74,368	67,000	75,000
Leasing Accounts	28,993	28,585	29,675	30,000	31,000
Mobilehomes	10,346	10,519	11,288	10,300	11,500
Total Additional Assessed Value from Audits	\$327,994,100	\$568,505,100	\$320,360,100	\$450,000,000	\$350,000,000

ACTIVITY B:
Property Identification**% OF RESOURCES: 30%****WORKLOAD**

Documents Processed	134,206	143,857	181,222	130,000	185,000
Exemptions	397,736	409,955	416,387	414,000	426,000
Property Segregations, New Subs and Condos	15,233	9,101	14,647	12,000	16,500
Changes in Ownership to SPS	222,199	258,746	287,085	232,000	265,000
Total Taxable Parcels	785,449	794,561	802,034	805,000	812,000
TRA Boundary LAFCO and Board Reports	243	165	197	200	175
Homeowners' Claims Processed by Board Action in Lieu of routine processing	5,702	17,536	13,365	8,000	16,000
Property Boundary Research	21,542	23,461	23,638	18,500	25,000

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0211	Chief of Valuation	1	1.00	1	1.00	\$84,502	\$63,389
5514	Assessor Div. Chief II	3	3.00	3	3.00	190,164	190,167
5515	Assessor Div. Chief I	4	4.00	4	4.00	229,928	229,932
2499	Principal Systems Analyst	1	1.00	1	1.00	58,942	58,942
2525	Sr. Systems Analyst	2	2.00	2	2.00	109,496	109,494
2427	Associate Systems Analyst	4	4.00	4	4.00	198,692	198,688
2487	EDP Dist. Network Coord.	1	1.00	1	1.00	49,673	49,672
5529	Supv. Audit - Appraiser	2	2.00	2	2.00	108,576	108,576
5513	Supervising Appraiser II	3	3.00	3	3.00	158,231	162,864
5512	Supervising Appraiser I	9	9.00	9	9.00	457,848	454,005
5516	Assessor's Field Asst.	1	1.00	1	1.00	46,040	46,040
5530	Audit Appraiser Spec.	2	2.00	2	2.00	79,296	89,620
5502	Appraiser IV	10	10.00	10	10.00	467,802	471,824
5526	Audit Appraiser III	9	9.00	9	9.00	387,798	377,480
5503	Appraiser III	26	26.00	26	26.00	1,121,114	1,111,394
3602	Asst. Div. Chief, Assessor	1	1.00	1	1.00	42,056	42,055
5527	Audit Appraiser II	7	7.00	7	7.00	276,014	262,695
5504	Appraiser II	52	50.00	52	50.00	1,898,674	1,856,106
5518	Property Assessment Spec. III	5	5.00	5	5.00	136,545	141,160
5517	Property Assessment Spec. II	1	1.00	1	1.00	28,232	28,232
2426	Asst. Systems Analyst	1	0.50	1	0.50	20,681	20,840
2432	Systems Support Analyst II	1	1.00	1	1.00	41,843	41,842
3820	Cadastral Supervisor	4	4.00	4	4.00	159,932	159,936
3823	Sr. Cadastral Technician	9	9.00	9	9.00	297,563	299,766
3822	Cadastral Technician	13	13.00	13	13.00	385,583	385,976
2725	Principal Clerk I	1	1.00	1	1.00	31,465	31,465
2514	Supervising Assm't. Clerk	6	6.00	6	6.00	170,124	172,292
3020	Computer Operator	1	1.00	1	1.00	25,433	25,433
2508	Sr. Assessment Clerk	26	23.75	26	23.75	579,933	575,442
3035	Data Entry Supv.	1	1.00	1	1.00	21,587	24,558
3069	Sr. Data Entry Operator	2	2.00	2	2.00	44,514	44,514
3030	Data Entry Operator	5	5.00	5	5.00	103,345	97,892
2509	Assessment Clerk	64	62.75	64	62.75	1,325,394	1,325,858
2493	Interm. Account Clerk	0	0.00	0	0.00	0	0
9999	Seasonal - Extra Help	50	0.00	45	0.00	0	3,500
Total		328	272.00	323	272.00	\$9,337,020	\$9,261,649
Salary Adjustments: (9007)						\$(833,874)	\$(5,455)
Premium/Overtime Pay:						0	0
Bilingual Pay:						0	0
Employee Benefits:						3,259,364	2,955,901
Salary Savings:						0	0
Total Adjustments						\$2,425,490	\$2,950,446
Program Totals		328	272.00	323	272.00	\$11,762,510	\$12,212,095

PROGRAM #: 92101
 MANAGER: Robert W. Frazier

ORGANIZATION #: 1150
 REFERENCE: 1994-95 Proposed Budget - Pg. 31-9

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$528,365	\$446,195	\$438,354	\$426,632	\$417,078	(2.2)
Services & Supplies	8,165	6,568	6,327	8,315	8,366	0.6
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$536,530	\$452,763	\$444,681	\$434,947	\$425,444	(2.2)
PROGRAM REVENUE	(440,530)	(484,746)	(476,000)	(487,560)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$96,000	\$(31,983)	\$(31,319)	\$(52,613)	\$425,444	(908.6)
STAFF YEARS	8.86	6.78	6.55	7.00	7.00	0.0

PROGRAM MISSION

The Assessor is mandated by the California Constitution, Article XIIIa and the Revenue and Taxation Code, Section 601, to prepare an annual Assessment Roll. It is the goal of the Assessor's Office to have fair and uniform assessments of all property, identify and assess all taxable property in San Diego County, obey and fully implement all property tax laws, provide prompt and courteous treatment to the public, increase productivity and efficiency through automation, and maintain a professional and knowledgeable staff.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 estimated actual expenditures are slightly less than budget due to an appropriation adjustment related to the County's Integrated Leave Program following budget adoption.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- Conduct operational survey to identify areas of cost savings and/or cost avoidance.

In FY 1993-94, the Assessor's Office received three National Association of Counties Awards. Combined annual cost savings related to improved operations addressed in these awards are estimated to be \$72,500. In March, 1994, Assessor administrative management staff expanded its responsibilities to include the Recorder/County Clerk's Office to facilitate the voter-approved Assessor/Recorder/County Clerk consolidation.

1994-95 ADOPTED PROGRAM OBJECTIVES

- Continue conducting operational surveys to identify areas of cost savings and/or cost avoidance.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- Provide training to prevent work related injuries to Assessor's office staff with data entry responsibilities or who spend a significant amount of time working on a computer.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Department Administration: [7.00 SY; E = \$425,444; R = \$(0)] including support personnel.

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. This program is:

- Mandated/Discretionary Service Level.

The major functions and responsibilities 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.
- Provide training and maintain 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.

The CAO's proposed budget includes the shift of property tax and supplemental property tax revenues from designated program revenue to General County Revenue to provide greater budgetary flexibility at the County-wide level. This accounting change results in an increase in net County cost for this program because these revenues are no longer illustrated in the program budget document.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
Supplemental Property Tax Admin. (AB 2890)	\$13,500	\$13,000	\$0	\$(13,000)
Property Tax System Admin. (SB 2557/SB1559)	462,500	474,560	0	(474,560)
Sub-Total	\$476,000	\$487,560	\$0	\$(487,560)
Total	\$476,000	\$487,560	\$0	\$(487,560)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$(31,319)	\$(52,613)	\$425,444	\$478,057
Sub-Total	\$(31,319)	\$(52,613)	\$425,444	\$478,057
Total	\$(31,319)	\$(52,613)	\$425,444	\$478,057

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY94-95 revenue changes in this program are due to the Auditor and Controller's recommendation that all Property Tax Administration Revenue (SB 2557, SB 1559, AB 2890) are to be budgeted as General County Revenue and not reflected in the individual program budget.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0110	Assessor	1	1.00	1	1.00	\$97,602	\$97,602
0210	Chief Deputy Assessor	1	1.00	1	1.00	88,740	88,740
2759	Admin. Secretary IV	1	1.00	1	1.00	33,135	33,135
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,774
2511	Sr. Payroll Clerk	1	1.00	1	1.00	24,573	25,056
2510	Sr. Account Clerk	1	1.00	1	1.00	23,950	23,949
2494	Payroll Clerk	1	1.00	1	1.00	21,758	21,757
Total		7	7.00	7	7.00	\$320,532	\$321,013
Salary Adjustments: ILP (9006) and Sal. Adj. (9007)						\$(7,172)	\$0
Premium/Overtime Pay:						0	0
Employee Benefits:						113,272	96,065
Salary Savings:						0	0
Total Adjustments						\$106,100	\$96,065
Program Totals		7	7.00	7	7.00	\$426,632	\$417,078

AUDITOR AND CONTROLLER

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Auditing	\$1,566,641	\$1,590,345	\$1,566,599	\$1,554,707	\$1,546,907	\$(7,800)	(0.5)
County Budget Planning and Implementation	0	0	0	0	1,050,043	1,050,043	100.0
Accounting and Fiscal Control	5,492,769	5,613,774	6,743,247	6,623,179	5,890,662	(732,517)	(11.1)
Purchasing and Contracting	2,219,720	2,207,130	1,908,238	2,025,769	2,027,710	1,941	0.1
Revenue and Recovery	8,355,121	8,311,814	7,838,921	7,930,069	8,535,561	605,492	7.6
Administrative Support	1,326,270	1,161,130	1,036,350	812,506	722,554	(89,952)	(11.1)
TOTAL DIRECT COST	\$18,960,521	\$18,884,193	\$19,093,355	\$18,946,230	\$19,773,437	\$827,207	4.4
PROGRAM REVENUE	(3,131,877)	(3,436,335)	(4,360,670)	(3,909,972)	(3,245,879)	664,093	(17.0)
NET GENERAL FUND COST	\$15,828,644	\$15,447,858	\$14,732,685	\$15,036,258	\$16,527,558	\$1,491,300	9.9
STAFF YEARS	475.85	460.88	454.78	488.00	513.50	25.50	5.2

MISSION

Maximize and control the financial resources under the jurisdiction of the Board of Supervisors, and apply professional audit standards and techniques in the independent review of County records and operations to maintain the public's confidence in the fiscal integrity of the County of San Diego.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

Control and account for expenditures as directed by the Board of Supervisors.

Monitor and maximize County revenues.

Develop and integrate meaningful performance measures into the County budget process.

Perform audits of County records and operations utilizing professional auditing standards and techniques.

Minimize the County-wide cost of acquiring goods and services through professional management of the purchasing and contracting function.

Maintain current collection levels in the recovery of monies owed to the County to help mitigate the cost of General Fund operations.

Develop and coordinate the County budget process in accordance with Board of Supervisors policies.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Receive an unqualified opinion from the independent audit firm on the County's Comprehensive Annual Financial Report.

Complete the fiscal year with County-wide expenditures within appropriation levels approved by the Board of Supervisors.

Disburse timely and accurate payments to County employees, vendors, and other recipients of County funds.

Develop a budget document including meaningful performance measures and present periodic reports to the Board of Supervisors indicating progress towards accomplishing planned outcomes.

Verify that County management accepts and implements, to the extent possible, audit recommendations made in the course of the audits completed during the year.

Maximize the streamlining and automation of County-wide acquisition and related processes affecting the purchasing and contracting functions.

Continue to collect in excess of \$100 million per year in debts owed to the County.

Note: The County Budget Planning and Implementation Program was a subunit of the Chief Administrative Office prior to 1993-94, and its costs, staff years and other program elements were contained within the Accounting and Fiscal Control Program as a interim measure during the 1993-94 consolidation process.

AUDITOR AND CONTROLLER

AUDITING	
EDP Audits	
Efficiency and Effectiveness Audits	
Fiscal and Compliance Audits	
Special Request Audits	
Permanent	Staff Years
Senior A & C Manager	1.0
A & C Manager	1.0
EDP Audit Specialist II	2.0
EDP Audit Specialist I	3.0
Senior Auditor/Accountant	5.0
Associate Accountant	15.0
Word Processor Operator	1.0
Intermediate Clerk	2.0
Total	30.0

COUNTY BUDGET PLANNING AND IMPLEMENTATION	
Budget Analysis and Review of Major County Issues	
Capital Improvement Budget Preparation	
Coordinate Program Budget Preparation	
Financial and Economic Analysis for Program Budget Development	
Permanent	Staff Years
County Budget Director	1.0
Division Chief, County Budget Office	1.0
Senior County Budget Analyst	4.0
County Budget Analyst	7.0
Administrative Secretary IV	1.0
Confidential Office Assistant	1.0
Word Processor Operator	1.0
Total	16.0

ACCOUNTING AND FISCAL CONTROL	
Accounting: Enterprise, Special Districts, Grant, Probation, Various COC Departments and Redevelopment	
Accounts Receivable	
Board Letter Review	
Capital Project Control	
Cash Management	
Contract Review & Fiscal Certification	
County Payroll Processing	
Financial Reporting	
Fiscal Control of Real and Unsecured Property Tax System	
Fund Balance Projections	
General Ledger Control	
Interest Apportionment	
Line Item Budget Preparation	
Payment of County Claims	
Proposition 4 Compliance	
Revenue Analysis/Forecasting	
Tax Apportionment	
Permanent	Staff Years
Acctg. & Fis. Cont. Dir.	1.0
Senior A & C Manager	3.0
A & C Manager	2.0
A & C Manager II	1.0
Compensation/Systems Coordinator	2.0
A & C Compensation Specialist	1.0
Revenue & Budget Accountant	2.0
Analyst III	3.0
Senior Systems Analyst	1.0
Senior Auditor/Accountant	14.0
Associate Accountant	20.0
Principal Clerk I	1.0
Supervising Clerk	1.0
Accounting Technician	18.0
A & C Payroll Technician	9.0
Senior Account Clerk	24.0
Senior Clerk	2.0
Senior Data Entry Operator	1.0
Intermediate Account Clerk	22.0
Data Entry Operator	4.0
Intermediate Clerk	15.0
Sub-Total	147.0
Non-Permanent	0.5
Total	147.5

PURCHASING AND CONTRACTING	
Centralized Purchasing and Contracting	
Inventory Maintenance of Common Use Items	
Property Redistribution and Disposal	
Permanent	Staff Years
Purchasing & Contr. Director	1.0
Manager of Contracting	1.0
Purch. Mgr., Proc. & Plng.	1.0
Mat. Mgr., Mat & Res.	1.0
Accounting Technician	1.0
Analyst II	2.0
Intermediate Account Clerk	1.0
Senior Account Clerk	1.0
Buyer II	10.0
Procurement Contracting Off.	5.0
Buyer III	2.0
Warehouse Materiel Handler	3.0
Materiel Storekeeper I	2.0
Materiel Storekeeper III	2.0
Supv. Materiel Storekeeper	1.0
Intermediate Clerk Typist	2.0
Senior Clerk	4.0
Admin. Secretary III	1.0
Data Entry Operator	2.0
Data Entry Supervisor	1.0
Department Computer Specialist III	1.0
Stores Delivery Driver	3.0
Sub-Total	48.0
Non-Permanent	0.0
Total	48.0

REVENUE AND RECOVERY	
Child and Spousal Support Collection, Enforcement, and Account Maintenance.	
Collection and Enforcement for Juvenile and Adult Probation, Welfare, Hospital, Mental Health and Various Other County Departments.	
Mental and Physical Health Care Billing, Payment Processing and Control, Fund Disbursement and Financial Reporting	
Permanent	Staff Years
Revenue & Recovery Director	1.0
Admin. Services Mgr II	1.0
Division Chief, Revenue & Recovery	4.0
Administrative Assistant I	1.0
Personnel Aide	1.0
Departmental Personnel Off II	1.0
Cashier	6.0
Section Chief, Revenue & Recovery	10.0
Revenue & Recovery Off III	24.0
Revenue & Recovery Off I	9.0
Revenue & Recovery Off II	55.0
Revenue & Recovery Officer Trainee	19.0
Intermediate Account Clerk	31.0
Senior Accountant	1.0
Senior Account Clerk	6.0
Senior Payroll Clerk	1.0
Senior Cashier	1.0
Storekeeper I	1.0
Intermediate Clerk Typist	51.5
Departmental Clerk	2.0
Senior Clerk	1.0
Supervising Clerk	1.0
Administrative Secretary III	1.0
Legal Procedures Clerk I	1.0
Legal Procedures Clerk III	2.0
Legal Procedures Clerk II	4.0
Mail Clerk Driver	1.0
Department Computer Specialist II	1.0
Senior Field Investigator	1.0
Field Investigator	3.0
Sub-Total	242.5
Non-Permanent	12.0
Total	254.5

ADMINISTRATIVE SUPPORT	
Executive/Administrative Support to the Auditor and Controller Department	
Other Departmental Support	
Storeroom	
Controlled Financial Mailings	
Permanent	Staff Years
Chief Fin. Officer/Auditor and Controller	1.0
Ass't Auditor/Controller	1.0
Admin. Services Mgr. II	1.0
Administrative Assistant III	1.0
Administrative Assistant I	1.0
Administrative Secretary IV	1.0
Sr. Word Proc. Operator	1.0
Word Processing Operator	2.0
Mail Processing Technician	3.0
Storekeeper II	1.0
Senior Clerk	2.0
Cashier	1.0
Group Secretary	1.0
Sub-Total	17.0
Non-Permanent	0.5
Total	17.5

PROGRAM: Auditing

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81802

ORGANIZATION #: 1050

MANAGER: Robert Booker, Ed.D.

REFERENCE: 1994-95 Proposed Budget - Pg. 32-5

AUTHORITY: This program carries out Auditor responsibilities mandated in Government Code Sections 26883, 26900, 26909 and 26910 and County Charter Section 801.1

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,546,092	\$1,567,288	\$1,531,422	\$1,531,566	\$1,521,984	(0.6)
Services & Supplies	20,549	23,057	35,177	23,141	24,923	7.7
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,566,641	\$1,590,345	\$1,566,599	\$1,554,707	\$1,546,907	(0.5)
PROGRAM REVENUE	(198,268)	(180,996)	(200,979)	(196,940)	(206,250)	4.7
NET GENERAL FUND CONTRIBUTION	\$1,368,373	\$1,409,349	\$1,365,620	\$1,357,767	\$1,340,657	(1.3)
STAFF YEARS	29.25	30.00	29.01	30.00	30.00	0.0

PROGRAM MISSION

To audit the various accounting and financial systems of the County of San Diego and other governmental entities, as mandated.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The Auditing Program completed the year within the 1993-94 budgeted expenditure levels. Revenues were in excess of budget due to an audit requested by another governmental agency for which County costs were reimbursed. All other audits progressed as budgeted.

ACHIEVEMENT OF 1993-94 OBJECTIVES

All 1993-94 objectives were achieved.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Continue to provide fiscal and analytical expertise about County departments for the Board of Supervisors.
2. To develop and implement an annual audit plan.
3. To assist County departments in diagnosing their operations and suggest methods for improvement.
4. Develop in-house Program Performance Auditing capability.
5. Assist departments in developing measurable program performance indicators.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Produce 100 financial audits and four management audits annually.
2. Assist department managers in fiscally and programmatically meeting their department objectives through audit report recommendations.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Audits [30.00 SY; E = \$1,546,907; R = \$206,250] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for EDP Audits, Efficiency and Effectiveness Audits, Fiscal and Compliance Audits and Special Request Audits for the County's \$1.9 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. Additionally, effort will be made this fiscal year to develop Program Performance auditing capability in the Auditing Program.
 - o Increased \$11,183 for normal fluctuations in salary and benefits, retirement, step changes, workers' compensation, and discontinuance of the Integrated Leave Program.
 - o Decreased \$673 for travel and memberships.
 - o Increased \$9,310 for revenues relating to audit requests from other governmental agencies.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Fees for Auditing Services	\$99,031	\$114,000	\$123,750	\$9,750
Interfund Charges	101,948	82,940	82,500	(440)
Sub-Total	\$200,979	\$196,940	\$206,250	\$9,310
Total	\$200,979	\$196,940	\$206,250	\$9,310

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$1,365,620	\$1,357,767	\$1,340,657	\$(17,110)
Sub-Total	\$1,365,620	\$1,357,767	\$1,340,657	\$(17,110)
Total	\$1,365,620	\$1,357,767	\$1,340,657	\$(17,110)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues are estimated to increase in 1994-95 relative to changes in salaries and benefits and offsetting reimbursements where appropriate.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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ACTIVITY A: Auditing

% OF RESOURCES: 100%

WORKLOAD

Number of Audits Schedule	127	125	114	110	110
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STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0310	Senior Auditor & Controller Mgr	1	1.00	1	1.00	\$63,388	\$63,389
0311	Auditor & Controller Mgr	1	1.00	1	1.00	57,482	52,156
2507	EDP Audit Specialist II	2	2.00	2	2.00	119,016	119,016
2506	EDP Audit Specialist I	3	3.00	3	3.00	156,259	156,468
2501	Senior Auditor/Accountant	5	5.00	5	5.00	227,933	229,800
2425	Associate Accountant	15	15.00	15	15.00	536,586	519,156
2700	Intermediate Clerk Typist	2	2.00	2	2.00	39,654	39,856
3009	Word Processor Operator	1	1.00	1	1.00	22,693	22,716
Total		30	30.00	30	30.00	\$1,223,011	\$1,202,557
Salary Adjustments:						0	0
ILP						(35,598)	0
Premium/Overtime Pay:						22,089	22,089
Employee Benefits:						367,357	342,921
Salary Savings:						(45,293)	(45,583)
Total Adjustments						\$308,555	\$319,427
Program Totals		30	30.00	30	30.00	\$1,531,566	\$1,521,984

PROGRAM: County Budget Planning and Implementation

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81803

ORGANIZATION #: 1050

MANAGER: Robert Booker, Ed.D.

REFERENCE: 1994-95 Proposed Budget - Pg.

AUTHORITY: This program carries out budgetary and economic oversight responsibilities in County Charter Sections 703.4 and 800 and Administrative Code Article VII.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$1,018,569	100.0
Services & Supplies	0	0	0	0	29,074	100.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	2,400	100.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$1,050,043	100.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(81,825)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$968,218	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	16.0	100.0

PROGRAM MISSION

To provide program and financial decision-making support to the Board of Supervisors and the Chief Administrative Officer which is policy-based and advances the goals and vision of the Board of Supervisors.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

This program was a subunit of the Chief Administrative Office prior to 1993-94, and its costs, staff years, etc. were contained within the Accounting and Fiscal Control Program as an interim measure during the 1993-94 consolidation process.

ACHIEVEMENT OF 1993-94 OBJECTIVES

All 1993-94 objectives were achieved.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Prepare a budget and conduct the budget process in a manner that provides a clear understanding of budget issues important to the Chief Administrative Officer, elected officials, departments and courts, and facilitates policy choices for the Board of Supervisors.
2. Conduct economic surveys and studies to support the policy-based budget process to enable informed decisions relative to budget choices, the best utilization of resources, and management of the budget during the course of the fiscal year.
3. Utilize computer technology where possible to improve fiscal information for decision makers.
4. In conjunction with the resources of the Auditing Program, develop historical data for program performance indicators.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Coordinate and complete the budget development process in a manner that provides a comprehensive presentation of the Chief Administrative Officer's Proposed Budget and related fiscal issues, and facilitates the Board of Supervisors' policy-making process.
2. Implement the adopted budget plan to achieve and maintain a balanced budget, and to address midyear issues that may arise through budget management oversight and Board policy redirection, where necessary.

3. Insure installation of measurable outcome results for County operations in the budget process, and develop a "user friendly" program budget for the citizens of the County of San Diego.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. County Budget Planning and Implementation [16.0 SY; E = \$1,050,043; R = \$81,825] including support personnel is:
 - o Mandated/Discretionary Service Level
 - o Responsible for developing and administering the County's annual program budget and exercising economic oversight of County revenues and expenditures.
 - o A new program proposed for the 1994-95 Budget to separate this function from the Accounting and Fiscal Control Program.
 - o Increased \$15,730 for normal fluctuations in salaries and benefits, retirement, step changes, workers' comp, and termination of the Integrated Leave Program.
 - o Increased \$26,511 to fully fund a part-time position to work primarily on the increasingly complex Board of Supervisors budget referrals.
 - o Increased \$33,175 to transfer a clerical position and ancillary costs from the CAO office resulting from the consolidation of Financial Management with the Auditor and Controller.
 - o 8% offset by program revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Interfund Charges	\$89,147	\$0	\$81,825	\$81,825
Sub-Total	\$89,147	\$0	\$81,825	\$81,825
Total	\$89,147	\$0	\$81,825	\$81,825

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND CONTRIBUTION:				
Sub-Total	\$913,411	\$0	\$968,218	\$968,218
Total	\$913,411	\$0	\$968,218	\$968,218

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues in this program vary annually based on normal variations in the A-87 cost recovery program.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Data Processing Equipment	0	lot	\$2,400
Total			\$2,400

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2161	County Budget Office Director	0	0.00	1	1.00	\$0	\$86,570
0359	Div Chief, County Budget Office	0	0.00	1	1.00	0	65,001
2392	County Budget Analyst	0	0.00	7	7.00	0	346,556
2393	Senior County Budget Analyst	0	0.00	4	4.00	0	222,514
2746	Confidential Office Assistant	0	0.00	1	1.00	0	22,052
2759	Administrative Secretary IV	0	0.00	1	1.00	0	33,135
3009	Word Processor Operator	0	0.00	1	1.00	0	20,016
Total		0	0.00	16	16.00	\$0	\$795,844
Salary Adjustments:						0	(3,137)
ILP						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						0	236,989
Salary Savings:						0	(11,127)
Total Adjustments						\$0	\$222,725
Program Totals		0	0.00	16	16.00	\$0	\$1,018,569

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,321,619	\$5,408,966	\$6,548,922	\$6,430,284	\$5,700,048	(11.4)
Services & Supplies	135,683	178,100	183,705	187,645	178,515	(4.9)
Other Charges	1,798	880	445	5,250	5,250	0.0
Fixed Assets	33,669	25,828	10,175	0	6,849	100.0
TOTAL DIRECT COST	\$5,492,769	\$5,613,774	\$6,743,247	\$6,623,179	\$5,890,662	(11.1)
PROGRAM REVENUE	(2,182,873)	(2,365,402)	(2,698,939)	(2,402,741)	(2,016,441)	(16.1)
NET GENERAL FUND CONTRIBUTION	\$3,309,896	\$3,248,372	\$4,044,308	\$4,220,438	\$3,874,221	(8.2)
STAFF YEARS	129.75	130.25	146.26	159.00	147.50	(6.6)

PROGRAM MISSION

To prescribe and control the various accounting and financial systems of the County of San Diego and other governmental entities, as mandated.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Contract temporary help has been utilized in this program to accomplish critical time sensitive work.

ACHIEVEMENT OF 1993-94 OBJECTIVES

All 1993-94 objectives were achieved primarily due to the availability of automation tools and equipment. In spite of California's financial crisis and the ripple effect on County governments, the County has maintained its current credit rating given by the Investor Rating Services of Moody's and Standard and Poor's.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Monitor expenditures and revenues to assure that the County closes its fiscal year in a non-deficit condition.
2. Continue to provide assistance to County departments regarding their fiscal and analytical needs.
3. Maintain the highest credit ratings possible, given by the Investor Rating Services of Moody's and Standard and Poor's for the County of San Diego.
4. Pursue outstanding County claims against the State of California for reimbursement of expenditures made in support of State Mandated Program services.
5. Maintain assurance of conformity to appropriation limitations as specified in Proposition 4.
6. Maintain assurance of conformity to fiscal and reporting requirements as specified in the Trial Court Funding Agreement.
7. Maintain assurance of conformity to fiscal and reporting requirements for State Realignment of Programs.
8. Provide monthly property tax revenue allocations to all taxing agencies for them to use in their own cash management processes.

9. Utilize computer technology where possible to improve fiscal information for decision makers.
10. Develop fiscal data to support the performance-based outcome budget.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. An audited Comprehensive Financial Statement receiving an unqualified opinion.
2. Four fund balance reports to the Board of Supervisors assessing the fiscal status of County operations.
3. Accurate and timely payments to employees, vendors, other recipients, and other public agencies within legal requirements.
4. Accurate allocation of tax revenue to all taxing agencies.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Revenue and Budget Management [10.00 SY; E = \$579,741; R = \$66,075] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for preparation of the County's statutorily mandated line-item budget, administration of Board of Supervisors' Policy B-29 and revenue management.
 - o Increased \$3,589 from 1993-94 due to normal fluctuations in salaries and benefits, retirement, step changes, workers' compensation, and discontinuance of the Integrated Leave Program.
 - o 11% offset by program revenues.
2. Property Tax Services [21.50 SY; E = \$893,314; R = \$495,000] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for preparation of property tax bills and apportionment of tax revenues.
 - o Increased \$28,025 due to normal fluctuations in salaries and benefits, retirement, step changes and workers' compensation, and discontinuance of the Integrated Leave Program.
 - o 55% offset by program revenues.
3. Controller Branch Office [38.00 SY; E = \$1,377,262; R = \$934,073] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for accounting services to several County departments, special districts and enterprise funds.
 - o Is increasing \$40,867 and 1.00 staff year to provide accounting support for the Fleet Internal Service Fund.
 - o 68% offset by program revenues.
4. Probation Accounting [19.00 SY; E = \$629,573; R = \$16,991] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for accounting services for adult institutional services, juvenile care maintenance, cash collections and disbursements and Probation Department accounting.
 - o Increased \$35,955 for normal fluctuations in salaries and benefits, retirement, step changes, workers' compensation, and discontinuance of the Integrated Leave Program.
 - o Increased \$55,080 and 2.00 staff years for mandated Title IV Claims processing approved at mid-year 1993-94 and Welfare and Institutions Code Billings.
 - o 3% offset by program revenues.

5. Other Fiscal Control Subactivities [59.00 SY; E = \$2,410,772; R = \$504,302] is:

- o Mandated/Discretionary Service Level.
- o Responsible for General Accounting, Payroll and Travel Accounting and Accounts Payable.
- o Increased \$21,264 for normal fluctuations in salaries and benefits, retirement, step changes, workers' compensation, and discontinuance of the Integrated Leave Program.
- o 20% offset by program revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES AND FEES:				
Fees for Various Accounting Services	\$1,477,049	\$1,322,934	\$927,091	\$(395,843)
Interfund Charges	1,221,890	1,079,807	1,089,350	9,543
Sub-Total	\$2,698,939	\$2,402,741	\$2,016,441	\$(386,300)
Total	\$2,698,939	\$2,402,741	\$2,016,441	\$(386,300)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND CONTRIBUTION:	\$4,044,308	\$4,220,438	\$3,874,221	\$(346,217)
Sub-Total	\$4,044,308	\$4,220,438	\$3,874,221	\$(346,217)
Total	\$4,044,308	\$4,220,438	\$3,874,221	\$(346,217)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues will decrease in 1994-95 primarily due to a reclassification of \$360,000 in property tax administration fees and \$132,529 in AB 2890 revenue from program revenues to general revenues. Other revenues are marginally increasing in work for other governmental agencies and normal variations in A-87 cost recovery. Financial Management revenues are no longer reflected in this program but have been transferred to a new program, County Budget Planning & Implementation. One position has been added for Internal Service Fund accounting support with \$40,867 in offsetting revenues.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Data Processing Equipment	0	lot	\$6,849
Total			\$6,849

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Accounting and Fiscal Control					
% OF RESOURCES: 100%					
WORKLOAD					
Deposit Permit	24,099	24,363	24,161	25,000	25,000
Fixed Asset Property Numbers Processed	40,038	24,734	64,628	25,000	17,000
General Claims	179,808	165,299	138,880	165,000	150,000
Probation Account Transactions	480,101	447,463	437,564	491,800	484,217
Property Tax Services Transactions	3,582,066	4,372,450	4,432,786	4,474,832	4,543,470
Redevelopment Project Reports	41	44	45	45	45
Warrants Issued (County and School Districts)	3,017,032	3,378,693	3,169,310	3,400,000	3,400,000
Work Authorization Transactions	32,971	42,200	30,990	31,000	31,000

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2168	Accounting and Fiscal Control Director	1	1.00	1	1.00	75,479	75,480
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	114,964	120,726
0359	Div Chief, County Budget Office	1	1.00	0	0.00	65,001	0
2161	County Budget Office Director	1	1.00	0	0.00	86,569	0
2496	Auditor/Controller Mgr. II	1	1.00	1	1.00	57,482	57,483
2415	Auditor/Controller Comp Spec	1	1.00	1	1.00	49,673	49,672
2429	Revenue & Budget Accountant	2	2.00	2	2.00	99,014	99,016
2412	Analyst III	3	3.00	3	3.00	138,486	138,489
2525	Senior Systems Analyst	1	1.00	1	1.00	54,748	54,747
2335	Compensation/Systems Coord.	2	2.00	2	2.00	99,346	99,344
2392	County Budget Analyst	7	6.50	0	0.00	313,298	0
2393	Senior County Budget Analyst	4	4.00	0	0.00	230,096	0
2501	Senior Auditor/Accountant	14	14.00	14	14.00	627,215	638,700
2425	Associate Accountant	19	19.00	20	20.00	685,310	706,096
2480	A/C Payroll Technician	9	9.00	9	9.00	246,381	247,216
2403	Accounting Technician	18	17.00	19	18.00	449,120	466,310
2510	Senior Account Clerk	24	24.00	24	24.00	562,443	555,848
2725	Principal Clerk I	1	1.00	1	1.00	31,465	31,465
2730	Senior Clerk	2	2.00	2	2.00	46,840	46,649
2745	Supervising Clerk	1	1.00	1	1.00	27,689	24,130
2746	Confidential Office Assistant	1	1.00	0	0.00	21,627	0
2759	Administrative Secretary IV	1	1.00	0	0.00	33,135	0
2493	Intermediate Account Clerk	21	21.00	22	22.00	417,927	437,300
2700	Intermediate Clerk Typist	15	15.00	15	15.00	297,960	286,105
3030	Data Entry Operator	4	4.00	4	4.00	82,580	82,680
3069	Senior Data Entry Operator	1	1.00	1	1.00	22,257	22,257
9999	Extra Help	13	.50	13	.50	11,688	11,688
Total		173	159.00	161	147.50	\$5,150,080	\$4,453,688
Salary Adjustments:						(259,038)	0
ILP						(64,664)	0
Premium/Overtime Pay:						3,150	3,150
Employee Benefits:						1,758,358	1,399,998
Salary Savings:						(157,602)	(156,788)
Total Adjustments						\$1,280,204	\$1,246,360
Program Totals		173	159.00	161	147.50	\$6,430,284	\$5,700,048

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,118,348	\$2,121,388	\$1,834,361	\$1,939,685	\$1,937,898	(0.1)
Services & Supplies	101,372	85,742	73,877	86,084	89,812	4.3
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,219,720	\$2,207,130	\$1,908,238	\$2,025,769	\$2,027,710	0.1
PROGRAM REVENUE	(381,643)	(521,467)	(561,813)	(623,017)	(681,812)	9.4
NET GENERAL FUND CONTRIBUTION	\$1,838,077	\$1,685,663	\$1,346,425	\$1,402,752	\$1,345,898	(4.1)
STAFF YEARS	51.70	49.28	44.01	48.00	48.00	0.0

PROGRAM MISSION

To acquire goods and services required for County operations; to provide logistical support for common use materials and food commodities; and to provide centralized property disposal and redistribution of surplus personal property while maximizing use and revenue return from disposal sales. In a leadership role, provide county-wide cooperative purchasing and disposal sales for other county municipalities and agencies on a reimbursable basis.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The Purchasing Program completed the year within the 1993-94 budgeted expenditure levels. Staffing was under budgeted levels due to underfilling positions and delayed filling of positions to achieve salary savings.

ACHIEVEMENT OF 1993-94 OBJECTIVES

All 1993-94 objectives were achieved.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Develop and pilot test an automated purchasing system segment for improving County department requisitioning and buyer preparation of requests for quotation to vendors.
2. Enhance the utility of cooperative purchasing through pursuing consolidation of requirements with the City of San Diego; and extending the cooperative effort to include other public agencies within San Diego County.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Reduction of data entry; standardization of documents; and reduction of manual preparation of Requests for Quotation (RFQ).
2. Streamline the acquisition process; achieve standardization of requirements; achieve savings through economy of scale.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Purchasing/Contracting [33.3 SY; E = \$1,483,878; R = \$552,537] including support personnel is:
 - o Mandated/Discretionary Service Level
 - o Responsible for purchases of material and supplies for the County as mandated by Section 25501 of the State Government Code; Section 400 through 424 of the County Administrative Code; Section 705 of the County Charter.
 - o Purchasing over \$102 million of goods and services annually.
 - o Presently consummating over 40,000 purchase transactions each year.
 - o Providing centralized contracting support for approximately \$120 million in contracts.
 - o Increasing \$2,672 due to normal fluctuations in salaries and benefits, retirement, step changes, workers compensation and discontinuance of the Integrated Leave Program.

2. Stores/Property Disposal [14.7 SY; E = \$543,832; R = \$129,275] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o 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.
 - o Responsible for surplus property management for the County of San Diego.
 - o Responsible for redistribution and disposal of waste and recoverable commodities (i.e., scrap metal, rubber, etc.) for the County of San Diego.
 - o Conducting quarterly cooperative auctions and miscellaneous competitive sales each year, generating approximately \$117,000 in revenue from County property disposal out of \$1.7 million for 38 participating municipalities and districts. Participants contribute approximately \$58,000 offset the County's expense in hosting the auctions.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICE:				
Road Fund	\$162,388	\$176,948	\$184,838	\$7,890
Air Pollution Control District	57,364	57,364	57,830	466
Internal Service Fund	69,037	69,037	86,660	17,623
Airport Enterprise Fund	10,791	11,261	11,390	129
Liquid Waste Fund	23,561	27,071	45,560	18,489
Solid Waste Fund	104,999	131,420	151,227	19,807
Library Fund	20,641	20,641	15,032	(5,609)
Sub-Total	\$448,781	\$493,742	\$552,537	\$58,795
OTHER REVENUE:				
Purchasing fees from other government agencies	\$0	\$0	\$0	\$0
Recovered expenses (auction sales)	57,511	78,000	78,000	0
Sale of surplus/scrap material (nontaxable)	47,371	48,275	48,275	0
Sale of surplus/scrap material (taxable)	8,150	3,000	3,000	0
Sub-Total	\$113,032	\$129,275	\$129,275	\$0
Total	\$561,813	\$623,017	\$681,812	\$58,795

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$1,346,425	\$1,402,752	\$1,345,898	\$(56,854)
Sub-Total	\$1,346,425	\$1,402,752	\$1,345,898	\$(56,854)
Total	\$1,346,425	\$1,402,752	\$1,345,898	\$(56,854)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue projections for the 1994-95 Adopted Budget are based on prior experience. Actual amounts may vary based on quantity of surplus materials available for sale and normal annual variations in A-87 cost recovery. No fees from other government agencies are anticipated due to lack of participation.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Purchasing/Contracting					
<u>% OF RESOURCES:</u>	68.9%				
<u>WORKLOAD</u>					
Number of purchase orders	16,801	24,119	18,509	18,194	15,000
<u>EFFICIENCY/OUTPUT</u>					
Cost to operate Purchasing/ Contracting per \$100 of purchases	\$1.55	\$1.46	\$1.16	\$1.45	\$1.39
<u>EFFECTIVENESS/OUTCOME</u>					
% of requisitioned line items purchased within 21 days	86%	37%	67%	45%	30%
ACTIVITY B: Stores/Property Disposal					
<u>% OF RESOURCES:</u>	27.7%				
<u>WORKLOAD</u>					
Line items issued	87,032	86,833	59,803	54,600	50,000
<u>EFFICIENCY/OUTPUT</u>					
Cost to operate stores per \$100 in value of issues	\$5.32	\$7.61	\$7.02	\$7.35	\$8.70
<u>EFFECTIVENESS/OUTCOME</u>					
% of orders filled from stock (no backorders)	87%	87%	86%	84%	90%

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2166	Purchasing and Contracting Director	1	1.00	1	1.00	\$77,778	\$70,366
0285	Manager of Contracting	1	1.00	1	1.00	52,304	60,470
0965	Purchasing Manager, Procurement and Planning	1	1.00	1	1.00	48,466	48,464
0964	Materiel Manager, Materiel and Resources	1	1.00	1	1.00	45,651	45,641
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,666
2412	Analyst II	2	2.00	2	2.00	68,868	70,912
2493	Int. Acct. Clerk	1	1.00	1	1.00	20,797	18,065
2510	Senior Account Clerk	1	1.00	1	1.00	20,182	23,949
2610	Buyer II	10	10.00	10	10.00	307,526	307,526
2622	Procurement Contracting Officer	5	5.00	5	5.00	220,370	220,375
2640	Buyer III	2	2.00	2	2.00	69,511	72,872
2651	Warehouse Material Handler	3	3.00	3	3.00	63,894	63,894
2665	Materiel Storekeeper I	2	2.00	2	2.00	44,074	44,078
2667	Materiel Storekeeper III	2	2.00	2	2.00	54,288	54,288
2668	Supv. Materiel Storekeeper	1	1.00	1	1.00	28,054	27,175
2700	Intermediate Clerk Typist	2	2.00	2	2.00	58,744	38,611
2730	Senior Clerk	4	4.00	4	4.00	71,603	95,796
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,774
3030	Data Entry Operator	2	2.00	2	2.00	41,338	41,340
3035	Data Entry Supervisor	1	1.00	1	1.00	24,867	21,591
3120	Dept. Computer Specialist III	1	1.00	1	1.00	39,975	41,842
7515	Stores Delivery Driver	3	3.00	3	3.00	72,824	72,824
9999	Temporary Extra Help	7	0.00	7	0.00	3,000	3,000
Total		55	48.00	55	48.00	\$1,491,554	\$1,500,519
Salary Adjustments:						15,154	0
ILP						(36,481)	0
Premium/Overtime Pay:						17,473	17,473
Employee Benefits:						499,630	467,619
Salary Savings:						(47,645)	(47,713)
Total Adjustments						\$448,131	\$437,379
Program Totals		55	48.00	55	48.00	\$1,939,685	\$1,937,898

PROGRAM #: 81701
MANAGER: Alex A. MartinezORGANIZATION #: 1050
REFERENCE: 1994-95 Proposed Budget - Pg. 32-38

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).

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,825,048	\$7,621,119	\$7,477,093	\$7,700,460	\$8,196,387	6.4
Services & Supplies	479,435	469,381	358,709	229,609	315,474	37.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	50,638	221,314	3,119	0	23,700	100.0
TOTAL DIRECT COST	\$8,355,121	\$8,311,814	\$7,838,921	\$7,930,069	\$8,535,561	7.6
PROGRAM REVENUE	(369,093)	(368,470)	(898,939)	(687,274)	(259,551)	(62.2)
NET GENERAL FUND CONTRIBUTION	\$7,986,028	\$7,943,344	\$6,939,982	\$7,242,795	\$8,276,010	14.3
STAFF YEARS	237.15	226.1	219.81	233.5	254.50	9.0

PROGRAM MISSION

To provide professional collections and revenue recovery services to maximize recovery of monies due and owing the County of San Diego.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The Revenue and Recovery Program completed the year within the 1993-94 budgeted expenditure levels. Staffing was under budgeted levels due to underfilling positions and delayed filling of positions to achieve salary savings.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Revenue and Recovery exceeded its goals by collecting \$127,355,730 at a cost of 8.89 cents per dollar collected.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. To collect a total of \$109 million at a cost of no more than 10.5 cents per dollar collected.
2. Disburse child support collections to custodial parent within the federal guidelines of 15 days after receipt.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Collect child support payments for custodial parents so they can remain self-sufficient and off welfare.
2. Collect child support payments so the non-custodial parents meet their legal obligations and additionally repays the County for welfare benefits paid to their families.
3. Collect restitution and fines from criminals to enforce their legal obligations to repay their victims and the public.
4. Collect the largest amount possible for debts owed to the County to help fund the continued operation of client departments.
5. Respond within two working days to telephone inquiries regarding child support collections.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Accounts Receivable Collections [254.50 SY; E = \$8,535,561; R = \$259,551] including support personnel is:
 - o Mandated/Discretionary Service Level--State and Federal law mandates that the Child Support Program and the Welfare Fraud Collections and Recovery Program be funded at "adequate" levels. State law mandates the Community Mental Health Collections Program as a condition of Short-Doyle funding. Fines, restitution and probation accounts are collected pursuant to court orders. Collection of General Fund revenues is discretionary.
 - o Increased \$171,029 for normal fluctuations in salaries and benefits, retirement, step changes, workers' comp, and discontinuance of the Integrated Leave Program.
 - o Decreased \$302 for travel and memberships.
 - o Increased \$502,611 and 16.00 staff years which is 100% revenue offset for mid-year approved Civil Assessment Collections.
 - o Increased \$183,227 and 5.00 staff years which is 100% revenue offset for Civil Assessment Collections Augmentation.
 - o Increased \$210,056 and 12.00 temporary staff years for Support for the mandated SANDACSS new computer system conversion.
 - o Increased \$28,000 for necessary supplies for the mandated new child support computer equipment.
 - o Increased \$43,315 and 1.00 staff year to create an ombudsperson position for child support accounts as recommended by the Board of Supervisors in November, 1993.
 - o Increased \$10,000 for increased fee payments to the State relative to the Tax Intercept Program.
 - o Decreased \$385,540 and 13.00 staff years for discontinuation of Penal Code Section 1463.007 delinquent fine collection program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Solid Waste Collection Fees	\$99,850	\$87,883	\$45,700	\$(42,183)
Child Support Collection and Return Check Fees	11,379	0	0	0
Adult Probation Restitution Administrative Fee	229,464	113,851	113,851	0
Civil Assessment on FTA PC 1214.1	371,492	0	0	0
Collection Fees - Administrative Costs	87,883	385,540	0	(385,540)
Sub-Total	\$800,068	\$587,274	\$159,551	\$(427,723)
OTHER REVENUE:				
Court Fees and Costs - Court Appointed Attorneys	\$48,791	\$100,000	\$100,000	\$0
Other Court Fines - General	0	0	0	0
Jury or Witness Fees	80	0	0	0
Return Check Fees	0	0	0	0
Other Miscellaneous	0	0	0	0
Sub-Total	\$48,871	\$100,000	\$100,000	\$0
Total	\$848,939	\$687,274	\$259,551	\$(427,723)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$6,939,982	\$7,242,795	\$8,276,010	\$1,033,215
Total	\$6,939,982	\$7,242,795	\$8,276,010	\$1,033,215

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1994-95 Adopted Budget for Solid Waste Collection Fees is decreasing \$42,183 due to normal fluctuations in A-87 cost recovery.

Revenues for Civil Assessment Collections under Penal Code Section 1214.1 are budgeted for the first time in the 1994-95 CAO Proposed Budget. The program was implemented at mid-year 1993-94 based on Board of Supervisors' approval.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Data Processing Equipment	0	lot	\$23,700
Total			\$23,700

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Collections of Accounts Receivable					
% OF RESOURCES:	100.0%				
WORKLOAD					
County Receivable	\$142,886,000	\$183,483,000	\$178,307,646	\$180,000,000	\$203,000,000
IV-D Receivable	\$106,966,000	\$120,823,000	\$280,006,342	\$137,000,000	\$285,000,000
Ending Accounts (Number)	198,939	220,327	250,000	235,000	240,000
EFFICIENCY/OUTPUT					
Unit Cost (Total Costs/Collections)	\$0.096	\$0.092	\$0.089	\$0.105	\$0.105
EFFECTIVENESS/OUTCOME					
Collections	\$107,803,925	\$113,220,617	\$127,355,730	\$109,000,000	\$109,000,000

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2167	Revenue and Recovery Director	1	1.00	1	1.00	\$82,180	\$82,181
2369	Administrative Services Mgr II	1	1.00	1	1.00	54,748	54,747
0900	Division Chief, Rev. & Recovery	4	4.00	4	4.00	201,780	201,780
2304	Administrative Assistant I	1	1.00	1	1.00	35,270	35,269
2320	Personnel Aide	1	1.00	1	1.00	27,622	27,622
2328	Departmental Personnel Off. II	1	1.00	1	1.00	46,162	46,163
2430	Cashier	7	6.00	7	6.00	129,737	131,669
2475	Section Chief, Rev. & Recov.	9	9.00	10	10.00	359,580	379,510
2477	Revenue and Recovery Off. III	21	21.00	24	24.00	638,054	718,050
2478	Revenue and Recovery Off. I	9	9.00	9	9.00	216,666	210,448
2479	Revenue and Recovery Off. II	52	52.00	55	55.00	1,356,757	1,427,715
2483	Rev. & Recov. Officer Trainee	17	17.00	19	19.00	340,317	381,265
2493	Intermediate Account Clerk	31	31.00	31	31.00	625,911	625,202
2505	Senior Accountant	1	1.00	1	1.00	45,081	45,081
2510	Senior Account Clerk	6	6.00	6	6.00	142,662	143,694
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	25,056
2513	Senior Cashier	1	1.00	1	1.00	23,382	24,556
2660	Storekeeper I	1	1.00	1	1.00	22,490	22,490
2700	Intermediate Clerk Typist	54	51.50	54	51.50	1,010,803	1,017,232
2709	Departmental Clerk	2	2.00	2	2.00	31,288	33,496
2730	Senior Clerk	1	1.00	1	1.00	23,571	21,094
2745	Supervising Clerk	1	1.00	1	1.00	27,770	24,130
2758	Administrative Secretary III	1	1.00	1	1.00	29,176	30,634
2903	Legal Procedures Clerk I	1	1.00	1	1.00	21,340	19,820
2906	Legal Procedures Clerk III	2	2.00	2	2.00	54,454	54,452
2907	Legal Procedures Clerk II	4	4.00	4	4.00	94,068	92,484
3039	Mail Clerk Driver	1	1.00	1	1.00	20,714	20,713
3119	Dept. Computer Specialist II	1	1.00	1	1.00	29,027	35,269
5717	Senior Field Investigator	1	1.00	1	1.00	40,760	40,760
5719	Field Investigator	3	3.00	3	3.00	110,187	110,187
9999	Extra Help	34	0.00	52	12.00	0	195,129
Total		271	233.50	298	254.50	\$5,866,613	\$6,277,898
Salary Adjustments:						11,569	1,771
Premium/Overtime Pay:						4,770	4,770
Employee Benefits:						2,091,740	2,096,638
Salary Savings:						(274,232)	(184,690)
Total Adjustments						\$1,833,847	\$1,918,489
Program Totals		271	233.50	298	254.50	\$7,700,460	\$8,196,387

PROGRAM: Administrative Support

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 92101

ORGANIZATION #: 1050

MANAGER: Robert Booker, Ed.D.

REFERENCE: 1994-95 Proposed Budget - Pg. 32-34

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,173,560	\$986,989	\$864,395	\$582,994	\$510,383	(12.5)
Services & Supplies	152,710	174,141	148,579	206,512	212,171	2.7
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	23,376	23,000	0	(100.0)
TOTAL DIRECT COST	\$1,326,270	\$1,161,130	\$1,036,350	\$812,506	\$722,554	(11.1)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,326,270	\$1,161,130	\$1,036,350	\$812,506	\$722,554	(11.1)
STAFF YEARS	28.00	25.25	15.69	17.50	17.50	5.7

PROGRAM MISSION

Provide the necessary leadership and executive management direction to maximize and control the financial resources under the jurisdiction of the Board of Supervisors, and to apply professional audit standards and techniques in the independent review of County records and operations to maintain the public's confidence in the fiscal integrity of the County of San Diego. Also provide business and financial policy development and analytical support to the Chief Administrative Officer and the Board of Supervisors.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The Administrative Support Program expended in excess of 1993-94 budgeted levels due to the Board of Supervisors terminating the Integrated Leave Program and reimbursing staff leave balances related to that program.

ACHIEVEMENT OF 1993-94 OBJECTIVES

All 1993-94 objectives were achieved.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Continue to provide fiscal and analytical expertise in significant county-wide projects.
2. Continue active coordination with the Office of Intergovernmental Affairs to insure that State legislation has a positive effect on local government finance.
3. Provide the leadership necessary to achieve Auditor and Controller Department program objectives.
4. Create an environment that facilitates the early identification and resolution of potential County financial problems.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Complete all actions required for the transfer of Revenue and Recovery, Purchasing and Contracting, Financial Management and Debt Administration into the Auditor and Controller Department.
2. Complete actions required to expand the role of the Auditor and Controller to that of the County's Chief Financial Officer as directed by the Board of Supervisors.

3. Earn the Government Finance Officers Association Certificate of Excellence in Financial Reporting.
4. Maintain the County's credit rating given by the investor rating services of Moody's and Standard and Poor's.
5. Receive satisfactory ratings from Board of Supervisors and Chief Administrative Officer on services provided by Auditor and Controller Department.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [17.5 SY; E = \$722,554; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for department management, budgeting, personnel, payroll, clerical, and warrant control services.
 - o Decreased \$598 for travel and memberships.
 - o Decreased \$23,000 to eliminate fixed assets appropriations.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 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	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND CONTRIBUTION:	\$1,036,350	\$812,506	\$722,554	\$(89,952)
Sub-Total	\$1,036,350	\$812,506	\$722,554	\$(89,952)
Total	\$1,036,350	\$812,506	\$722,554	\$(89,952)

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is 100% net County cost.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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ACTIVITY A: Department Overhead

% OF RESOURCES: 100%

WORKLOAD

Total Pieces Processed for Controlled Mailing	4,929,609	6,118,969	6,380,225	6,178,868	6,589,817
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STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2106	Chief Financial Officer/ Auditor and Controller	1	1.00	1	1.00	\$106,488	\$110,937
2203	Ass't Auditor & Controller	1	1.00	1	1.00	97,318	97,319
2369	Admin. Services Mgr. II	1	1.00	1	1.00	54,748	54,747
2302	Administrative Assistant III	1	1.00	1	1.00	46,162	46,163
2304	Administrative Assistant I	1	1.00	1	1.00	32,511	34,147
2759	Administrative Secretary IV	1	1.00	1	1.00	33,135	33,135
3008	Sr. Word Proc. Operator	1	1.00	1	1.00	25,602	25,602
3009	Word Processing Operator	2	2.00	2	2.00	45,387	45,432
3076	Mail Processing Technician	3	3.00	3	3.00	65,572	66,156
2658	Storekeeper II	1	1.00	1	1.00	24,783	24,783
2730	Senior Clerk	2	2.00	2	2.00	45,780	45,399
2430	Cashier	1	1.00	1	1.00	22,280	19,347
2761	Group Secretary	1	1.00	1	1.00	25,474	25,474
9999	Extra Help	7	.50	7	.50	4,062	4,062
Total		24	17.50	24	17.50	\$629,302	\$632,703
Salary Adjustments:						(300,000)	(261,545)
ILP						(14,528)	0
Premium/Overtime Pay:						7,875	7,875
Employee Benefits:						300,130	181,284
Salary Savings:						(39,785)	(49,934)
Total Adjustments						\$(46,308)	\$(122,320)
Program Totals		24	17.50	24	17.50	\$582,994	\$510,383

BOARD OF SUPERVISORS, DISTRICT 1

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
District #1	\$471,875	\$470,281	\$494,782	\$480,299	\$476,337	\$(3,962)	(0.8)
TOTAL DIRECT COST	\$471,875	\$470,281	\$494,782	\$480,299	\$476,337	\$(3,962)	(0.8)
PROGRAM REVENUE	(0)	(0)	(226)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$471,875	\$470,281	\$494,556	\$480,299	\$476,337	\$(3,962)	(0.8)
STAFF YEARS	6.91	7.00	7.40	8.00	8.00	0.00	0.0

MISSION

To maintain and enhance the quality of life in San Diego County by providing and overseeing regional services such as Public Protection, Health and Social Services, Community Services, Planning and Land Use, and General Government that lie within the jurisdiction of the County of San Diego Board of Supervisors.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

- o To continue to improve and maintain services for the County that are cost-effective and quality driven.
- o To improve and maintain public safety.
- o To manage the regional growth, traffic, air pollution, and solid waste.
- o To expand San Diego County's economy by creating positive government/business relations, and to enhance participation in international trade.
- o To focus on prevention in the areas of Health, Social Services, and the Criminal Justice System.
- o To continue collaborative efforts for full integration of services for children and families across all appropriate County departments.
- o To preserve existing major open space parks and recreation areas.
- o To develop an open space system through conservation planning.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Refer to departmental objectives section.

PROGRAM: Legislative, District 1

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0010

MANAGER: Supervisor Brian Bilbray

REFERENCE: 1994-95 Proposed Budget - Pg. 33-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$463,280	\$465,910	\$488,596	\$465,299	\$461,337	(0.9)
Services & Supplies	8,595	4,371	6,186	15,000	15,000	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$471,875	\$470,281	\$494,782	\$480,299	\$476,337	(0.8)
PROGRAM REVENUE	(0)	(0)	(226)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$471,875	\$470,281	\$494,556	\$480,299	\$476,337	(0.8)
STAFF YEARS	6.91	7.00	7.40	8.00	8.00	0.0

PROGRAM MISSION

See department mission on the green sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actuals for 1993-94 exceeded budget due to pay offs resulting from cancellation of the Integrated Leave Plan.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives on the green sheet.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Refer to departmental objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$72,570	\$76,200
0372	Confidential Investigator I	6	1.00	6	1.00	23,534	23,534
0373	Confidential Investigator II	6	6.00	6	6.00	268,082	268,081
9999	Temporary Extra Help	2	0.00	2	0.00	0	0
Total		15	8.00	15	8.00	\$364,186	\$367,815
Salary Adjustments:						\$6	\$(16,995)
Employee Benefits:						109,428	110,517
Integrated Leave Plan:						(8,321)	0
Salary Savings:						(0)	(0)
Total Adjustments						\$101,113	\$93,522
Program Totals		15	8.00	15	8.00	\$465,299	\$461,337

BOARD OF SUPERVISORS, DISTRICT 2

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
District #2	\$570,077	\$492,044	\$467,128	\$518,844	\$518,740	\$(104)	(0.0)
TOTAL DIRECT COST	\$570,077	\$492,044	\$467,128	\$518,844	\$518,740	\$(104)	(0.0)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$570,077	\$492,044	\$467,128	\$518,844	\$518,740	\$(104)	(0.0)
STAFF YEARS	9.77	8.75	7.19	10.00	10.00	0.00	0.0

MISSION

To maintain and enhance the quality of life in San Diego County by providing and overseeing regional services such as Public Protection, Health and Social Services, Community Services, Planning and Land Use, and General Government that lie within the jurisdiction of the County of San Diego Board of Supervisors.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

- o To continue to improve and maintain services for the County that are cost-effective and quality driven.
- o To improve and maintain public safety.
- o To manage the regional growth, traffic, air pollution, and solid waste.
- o To expand San Diego County's economy by creating positive government/business relations, and to enhance participation in international trade.
- o To focus on prevention in the areas of Health, Social Services, and the Criminal Justice System.
- o To continue collaborative efforts for full integration of services for children and families across all appropriate County departments.
- o To preserve existing major open space parks and recreation areas.
- o To develop an open space system through conservation planning.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Refer to departmental objectives section.

PROGRAM: Legislative, District 2

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101
MANAGER: Supervisor Dianne Jacob

ORGANIZATION #: 0020
REFERENCE: 1994-95 Proposed Budget - Pg. 34-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$547,115	\$481,340	\$458,661	\$506,844	\$506,710	(0.0)
Services & Supplies	11,823	10,704	8,467	12,000	12,030	0.3
Fixed Assets	11,139	0	0	0	0	0.0
TOTAL DIRECT COST	\$570,077	\$492,044	\$467,128	\$518,844	\$518,740	(0.0)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$570,077	\$492,044	\$467,128	\$518,844	\$518,740	(0.0)
STAFF YEARS	9.77	8.75	7.19	10.00	10.00	0.0

PROGRAM MISSION

See department mission on the green sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actuals for 1993-94 were within budget.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives on the green sheet.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Refer to departmental objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$72,570	\$76,193
0372	Confidential Investigator I	0	4.00	0	4.00	103,778	107,193
0373	Confidential Investigator II	12	5.00	12	5.00	214,853	238,421
9999	Temporary Extra Help	4	0.00	4	0.00	0	0
Total		17	10.00	17	10.00	\$391,201	\$421,807
Salary Adjustments:						\$6	\$(40,743)
Employee Benefits:						122,853	125,646
Integrated Leave Plan:						(7,216)	0
Salary Savings:						(0)	(0)
Total Adjustments						\$115,643	\$84,903
Program Totals		17	10.00	17	10.00	\$506,844	\$506,710

BOARD OF SUPERVISORS, DISTRICT 3

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
District #3	\$525,970	\$472,487	\$445,281	\$491,671	\$520,718	\$29,047	5.9
TOTAL DIRECT COST	\$525,970	\$472,487	\$445,281	\$491,671	\$520,718	\$29,047	5.9
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$525,970	\$472,487	\$445,281	\$491,671	\$520,718	\$29,047	5.9
STAFF YEARS	8.69	8.16	7.59	10.00	10.00	0.00	0.0

MISSION

To maintain and enhance the quality of life in San Diego County by providing and overseeing regional services such as Public Protection, Health and Social Services, Community Services, Planning and Land Use, and General Government that lie within the jurisdiction of the County of San Diego Board of Supervisors.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

- o To continue to improve and maintain services for the County that are cost-effective and quality driven.
- o To improve and maintain public safety.
- o To manage the regional growth, traffic, air pollution, and solid waste.
- o To expand San Diego County's economy by creating positive government/business relations, and to enhance participation in international trade.
- o To focus on prevention in the areas of Health, Social Services, and the Criminal Justice System.
- o To continue collaborative efforts for full integration of services for children and families across all appropriate County departments.
- o To preserve existing major open space parks and recreation areas.
- o To develop an open space system through conservation planning.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Refer to departmental objectives section.

PROGRAM: Legislative, District 3

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101
MANAGER: Supervisor Pamela Slater

ORGANIZATION #: 0030
REFERENCE: 1994-95 Proposed Budget - Pg. 35-3

AUTHORITY: California Constitution Article XI, Section 4, Government Code Section 25000 - 26490; County Charter Section 500 & 501.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$503,229	\$462,043	\$435,120	\$481,180	\$510,047	6.0
Services & Supplies	8,609	10,444	10,161	10,491	10,671	1.7
Fixed Assets	14,132	0	0	0	0	0.0
TOTAL DIRECT COST	\$525,970	\$472,487	\$445,281	\$491,671	\$520,718	5.9
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$525,970	\$472,487	\$445,281	\$491,671	\$520,718	5.9
STAFF YEARS	8.69	8.16	7.59	10.00	10.00	0.0

PROGRAM MISSION

See department mission on the green sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actuals for 1993-94 were within budget.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives on the green sheet.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Refer to departmental objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$72,570	\$76,200
0372	Confidential Investigator I	0	6.00	0	4.00	170,616	115,596
0373	Confidential Investigator II	12	3.00	12	5.00	133,656	189,575
9999	Temporary Extra Help	1	0.00	1	0.00	0	0
Total		14	10.00	14	10.00	\$376,842	\$381,371
Salary Adjustments:						\$5	\$14,027
Employee Benefits:						112,665	114,649
Integrated Leave Plan:						(8,332)	0
Salary Savings:						(0)	(0)
Total Adjustments						\$104,338	\$128,676
Program Totals		14	10.00	14	10.00	\$481,180	\$510,047

BOARD OF SUPERVISORS, DISTRICT 4

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
District #4	\$494,916	\$485,418	\$505,520	\$498,909	\$460,669	\$(38,240)	(7.7)
TOTAL DIRECT COST	\$494,916	\$485,418	\$505,520	\$498,909	\$460,669	\$(38,240)	(7.7)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$494,916	\$485,418	\$505,520	\$498,909	\$460,669	\$(38,240)	(7.7)
STAFF YEARS	8.55	7.95	7.83	10.00	10.00	0.00	0.0

MISSION

To maintain and enhance the quality of life in San Diego County by providing and overseeing regional services such as Public Protection, Health and Social Services, Community Services, Planning and Land Use, and General Government that lie within the jurisdiction of the County of San Diego Board of Supervisors.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

- o To continue to improve and maintain services for the County that are cost-effective and quality driven.
- o To improve and maintain public safety.
- o To manage the regional growth, traffic, air pollution, and solid waste.
- o To expand San Diego County's economy by creating positive government/business relations, and to enhance participation in international trade.
- o To focus on prevention in the areas of Health, Social Services, and the Criminal Justice System.
- o To continue collaborative efforts for full integration of services for children and families across all appropriate County departments.
- o To preserve existing major open space parks and recreation areas.
- o To develop an open space system through conservation planning.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Refer to departmental objectives section.

PROGRAM: Legislative, District 4

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0040

MANAGER: Supervisor Leon L. Williams

REFERENCE: 1994-95 Proposed Budget - Pg. 36-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 24690; County Charter Sections 500 & 501.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$487,717	\$479,002	\$497,580	\$493,133	\$454,665	(7.8)
Services & Supplies	7,199	6,416	7,940	5,776	6,004	3.9
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$494,916	\$485,418	\$505,520	\$498,909	\$460,669	(7.7)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$494,916	\$485,418	\$505,520	\$498,909	\$460,669	(7.7)
STAFF YEARS	8.55	7.95	7.83	10.00	10.00	0.0

PROGRAM MISSION

See department mission on the green sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actuals for 1993-94 exceeded budget due to pay offs resulting from cancellation of the Integrated Leave Plan.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives on the green sheet.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Refer to departmental objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$72,570	\$76,200
0372	Confidential Investigator I	0	3.00	0	3.00	83,626	78,658
0373	Confidential Investigator II	12	6.00	12	6.00	248,172	300,979
9999	Temporary Extra Help	4	0.00	4	0.00	0	0
Total		17	10.00	17	10.00	\$404,368	\$455,837
Salary Adjustments:						\$(24,994)	\$(133,721)
Employee Benefits:						121,621	132,549
Integrated Leave Plan:						(7,862)	0
Salary Savings:						(0)	(0)
Total Adjustments						\$88,765	\$(1,172)
Program Totals		17	10.00	17	10.00	\$493,133	\$454,665

BOARD OF SUPERVISORS, DISTRICT 5

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
District #5	\$535,221	\$513,391	\$483,805	\$536,694	\$533,909	\$(2,785)	(0.5)
TOTAL DIRECT COST	\$535,221	\$513,391	\$483,805	\$536,694	\$533,909	\$(2,785)	(0.5)
PROGRAM REVENUE	(1)	(0)	(1,368)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$535,220	\$513,391	\$482,437	\$536,694	\$533,909	\$(2,785)	(0.5)
STAFF YEARS	8.86	8.46	7.69	10.00	10.00	0.00	0.0

MISSION

To maintain and enhance the quality of life in San Diego County by providing and overseeing regional services such as Public Protection, Health and Social Services, Community Services, Planning and Land Use, and General Government that lie within the jurisdiction of the County of San Diego Board of Supervisors.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

- o To continue to improve and maintain services for the County that are cost-effective and quality driven.
- o To improve and maintain public safety.
- o To manage the regional growth, traffic, air pollution, and solid waste.
- o To expand San Diego County's economy by creating positive government/business relations, and to enhance participation in international trade.
- o To focus on prevention in the areas of Health, Social Services, and the Criminal Justice System.
- o To continue collaborative efforts for full integration of services for children and families across all appropriate County departments.
- o To preserve existing major open space parks and recreation areas.
- o To develop an open space system through conservation planning.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Refer to departmental objectives section.

PROGRAM: Legislative, District 5

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101
MANAGER: Supervisor John MacDonald

ORGANIZATION #: 0050
REFERENCE: 1994-95 Proposed Budget - Pg. 37-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$523,430	\$511,981	\$481,147	\$525,089	\$521,979	(0.6)
Services & Supplies	5,957	1,410	2,658	11,605	11,930	2.8
Fixed Assets	5,834	0	0	0	0	0.0
TOTAL DIRECT COST	\$535,221	\$513,391	\$483,805	\$536,694	\$533,909	(0.5)
PROGRAM REVENUE	(1)	(0)	(1,368)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$535,220	\$513,391	\$482,437	\$536,694	\$533,909	(0.5)
STAFF YEARS	8.86	8.46	7.69	10.00	10.00	0.0

PROGRAM MISSION

See department mission on the green sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actuals for 1993-94 were within budget.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives on the green sheet.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Refer to departmental objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$72,570	\$76,200
0372	Confidential Investigator I	6	3.00	6	4.00	75,381	97,469
0373	Confidential Investigator II	6	6.00	6	5.00	258,287	237,290
9999	Extra Help	3	0.00	3	0.00	0	0
Total		16	10.00	16	10.00	\$406,238	\$410,959
Salary Adjustments:						\$6	\$(12,602)
Employee Benefits:						127,292	123,622
Integrated Leave Plan:						(8,447)	0
Salary Savings:						(0)	(0)
Total Adjustments						\$118,851	\$111,020
Program Totals		16	10.00	16	10.00	\$525,089	\$521,979

BOARD OF SUPERVISORS, GENERAL OFFICE

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
General Office	\$122,381	\$117,947	\$124,297	\$127,284	\$133,355	\$6,071	4.8
TOTAL DIRECT COST	\$122,381	\$117,947	\$124,297	\$127,284	\$133,355	\$6,071	4.8
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$122,381	\$117,947	\$124,297	\$127,284	\$133,355	\$6,071	4.8
STAFF YEARS	2.74	3.90	3.00	3.00	3.00	0.00	0.0

MISSION

To provide administrative/office support to the offices of the Board of Supervisors under the direction of the Clerk of the Board of Supervisors.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

Continue to provide administrative/office support that includes reception and fiscal functions to the five offices of the County Board of Supervisors.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Efficient operation of the Board General Office reception; timely processing of fiscal requests from the Board Offices.

PROGRAM: Legislative, General Office

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0060

MANAGER: Vice Chair/Clerk of the Board

REFERENCE: 1994-95 Proposed Budget - Pg. 38-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000-26490; County Charter Section 500 & 501.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$90,275	\$95,769	\$107,198	\$104,404	\$108,468	3.9
Services & Supplies	24,802	22,178	17,099	22,880	24,887	8.8
Fixed Assets	7,303	0	0	0	0	0.0
TOTAL DIRECT COST	\$122,380	\$117,947	\$124,297	\$127,284	\$133,355	4.8
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$122,380	\$117,947	\$124,297	\$127,284	\$133,355	4.8
STAFF YEARS	2.74	3.90	3.00	3.00	3.00	0.0

PROGRAM MISSION

See Department Mission on the green sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actuals for 1993-94 were within budget.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Provided reception and support to the Board of Supervisors and the public.

1994-95 ADOPTED PROGRAM OBJECTIVES

See Department Objectives on the green sheet.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

See Department Outcome Results on the green sheet.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs ¹	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0372	Confidential Investigator I	2	2.00	2	2.00	\$45,499	\$50,173
373	Confidential Investigator II	1	1.00	1	1.00	31,546	31,547
2730	Senior Clerk	1	0.00	0	0.00	0	0
9999	Extra Help	0	0.00	0	0.00	0	0
Total		4	3.00	3	3.00	\$77,045	\$81,720
Salary Adjustments:						0	2
Integrated Leave Plan:						(1,286)	0
Employee Benefits:						28,645	26,746
Salary Savings:						(0)	(0)
Total Adjustments						\$27,359	\$26,748
Program Totals		4	3.00	3	3.00	\$104,404	\$108,468

¹ In accordance with the Compensation Ordinance exception note, three out of the four positions are funded.

CHIEF ADMINISTRATIVE OFFICE

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Central County Administration	\$6,646,288	\$5,742,510	\$4,452,776	\$4,460,306	\$4,566,888	\$106,582	2.4
CAO Special Projects	1,213,626	1,190,272	676,989	659,084	638,644	(20,440)	(3.1)
Disaster Preparedness	590,307	550,087	581,620	565,503	582,306	16,803	3.0
Memberships, Audits & Other Charges	648,492	884,870	919,127	1,197,465	1,206,243	8,778	0.7
Regional Urban Information System (RUIS)	453,220	480,481	388,219	401,268	409,922	8,654	2.2
Citizens Law Enforcement Review Board	145,672	291,426	303,588	304,860	308,585	3,725	1.2
TOTAL DIRECT COST	\$9,697,605	\$9,139,646	\$7,322,319	\$7,588,486	\$7,712,588	\$124,102	1.6
PROGRAM REVENUE	(1,692,146)	(1,464,697)	(1,268,968)	(1,185,030)	(1,029,233)	155,797	(13.1)
NET GENERAL FUND COST	\$8,005,459	\$7,674,949	\$6,053,351	\$6,403,456	\$6,683,355	\$279,899	4.4
STAFF YEARS	111.68	100.86	76.96	76.92	76.50	(0.42)	(0.5)

MISSION

The Chief Administrative Office (CAO) implements the policy direction of the Board of Supervisors and coordinates day-to-day operations and functions of the County government. The CAO performs this mission by guiding and administering the effective and efficient operation and expenditure of County resources.

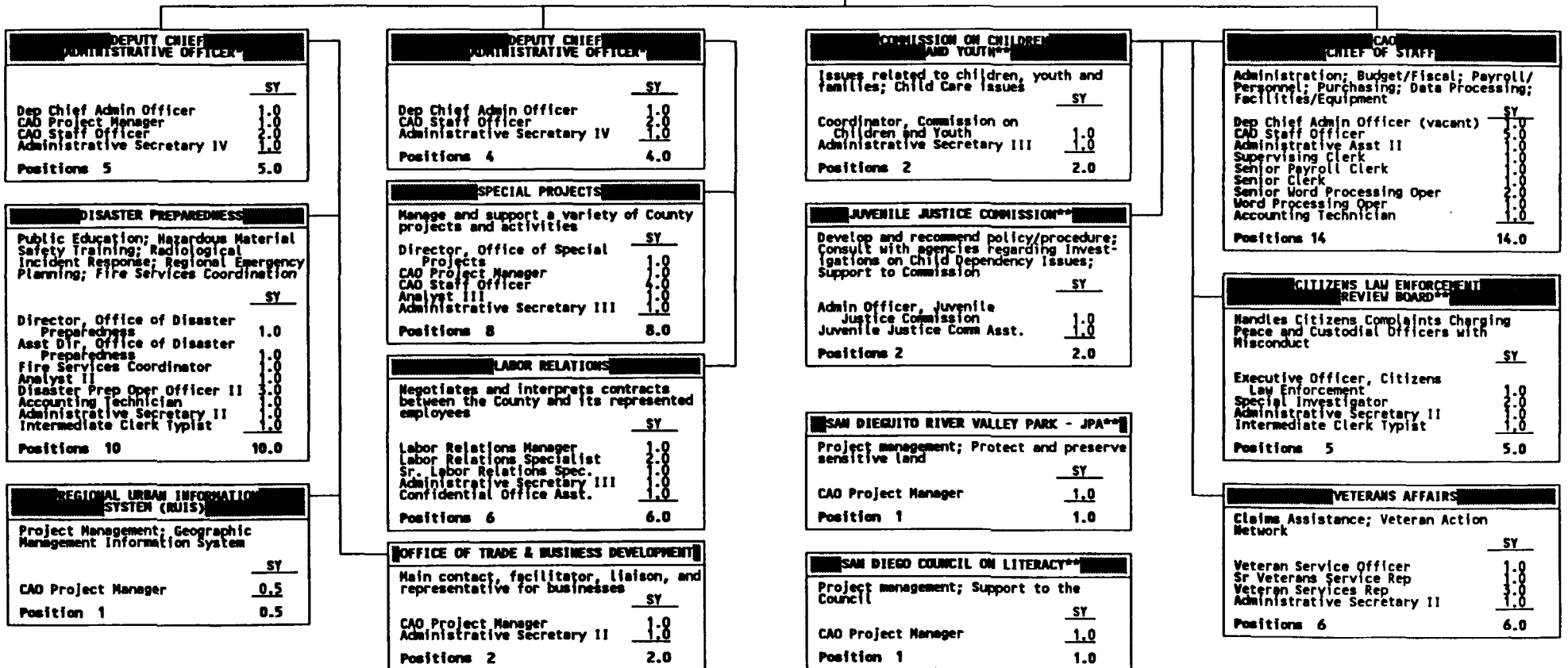
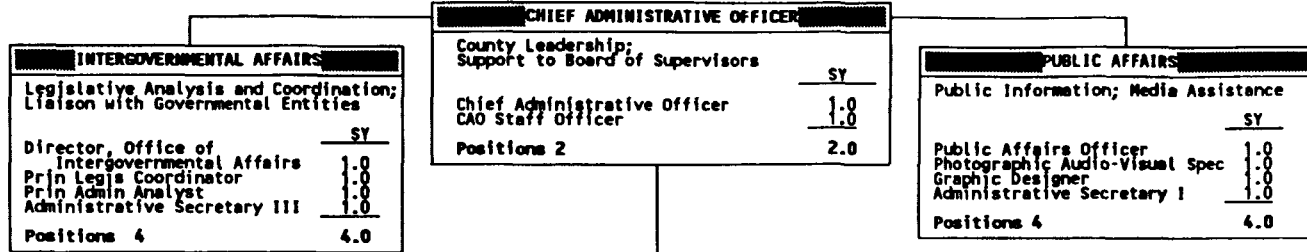
1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. To increase the capacity of County government to deliver the highest quality service.
2. Continue to establish local, public and private cooperative problem solving as well as economic development.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. Providing programmatic and financial information to assist the Board of Supervisors in its policy making.
2. Delivering the highest quality service through an integrated, collaborative, systems-oriented County operation.
3. Recognizing and enhancing the County family's cultural diversity.

CHIEF ADMINISTRATIVE OFFICE



** Administrative Oversight, Policy Direction and Budget Implementation for County Departments Showing for budget purposes only. Two CAO Project Managers, who are the Executive Directors of the San Dieguito JPA and the San Diego Council on Literacy, 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.

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PROGRAM: Central County Administration

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 80103

ORGANIZATION #: 0200

MANAGER: David E. Janssen

REFERENCE: 1994-95 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). 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. Board action on May 17, 1994 (14), established the Office of Trade and Business Development.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,770,345	\$4,934,942	\$3,449,578	\$3,331,725	\$3,343,404	0.4
Services & Supplies	857,521	805,250	1,003,198	1,128,581	1,217,484	7.9
Other Charges	0	0	0	0	0	0.0
Fixed Assets	18,422	2,318	0	0	6,000	100.0
TOTAL DIRECT COST	\$6,646,288	\$5,742,510	\$4,452,776	\$4,460,306	\$4,566,888	2.4
PROGRAM REVENUE	(600,071)	(499,691)	(474,620)	(481,437)	(529,140)	9.9
NET GENERAL FUND CONTRIBUTION	\$6,046,217	\$5,242,819	\$3,978,156	\$3,978,869	\$4,037,748	1.5
STAFF YEARS	88.64	75.75	52.94	53.42	53.00	(0.8)

PROGRAM MISSION

1. To operate a public information program which provides County government, County employees, and the public with timely, accurate and useful information in a coordinated and efficient manner.
2. To provide professional services at the County level for military veterans and their dependents and survivors who are entitled to benefits from the United States Department of Veterans Affairs, the State of California, and other agencies as applicable.
3. Through coordination with County departments, offices, and the courts; to manage the process whereby intergovernmental issues are identified and assessed, and the process whereby intergovernmental strategies are developed, presented and implemented.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

- Overall FY 1993-94 actual expenditure is within budgeted level.
- Actual expenditure in salaries and benefits is higher than budgeted due to the delayed layoff costs and termination payoffs.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Attain equitable funding for regional public services.

The CAD's office has established a working group to monitor and affect the distribution of funds which will become available as a result of the recent passage of the federal crime bill. All affected County departments are represented in the group.

2. Continue efforts to improve the County's internal/external relationships.
 - a. The CAO actively assisted in formation of Solid Waste Authority comprised of 7 cities and the County. This Authority has been moving to take over the Solid Waste system. The Authority has already taken over rate setting for the Solid Waste system and is now working with the County on transferring assets, liabilities, and obligations; and renegotiating a couple of major contracts.
 - b. The CAO, in response to Board direction, performed a study on the feasibility of improving efficiency and effectiveness of enforcement activities in the APCD, Environmental Health Division, and Agricultural Weights and Measures Department through functional or organizational consolidation. The CAO formed a Focus Group composed of industry, environmental and community based organizations to assist in this study. The study lead to Board of Supervisors decisions to: establish a department of Environmental Health Services by separating the Environmental Health Division out of the Department of Health Services; co-locate APCD and the new Department of Environmental Health in a central, transit accessible location; formally establish a system of "Continuous Process Improvement (CPI)" whereby the three departments will assess on a continuous basis ways to functionally consolidate and streamline their enforcement activities that impact common constituents; and to continue to utilize the Focus Group as a key element in our CPI efforts.
 - c. The CAO has assisted the Economic Advisory Board to design, secure Board of Supervisors approval, and establish the Sunset Commission. This Commission and its working groups are in the process of reviewing County ordinances, regulations and policies for purposes of recommending deletion or change to those which are: duplicative, redundant and/or in excess of State or Federal mandate; and inhibitive to job retention or attraction within the unincorporated area and/or entire region. A third factor in the review is that environmental protection standards will not be compromised. The Commission began its work in May, 1994 and its first series of recommendations should go to the Board of Supervisors before the end of calendar year 1994.
 - d. The CAO has continued to lead the County's efforts in conjunction with the City of San Diego to complete the Regional Urban Information System (RUIS). Development through a joint venture with the City, RUIS is a state-of-the-art geographic information system. Its core development is 95% complete and it is being successfully used by several departments for mapping and/or analytical purposes. Those departments include the Assessor, Sheriff, Marshal, Registrar of Voters, Parks and Recreation, Planning and Land Use and Public Works. The next step is to market the RUIS system to other potential users, both private and public.
 - e. The CAO, in response to Board direction, is establishing an Office of Trade and Business Outreach. The Office will report to the CAO and will be comprised of three staff members: a full-time ombudsperson who will head up the office, the County Special Projects Manager for Economic Development who works half-time and a secretary. In addition to ongoing efforts to staff the Economic Advisory Board and maintain the Board's Economic Development Policy, the office will become the County's key contact for businesses currently located within the unincorporated area of the County or considering locating there. The role of the Ombudsperson will be to bring together all regulatory agencies effecting these business to resolve permitting and enforcement issues as efficiently and effectively as possible. The Office will also work with other agencies to help promote the entire region as a good place for business.
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.

Achieve enactment of 9 legislative measures.

A Title 19 contract, in the form of a Memorandum of Understanding (MOU) for additional Medi-Cal revenue was negotiated by this office with the County Department of Health Services.

As a result of the MOU with the County Department of Health Services, this office has submitted four federal reimbursement claims for Medi-Cal administrative costs amounting to \$109,899. However, only the first claim for \$20,344 has been paid. The remaining three claims are pending approval by the State Department of Health Services before being submitted to the Federal Government.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Maximize public awareness and understanding of the role of County government in addressing the needs of its citizens, and the role of the individual citizen in influencing the process whereby decisions are made and resources allocated.
2. Continue multi-faceted information program which addresses needs of employees and enhances understanding of County government among citizens.
3. To maintain the County's involvement in the development and implementation of cooperative strategies in Sacramento and Washington, D.C., intended to protect the limited resources and decision-making flexibility of the Board of Supervisors, while seeking to secure enactment of the Board's Legislative Program.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Inaugurate and produce new TV show, "News Conference".
2. Publish "County News", "Fact Finder", "People Helping People", and other periodicals, pamphlets and informational brochures.
3. Operate Speakers Bureau, providing speakers to community clubs and organizations.
4. Respond to request for information from the public, schools and media.
5. Continue to assist the maximum number of veterans, dependents, and survivors in obtaining veterans benefits from which they are eligible and entitled, and generate maximum subvention revenue from these activities.
6. Continue to attempt to reduce the Medical Share of Cost for those veterans and dependents under Medical and generate maximum federal matching funds available through this program.
7. Access potential federal matching funds through the SB 910 Medical Administration Program.
8. Continue to maintain informal cognizance of all services available to veterans in the County and ensure that the Board-appointed Veteran Advisory Council is apprised accordingly.
9. Protection of the County's ability to establish and provide for local service priorities, while reducing the burden imposed by State and federal mandates and revenue losses.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Executive Office [21.00 SY; E = \$1,846,123; R = \$160,034] 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:
 - o Discretionary Activity/Discretionary Service level.
 - o Decreasing 0.42 staff years [Administrative Secretary IV- (1.00 SY); CAO Project Manager - (0.42 SY); CAO Project Manager - 1.00 SY].
 - o Offset 8.7% by revenue.
 - o Providing staff support for the San Dieguito River Valley Regional Open Space Park Joint Powers Authority, and the San Diego Council on Literacy.
2. Office of Intergovernmental Affairs [4.00 SY; E = \$953,728; 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.
 - o Administering contracts for legislative representation in Washington, DC and Sacramento.
 - o Remaining at FY 1993-94 staffing level.
 - o Preparing the County legislative program and positions on legislation.
3. Office of Public Affairs [4.00 SY; E = \$284,717; 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.
 - o Offset 35.9% by revenue.
 - o Remaining at FY 1993-94 staffing level.
 - o Responsible for all County publications, the employee newspaper, major public events, and operation of the Speaker's Bureau.
 - o Produces films and videos and coordinates all photographic, audiovisual and graphic art activities.

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4. Veterans Affairs [6.00 SY; E = \$288,801; R = \$150,000] provides direct services to the veteran population in San Diego County. This activity is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Remaining at FY 1993-94 staffing level.
 - o Serving a veteran population of approximately 310,000 persons (up 40,000 from FY 1992-93).
 - o Offset 51.9% by revenue.
 - o 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 [6.00 SY; E = \$290,245; R = \$0] includes support personnel. This activity is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Decreasing 1.00 staff year (Word Processor Operator).
 - o 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.
 - o Coordinating and developing the Chief Administrative Officer's departmental budget.
 - o Providing centralized data processing to all CAO activities and some departments.

 6. Commission on Children and Youth [2.00 SY; E = \$101,785; R = \$0] including an Executive Officer and clerical staff. This activity is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Decreasing 1.00 staff year (Child Care Coordinator).
 - o Planning, generating funding, consulting on land use and other issues related to child care.
 - o Advising on all issues related to children, youth and families.
 - o Includes Juvenile Delinquency Prevention Committee and Child Care Planning Council.

 7. Juvenile Justice Commission [2.00 SY; E = \$110,470; R = \$0] including administrative and clerical staff to the Commission. This activity is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Remaining at FY 1993-94 staffing level.
 - o Investigating unresolved complaints regarding the juvenile dependency and delinquency system after initial review by the Probation Department or the Department of Social Services.

 8. Labor Relations [6.00 SY; E = \$545,267; R = \$41,906] including support personnel, this activity is:
 - o Mandated Activity/Mandated Service Level.
 - o Remaining at 1993-94 staffing level.
 - o Responsible for negotiating labor contracts.
 - o Responsible for administering employee labor agreements and providing clarification to departments and employees regarding labor relations issues.
 - o Coordinating all labor/management relations with nine different Unions/Associations encompassing 20 separate bargaining units.
 - o Representing the County/department management in grievance arbitrations.
 - o Offset 7.7% by revenue.

9. Trade and Business Development [2.00 SY; E = \$145,752; R = \$75,000] including a CAO Project Manager and a clerical staff. This activity is:
- o Discretionary Activity/Discretionary Service Level.
 - o Offset 51.5% by revenue.
 - o Serving as the main contact, facilitator, liaison and representative to and for business inquiring about business permitting in San Diego County.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund	\$64,300	\$64,300	\$44,239	\$(20,061)
Air Pollution Control District	14,843	14,843	11,532	(3,311)
Airport Enterprise Fund	2,364	2,364	1,778	(586)
Liquid Waste	8,081	8,081	5,558	(2,523)
Solid Waste	16,294	16,294	12,800	(3,494)
Library Fund	19,055	19,055	10,661	(8,394)
Sub-Total	\$124,937	\$124,937	\$86,568	\$(38,369)
OTHER REVENUE:				
Recovered Expenditures	647	0	0	0
Other Miscellaneous	725	0	0	0
Sub-Total	\$1,372	\$0	\$0	\$0
OTHER FINANCING SOURCES:				
Operating Transfer from CATV	\$102,200	\$102,200	\$102,200	\$0
Sub-Total	\$102,200	\$102,200	\$102,200	\$0
INTERGOVERNMENTAL REVENUE:				
State Aid for Veterans Affairs	\$141,081	\$130,000	\$150,000	\$20,000
State Grants - Other	14,930	39,626	0	(39,626)
Aid from Joint Powers Authority	90,100	84,674	85,372	698
Aid from Other Government Agency	0	0	30,000	30,000
Federal Aid - Community Block Grant	0	0	75,000	75,000
Sub-Total	\$246,111	\$254,300	\$340,372	\$86,072
Total	\$474,620	\$481,437	\$529,140	\$47,703

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$3,978,156	\$3,978,869	\$4,037,748	\$58,879
Total	\$3,978,156	\$3,978,869	\$4,037,748	\$58,879

EXPLANATION/COMMENT ON PROGRAM REVENUES

Changes in Program Revenues in 1994-95 are due to the following:

1. Reduction in Interfund Charges of \$38,369 due to new cost allocations plan.
2. New one-time funding from the Community Block grant of \$75,000 to support the Office of Trade and Business Development.
3. \$30,000 will be received from the San Diego Council on Literacy to reimburse salaries and benefits of the Executive Director.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Data Processing Equipment	1	Lot	\$6,000
Total			\$6,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
<u>Executive and Administrative Services</u>							
0347	CAO Project Manager	3	2.00	3	3.00	156,517	229,661
0348	CAO Staff Officer	10	10.00	10	10.00	576,453	554,720
2104	Deputy Chief Admin. Officer	3	3.00	3	3.00	329,427	329,406
2109	Chief Admin. Officer	1	1.00	1	1.00	135,447	135,447
2303	Admin. Assistant II	1	1.00	1	1.00	39,899	41,842
2403	Accounting Technician	1	1.00	1	1.00	23,950	23,949
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	25,056
2730	Senior Clerk	1	1.00	1	1.00	23,950	23,949
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,770
2759	Admin. Secretary IV	3	3.00	2	2.00	95,014	66,270
3008	Sr. Word Processor Operator	2	2.00	2	2.00	49,341	49,341
3009	Word Processor Operator	2	2.00	1	1.00	41,204	20,670
Sub-Total		29	28.00	27	27.00	\$1,524,028	\$1,528,081
<u>Office of Intergovernmental Affairs</u>							
2276	Dir, Intergovernmental Affairs	1	1.00	1	1.00	81,014	81,014
2309	Principal Legislative Coord.	1	1.00	1	1.00	54,748	54,747
2367	Principal Admin. Analyst	1	1.00	1	1.00	52,156	52,156
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,774
Sub-Total		4	4.00	4	4.00	\$218,692	\$218,691
<u>Juvenile Justice Commission</u>							
0368	Admin. Ofcr., Juv. Justice Com	1	1.00	1	1.00	48,484	48,483
2409	Juvenile Justice Com. Asst.	1	1.00	1	1.00	30,465	33,636
Sub-Total		2	2.00	2	2.00	78,949	\$82,119
<u>Commission on Children and Youth</u>							
0350	Coord, Com. on Children & Youth	1	1.00	1	1.00	48,235	48,234
2300	Child Care Coordinator	1	1.00	0	0.00	44,830	0
2758	Admin. Secretary III	1	1.00	1	1.00	25,474	25,474
Sub-Total		3	3.00	2	2.00	\$118,539	\$73,708
<u>Office of Public Affairs</u>							
0349	Public Affairs Officer	1	1.00	1	1.00	67,922	67,923
2357	Photographic Audio Visual Spec.	1	1.00	1	1.00	39,800	39,800
2756	Admin. Secretary I	1	1.00	1	1.00	22,052	22,052
3816	Graphic Designer	1	1.00	1	1.00	39,800	39,800
Sub-Total		4	4.00	4	4.00	\$169,574	\$169,575
<u>Trade and Business Development</u>							
0347	CAO Project Manager	0	0.00	1	1.00	0	65,250
2757	Administrative Secretary II	0	0.00	1	1.00	0	21,486
Sub-Total		0	0.00	2	2.00	\$0	\$86,736

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
<u>Veterans Affairs</u>							
0351	Veteran Service Officer	1	1.00	1	1.00	54,999	54,999
2342	Senior Veteran Services Rep.	1	1.00	1	1.00	37,667	37,666
2353	Veterans Services Rep.	3	3.00	3	3.00	100,758	100,854
2757	Administrative Secretary II	1	1.00	1	1.00	20,669	20,670
Sub-Total		6	6.00	6	6.00	\$214,093	\$214,189
<u>Traffic Management</u>							
0347	CAO Project Manager	1	0.42	0	0.00	24,269	0
Sub-Total		1	0.42	0	0.00	\$24,269	\$0
<u>Labor Relations Office</u>							
0355	Labor Relations Manager	1	1.00	1	1.00	70,304	70,303
0356	Labor Relations Specialist	2	1.00	2	2.00	57,503	115,004
2373	Assoc. Personnel Analyst	1	1.00	0	0.00	34,434	0
2389	Sr. Labor Relations Specialist	1	1.00	1	1.00	47,300	57,483
2747	Human Resources Assistant I	1	1.00	1	1.00	18,593	22,052
2758	Admin. Secretary III	1	1.00	1	1.00	25,945	30,774
Sub-Total		7	6.00	6	6.00	\$254,079	\$295,616
Total		56	53.42	53	53.00	\$2,602,223	\$2,668,715
Salary Adjustments:						51,917	(16,773)
Premium/Overtime Pay:						0	0
Employee Benefits:						833,328	781,448
ILP Reductions:						(90,561)	(0)
Salary Savings:						(65,182)	(89,986)
Total Adjustments						\$729,502	\$674,689
Program Totals		56	53.42	53	53.00	\$3,331,725	\$3,343,404

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. The Inmate Reception Center Project (KK0108) was approved by the Board on June 29, 1993 (1). On November 9, 1993 (1), the Board established the Adult Detention Review Committee to be staffed by the CAO. Board action on September 20, 1994 (47) directed the CAO to oversee a regional effort to secure Federal Crime Bill funding.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$743,315	\$691,137	\$617,915	\$564,237	\$548,154	(2.9)
Services & Supplies	470,311	498,948	59,074	94,847	88,490	(6.7)
Other Charges	0	187	0	0	0	0.0
Fixed Assets	0	0	0	0	2,000	100.0
TOTAL DIRECT COST	\$1,213,626	\$1,190,272	\$676,989	\$659,084	\$638,644	(3.1)
PROGRAM REVENUE	(445,411)	(413,051)	(191,696)	(121,000)	(107,500)	(11.2)
NET GENERAL FUND CONTRIBUTION	\$768,215	\$777,221	\$485,293	\$538,084	\$531,144	(1.3)
STAFF YEARS	10.57	9.74	8.31	8.00	8.00	0.0

PROGRAM MISSION

The Office of Special Projects, at the direction of the Chief Administrative Officer, undertakes and manages projects which, because of their regional importance and fiscal significance, are deemed to warrant focused attention.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 actuals are lower than budgeted due to conservative spending of services and supplies and the receipt of unanticipated revenue.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Provide continued staff support to solve the jail overcrowding problem including planning for major capital facilities and their operations.
 - Secured annual funding of \$5.2 million for 30 years from the City of San Diego which allowed the County to retain \$32.7 million that advanced the \$79.9 million 940 bed detention facility in downtown San Diego.
 - Provided oversight to the San Diego Inmate Reception Center project which required the completion of 20 performance objectives as part of an accelerated project schedule mandated by the Board of Corrections as a condition for receiving state jail bond funds.
2. 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.

Secured funding for the Downtown Hall of Justice and Central Mechanical Plant for Downtown Justice Facilities.

Provided staff support for completion of the design of the North County Regional Center expansion.

3. Provide staff support to the Chief Administrative Office 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.

Provided staff support to the Chief Administrative Officer regarding selected criminal justice issues, including revision of the work release policy, use of private work furlough programs, upgrade of justice system automation, and staffing of the Criminal Justice Council and Adult Detention Review Committee.

4. Conduct special analyses related to cities' redevelopment projects including negotiating and implementing tax sharing agreements.

Finalized tax sharing agreements for City of Chula Vista's Southwest project, City of Poway's Paguay project amendment and City of San Diego's College Community project; continued discussions with City of San Marcos regarding options to resolve disputed interpretation of agreement for Project Area 3 agreement; began monitoring City of San Diego's proposed North Park project; analyzed redevelopment legislation including AB 1290 (Redevelopment Reform Act of 1993).

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.

Determined general scope of improvements and other costs to be financed; began working with Airports' engineering staff to determine extent of public vs. private benefit from improvements for tax purposes; commenced discussions with financial advisor and bond counsel regarding options for structuring bond issue.

6. Provide staff support to the County Redevelopment Agency as needed to meet administrative requirements of State Redevelopment Law.

Performed administrative work required by State Redevelopment Law including preparation of the Redevelopment Agency Budget, Annual Report, and Statements of Indebtedness for the Gillespie Field and Upper San Diego River Redevelopment projects.

7. 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.

The County and Santee continue to negotiate the terms of a Memorandum of Agreement (MOA) on the future development of the Edgemoor property, through a process involving the elected officials established in 1993. Although agreement has been tentatively reached on the land use issues, the infrastructure financing strategy remains a difficult issue to resolve in ongoing negotiations.

An analysis of potential options for the collocation of APCD and Environmental Health Services was undertaken at the direction of the Board. These alternatives include the possibility of development at the County-owned Kettner/Cedar site which would include a lease consolidation component.

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.

Provided Board of Supervisors with status report in December 1993 whereby they adopted a new policy (Design Standards for County Facilities) and approved amendments to Policy F-37, Obtaining Additional Space for County Use. Detailed instructions regarding the request process for obtaining additional space were provided to County departments via a new section to the County's Administrative Manual.

In cooperation with Information Services and General Services, completed additional work on the Space Management System (on-line mainframe property/space data base), including development and testing of a County Facilities Inventory module and an automated rental adjustment element for the Acquisition Leasing module.

9. Conduct analyses related to the lease or purchase of County property and/or facilities, including options for lease consolidation.

Provided analyses for a number of facility projects including: relocating the Sheriff's Central Investigations Division, including the crime lab in Clairemont Hospital; analyzing alternatives for collocating APCD and Environmental Health; and, analyzing the implications of collocating the County's east county public health clinic with a private non-profit provider, East County Community Services, in El Cajon.

1994-95 ADOPTED PROGRAM OBJECTIVES

Inmate Reception Center - Continue with preconstruction planning and coordination to meet the milestones established by the State Board of Corrections in order to preserve the County's Proposition 86 Bond entitlement of \$32.7 million.

Downtown San Diego Hall of Justice - Continue with efforts to control project costs and generate project revenue. Finalize parking lease with the developer, analyze costs/benefits of finishing project four months early.

North County Court Expansion - Continue with efforts to oversee pre-construction planning including developing the financing mechanism preparatory to ground breaking in late 1994.

East County Detention Facility - Develop a final program for court/office uses in the East County Detention Facility. Provide bond proceeds to complete project.

Kettner Street Annex - Develop alternatives for the use of this County-owned property, contingent upon development of a realistic financing plan.

DPW/DPLU Building - Continue to evaluate opportunities for consolidating the Department of Public Works into a new building while developing strategies for eventual collocation with the Department of Planning and Land Use (DPLU), contingent upon identification of an acceptable financing plan.

Facilities Master Plan - Develop a comprehensive County-wide Facilities Master Plan to maximize County resources and accommodate the County's future need for space. This effort is expected to be ongoing and interactive, involving the Auditor, General Services, and Chief Administrative Office, with support from major users of space (Health, Social Services, Sheriff).

Automated Space Management System - Continue with the implementation and updating of the County's automated Space Management System, which is being jointly managed by the Chief Administrative Office, the Department of Information Services, and General Services.

Departmental Space Requests - Continue responsibility for reviewing and prioritizing departmental space requests to ensure conformity with existing and future plans for County facilities, and to ensure requests are analyzed for the most appropriate solution.

Redevelopment - Continue to maintain an aggressive posture with respect to cities' proposed redevelopment projects, with a focus on the implications and impacts of AB 1290 which has made major changes to the Redevelopment Law.

Gillespie Field Redevelopment - Continue to work with Public Works, Airports Division, to implement the Gillespie Field Redevelopment Plan, including issuing bonds for the public improvements to complete Cuyamaca West leasing and development.

Edgemoor Property - Continue to provide support to the Board Committee which is working with the City of Santee on the development of an MOU and Land Use Plan for the County's Edgemoor property.

Criminal Justice Planning - Continue with Criminal Justice planning activities including: (1) working with the U.S. Forest Service on a land exchange to resolve and mitigate problems at the Descanso Detention Facility; (2) coordinating the County's application for Federal crime bill funding; (3) providing support to County Counsel in Armstrong suit (jail overcrowding); and (4) staffing of the Criminal Justice Council and the Adult Detention Review Committee.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- Provide the capital infrastructure necessary to support the County's Criminal Justice System.
- Move County programs from leased space to owned space, when it is in the County's best economic and programmatic interests.
- Develop systems and programs to more effectively manage County resources.
- Pursue and obtain reliable and equitable funding for essential County services.
- Enhance the County's collaborative role on issues of regional significance.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of Special Projects [8.00 SY; E = \$638,644; R = \$107,500] including support personnel is:
 - o Discretionary Activity/Discretionary Service Level.

- o Offset 17% by revenue.
- o 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 including the new Federal Crime Bill.
- o Decreasing net costs by 1.3% due primarily to County Employees Retirement System (CERS) benefit changes, and a decrease in revenue requiring a corresponding decrease in services and supplies appropriations.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
INTERGOVERNMENTAL REVENUE:				
Redevelopment Agency	\$17,558	\$20,000	\$22,500	\$2,500
Sub-Total	\$17,558	\$20,000	\$22,500	\$2,500
CHARGES FOR CURRENT SERVICES:				
Recovered Expenditures	\$75	\$20,000	\$0	\$(20,000)
Interfund Charges - Charges in Capital Outlay Fund	77,799	10,000	30,000	20,000
Sub-Total	\$77,874	\$30,000	\$30,000	\$0
OTHER FINANCING SOURCES:				
Operating Transfers from the Edgemoor Fund	\$62,563	\$71,000	\$55,000	\$(16,000)
Miscellaneous Revenue Prior Year	32,749	0	0	0
Fines, Forfeitures and Penalties	5,179	0	0	0
Work Authorization - Express Cost	(4,227)	0	0	0
Sub-Total	\$96,264	\$71,000	\$55,000	\$(16,000)
Total	\$191,696	\$121,000	\$107,500	\$(13,500)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$485,293	\$538,084	\$531,144	\$(6,940)
Total	\$485,293	\$538,084	\$531,144	\$(6,940)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Changes in revenue between the 1993-94 Budget and the 1994-95 Budget include a decrease of \$13,500. Budgeted expenditures reimbursed from the Edgemoor Development Fund for work on the Edgemoor property will be lower in FY 1994-95 due to the completion of a consultant contract.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Data Processing Equipment*	1	Lot	\$2,000
Total			\$2,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

* This computer is to replace the County of San Diego Redevelopment Agency's computer. The cost to the Office of Special Projects will be reimbursed by the Agency.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0347	CAO Project Manager	1	1.00	1	1.00	\$58,131	\$58,131
0348	CAO Staff Officer	4	4.00	4	4.00	209,468	209,467
2136	Dir., Office of Special Proj.	1	1.00	1	1.00	88,467	88,467
2413	Analyst III	1	1.00	1	1.00	46,162	46,163
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,774
Total		8	8.00	8	8.00	\$433,002	\$433,002
Salary Adjustments:						(0)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						161,626	127,065
ILP Reductions:						(16,637)	0
Salary Savings:						(13,754)	(11,913)
Total Adjustments						\$131,235	\$115,152
Program Totals		8	8.00	8	8.00	\$564,237	\$548,154

PROGRAM: Office of Disaster Preparedness

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 31519
MANAGER: Daniel J. Eberle

ORGANIZATION #: 0200
REFERENCE: 1994-95 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).

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$547,938	\$522,421	\$548,790	\$504,510	\$509,572	1.0
Services & Supplies	37,448	26,397	32,830	60,993	72,734	19.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	4,921	1,269	0	0	0	0.0
TOTAL DIRECT COST	\$590,307	\$550,087	\$581,620	\$565,503	\$582,306	3.0
PROGRAM REVENUE	(406,624)	(350,930)	(402,624)	(382,593)	(392,593)	2.6
NET GENERAL FUND CONTRIBUTION	\$183,683	\$199,157	\$178,996	\$182,910	\$189,713	3.7
STAFF YEARS	11.40	10.42	10.75	10.00	10.00	0.0

PROGRAM MISSION

Plan for the County and assist Emergency Services Organizations, the general public, public safety agencies, and other public and private organizations in preparing for, responding to, and recovering from major emergencies and/or disasters.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual expenditures are slightly higher due to the discontinuance of the Integrated Leave Program.

ACHIEVEMENT OF 1993-94 OBJECTIVES

All 1993-94 objectives were met with exception of "Development of a Recovery Annex for inclusion into County/Operational Area Plan". This objective has been postponed to FY 1995-96 awaiting State guidelines.

1994-95 ADOPTED PROGRAM OBJECTIVES

- Develop plans to mitigate identified hazards.
- Develop and test disaster response and recovery plans.
- Maintain public information, education, alert and warning programs and systems.
- Conduct Intra-and Inter-Organizational training programs.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- Federal, state and local (Unified Disaster Council) approved annual Workplan with measurable objectives.
- Quarterly Workplan reports to Unified Disaster Council, State Office of Emergency Services and Federal Emergency Management Agency.
- Major county-wide exercises designed and executed.
- Operational Area Emergency Response Plan and Oil Spill Response Plan developed and approved.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. SONGS [1.00 SY; E = \$62,294; R = \$62,294] including planning for the San Onofre Nuclear Generating Station. This activity is:
 - o Mandated Activity/Mandated Service Level
 - o Offset 100% by revenue
 - o Remaining at 1993-94 staffing level.

2. HIRT (Hazardous Materials Incident Response Team) [1.00 SY; E = \$65,000; R = \$65,000] including planning, development and maintenance of the HIRT Program, and management of the HIRT Trust Fund and Cost Recovery Program. This activity is:
 - o Mandated Activity/Mandated Service Level
 - o Offset 100% by revenue
 - o Remaining at FY 1993-94 staffing level.

3. PLANNING [3.50 SY; E = \$199,841; R = \$126,649] 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:
 - o Mandated Activity/Discretionary Service Level
 - o Offset 63% by revenue
 - o Remaining at FY 1993-94 staffing level.

4. OPERATIONS [3.50 SY; E = \$199,841; R = \$126,650] including coordinating response to emergencies and disasters, conducting exercises to prepare for emergency response, providing training and public education in emergency and earthquake preparedness, maintaining overall emergency communications, and operating Federal Surplus Property Program. This activity is:
 - o Mandated Activity/Discretionary Service Level
 - o Offset 63% by revenue
 - o Remaining at FY 1993-94 staffing level.

5. FIRE SERVICES [1.00 SY; E = \$55,330; R = \$12,000] including coordinating fire services in the County and resolving fire protection issues. This activity is:
 - o Discretionary Activity/Discretionary Service Level
 - o Offset 22% by revenue
 - o Remaining at FY 1993-94 staffing level.
 - o Serving as a centralized source of information and assistance on legislation and grant opportunities to local fire protection agencies.
 - o Representing County at fire agency/protection meetings and liaison between County departments and fire agencies.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Civil Defense Cities (44% match required)	\$90,299	\$90,299	\$90,299	\$0
Sub-Total	\$90,299	\$90,299	\$90,299	\$0
AID FROM OTHER GOV'T. AGENCIES:				
Civil Defense Administration (44% match required)	\$191,078	\$152,294	\$152,294	\$0
Joint Powers Authority	70,994	65,000	65,000	0
Sub-Total	\$262,072	\$217,294	\$217,294	\$0
OTHER REVENUE:				
Recovered Expenditures	\$17,279	\$0	\$10,000	\$10,000
State Grants - Other	32,974	75,000	75,000	0
Sub-Total	\$50,253	\$75,000	\$85,000	\$10,000
Total	\$402,624	\$382,593	\$392,593	\$10,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$178,996	\$182,910	\$189,713	\$6,803
Total	\$178,996	\$182,910	\$ 189,713	\$6,803

EXPLANATION/COMMENT ON PROGRAM REVENUES

1993-94 actual is higher than budgeted due to the unanticipated revenue received from the Federal Emergency Management for ODP staff services in the Northridge earthquake.

Increase in FY 1994-95 of \$10,000 is for the cost reimbursement of the radiation dosimetry equipment from California Edison through the State Office of Emergency Services.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Operations					
% OF RESOURCES: 34.32%					
WORKLOAD					
Countywide Disaster Exercises	2	2	2	2	2
City Exercises	20	17	12	15	10
Emergency Training Sessions	88	60	53	60	30
Emergency/Incidents Response	50	37	41	0	0
Public Contact					
Videos Loaned	167	77	68	100	65
Phone Contacts	3,176	3,133	2,835	3,000	2,500
Brochures Mailed	3,006	5,563	13,920	3,500	3,500
Media Calls Received	154	219	181	150	100
Emergency Plans - new and revised*	100%	100%	100%	100%	100%

ACTIVITY B:
Planning**% OF RESOURCES:** 34.32%**ACTIVITY C:**
SONGS (San Onofre Generating Station)**% OF RESOURCES:** 10.70%**ACTIVITY D:**
HIRT (Hazardous Materials Response Team)**% OF RESOURCES:** 11.16%**ACTIVITY E:**
Fire Services**% OF RESOURCES:** 9.59%

* Workload and plan contents are determined by State Guidelines. The Office of Disaster Preparedness is in conformance and on schedule with the Guidelines.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0380	Asst Dir, Ofc/Disaster Prep	1	1.00	1	1.00	\$48,940	\$48,940
0949	Fire Services Coordinator	1	1.00	1	1.00	41,656	41,656
2284	Dir, Ofc/Disaster Preparedness	1	1.00	1	1.00	70,574	70,574
2403	Accounting Technician	1	1.00	1	1.00	23,950	23,949
2412	Analyst II	1	1.00	1	1.00	41,843	41,842
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,669	20,670
2757	Administrative Secretary II	1	1.00	1	1.00	23,950	23,949
5865	Disaster Prep Operations Off. II	3	3.00	3	3.00	114,672	115,137
Total		10	10.00	10	10.00	\$386,254	\$386,717
Salary Adjustments:						0	0
Other Extraordinary Pay:						13,500	13,500
Employee Benefits:						126,335	119,634
ILP Reductions:						(11,278)	0
Salary Savings:						(10,301)	(10,279)
Total Adjustments						\$118,256	\$122,855
Program Totals		10	10.00	10	10.00	\$504,510	\$509,572

PROGRAM: Memberships, Audits, and Other Charges

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: D0001
MANAGER: David E. Janssen

ORGANIZATION #: 0200
REFERENCE: 1994-95 Proposed Budget - Pg. 39-19

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	647,622	880,554	917,074	1,189,465	1,198,243	0.7
Other Charges	870	4,316	2,053	8,000	8,000	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$648,492	\$884,870	\$919,127	\$1,197,465	\$1,206,243	0.7
PROGRAM REVENUE	(240,000)	(200,000)	(200,000)	(200,000)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$408,492	\$684,870	\$719,127	\$997,465	\$1,206,243	20.9
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

1. Management audits of selected County department(s) will be performed in accordance with Board of Supervisors action of 12-15-92 (66).
2. Memberships in CSAC, NACo, and SANDAG provide a forum for the County's involvement in the development and implementation of cooperative strategies beneficial to counties in Sacramento, Washington, D.C., and the San Diego region.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual expenditures are lower due to the management audit for the Department of Health Services will be done in FY 94-95 at an estimated cost of \$350,000.

ACHIEVEMENT OF 1993-94 OBJECTIVES

N/A

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Perform a management audit of at least one County department during 1994-95.
2. Evaluate efficiency and effectiveness of department(s)' organizational structure, management policies and procedures, and staffing and other resources required to accomplish department(s)' objectives

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Identify savings, cost reductions and increased revenues in selected County department(s) as a result of a management audit.
2. Increase efficiency and effectiveness of audited departments and optimize management policies, procedures and use of staff and other resources.
3. To influence the activities of CSAC, NACo and SANDAG to be consistent with the policy direction adopted by the County.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

1. Memberships, Audits, and Other Charges - [0.00 SY; E = \$1,206,243; R = \$0]

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:

	1993-94 Estimated Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
<u>Services and Supplies</u>				
Independent Audit	\$ 0	\$ 85,000	\$120,000	\$ 35,000
County Department Audits	159,975	525,000	525,000	0
California Urban Counties Caucus	40,000	40,000	0	(40,000)
California State Association of Counties (CSAC)	149,000	153,700	161,385	7,685
National Association of Counties (NACo)	39,675	39,675	41,663	1,988
San Diego Association of Governments (SANDAG)	81,961	82,105	86,210	4,105
Automated Regional Justice Information System	200,000	200,000	200,000	0
San Dieguito Joint Powers Authority	63,984	63,985	63,985	0
Prior Year Expenses	182,479	0	0	0
Sub-Total	\$ 917,074	\$1,189,465	\$1,198,243	\$ 8,778
<u>Other Charges</u>				
Search and Rescue	\$ 2,053	\$ 8,000	\$ 8,000	\$ 0
Sub-Total	\$ 2,053	\$ 8,000	\$ 8,000	\$ 0
Total	\$ 919,127	\$1,197,465	\$1,206,243	\$ 8,778

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
FINES, FORFEITURES & PENALTIES: AB189 Criminal Justice Facilities	\$200,000	\$200,000	\$0	\$(200,000)
Sub-Total	\$200,000	\$200,000	\$0	\$(200,000)
Total	\$200,000	\$200,000	\$0	\$(200,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$719,127	\$997,465	\$1,206,243	\$208,778
Sub-Total	\$719,127	\$997,465	\$1,206,243	\$208,778
Total	\$719,127	\$997,465	\$1,206,243	\$208,778

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 AB189 Advisory Committee and the Board of Supervisors. No funds were allocated in FY 1994-95.

PROGRAM #: 0002
MANAGER: David E. JanssenORGANIZATION #: 0200
REFERENCE: 1994-95 Proposed Budget - Pg. 39-22

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	0	0	0	37,668	46,225	22.7
Services & Supplies	453,220	480,481	388,219	363,600	363,697	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$453,220	\$480,481	\$388,219	\$401,268	\$409,922	2.2
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$453,220	\$480,481	\$388,219	\$401,268	\$409,922	2.2
STAFF YEARS	0.00	0.00	0.00	0.50	0.50	0.0

PROGRAM MISSION

To complete development of the RUIS, a geographic information system linking data on land, development, growth, public facilities and the environment into a common data base.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

1993-94 actual expenditures are within the 1993-94 budget.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. 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.

Draft JPA has been prepared and information related thereto will be transmitted to the Board of Supervisors in 1994/95.

2. Develop lower cost access to the RUIS data base using personal computer-based tools such as Arc/View.

Lower cost access to the data base was developed and made available to users.

3. Enhance the RUIS data base with the addition of certain jurisdictional boundaries.

Developed relationship with State Board of Equalization (SBOE) which will result in needed information at much lower cost. RUIS will be able to use Tax Rate Areas (TRA) provided by SBOE as basis to build municipal boundaries, i.e., all taxing jurisdictions.

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.

Provided the maintenance and support as planned.

5. Complete 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).

Continued the placement and completed about 50% of the area under the purview of the County. Completion of the effort planned for 1994-95.

6. Investigate possible relationships with third parties to assist in marketing RUIS data and services.

This has been put on hold pending resolution of revising the Land Base Agreement with SDG&E.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Implement a parcel maintenance process, including the development of parcel maintenance tools.
2. Provide support and maintenance for all existing RUIS applications.
3. Coordinate activities between the base map maintenance organizations.
4. Pursue generation of revenue through the sale/sublicense of data, services and applications.
5. Begin the implementation of an enhanced data storage management system, to be completed over two year period.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. A completed parcel layer with the capability for ongoing maintenance by the Assessor.
2. Increased efficiencies in base map maintenance activities.
3. Increased revenue from the sale of RUIS.
4. Increase the amount of data in the RUIS library and available on the RUIS network to an increased number of users.

1994-95 ADOPTED 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 = \$409,922; R = \$0] including support personnel is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Required to fulfill the County's commitment per a contractual agreement with the City of San Diego.
 - o Includes the County's share of system development costs.
 - o Appropriations are not inclusive of amounts budgeted in departments for support, operations and maintenance of the system already developed.

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:

1. 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. These costs are budgeted within the respective department budgets.

<u>Department</u>	<u>Activity (1)</u>	<u>SY</u>	<u>Cost</u>	
Planning and Land Use (DPLU)	1. Staff Support	2.50	\$ 155,000	Fees
	2. Maintenance/Operations		<u>431,297</u>	Fees
	Subtotal	2.50	\$ 586,297	Fees

PROGRAM: Regional Urban Information System (RUIS)

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

Public Works	1. Staff Support	4.50	\$ 225,225	
	2. Maintenance/Operations		<u>282,648</u>	
	Subtotal	4.50	\$ 507,873	(1)
Assessor	1. Staff Support	1.00	\$ 49,650	
	2. Maintenance/Operations		<u>100,000</u>	
	Subtotal	1.00	\$ 149,650	(2)
Sheriff	1. Staff Support	0.75	\$ 45,000	
	2. Maintenance/Operations		<u>104,035</u>	
	Subtotal	0.75	\$ 149,035	(2)
Social Services	1. Staff Support	0.50	\$ 35,000	
	2. Maintenance/Operations		<u>45,000</u>	
	Subtotal	0.50	\$ 80,000	
Registrar	1. Staff Support	0.10	\$ 5,000	
	2. Maintenance/Operations		<u>24,226</u>	
	Subtotal	0.10	\$ 29,226	(2)
Marshal	1. Staff Support	0.20	\$ 10,000	
	Subtotal	0.20	\$ 10,000	(2)
Information Services	1. Staff Support	0.40	\$ 30,600	
	Subtotal	0.40	\$ 30,600	(2)
TOTAL DEPARTMENTAL COSTS		9.95	\$1,542,681	
DEVELOPMENT COST (CAO BUDGET)		<u>.50</u>	<u>\$ 409,922</u>	(2)
TOTAL RUIS BUDGET		10.45	\$1,952,603	

(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	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
None				
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$388,219	\$401,268	\$409,922	\$8,654
Sub-Total	\$388,219	\$401,268	\$409,922	\$8,654
Total	\$388,219	\$401,268	\$409,922	\$8,654

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is supported 100% by the General Fund.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0347	CAO Project Manager	1	0.50	1	0.50	\$30,456	\$36,711
Total		1	0.50	1	0.50	\$30,456	\$36,711
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						8,702	9,514
ILP Reductions:						(1,490)	0
Salary Savings:						(0)	(0)
Total Adjustments						\$7,212	\$9,514
Program Totals		1	0.50	1	0.50	\$37,668	\$46,225

PROGRAM: Citizens Law Enforcement Review Board

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICE

PROGRAM #: 13004
MANAGER: Eileen Luna

ORGANIZATION #: 0200
REFERENCE: 1994-95 Proposed Budget - Pg. 39-27

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$60,877	\$245,332	\$264,995	\$260,285	\$263,484	1.2
Services & Supplies	71,967	31,945	38,593	44,575	45,101	1.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	12,828	14,149	0	0	0	0.0
TOTAL DIRECT COST	\$145,672	\$291,426	\$303,588	\$304,860	\$308,585	1.2
PROGRAM REVENUE	(40)	(1,025)	(28)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$145,632	\$290,401	\$303,560	\$304,860	\$308,585	1.2
STAFF YEARS	1.07	4.95	4.96	5.00	5.00	0.0

PROGRAM MISSION

To increase public confidence in government and the accountability of law enforcement through the investigation and reporting of citizen complaints filed against peace officers or custodial officers employed by the County in the Sheriff or Probation Departments which allege improper conduct by the officers, or which allege policy or procedural violations.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 actual is within the 1993-94 budget.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Train Review Board in conducting Investigative Hearings.
Trained Review Board members in conducting Investigative Hearings and held 40 Board hearings.
2. Conduct training of staff to enhance ability and expertise.
Staff attended 12 County training programs in Investigative Interviewing, Fundamentals of Supervision, Interaction Management and Paradox.
3. Implement procedures for receipt of reports and records from subject departments.
Began the process of obtaining records and reports directly, rather than through Sheriff's Department legal staff.
4. Complete investigations in a timely manner.
Complaint investigations are being completed on average in nine months with 90% of all complaints from past years now completed.
5. Develop computer data base for annual report, statistical analysis and recommendations on discipline.
All data from past cases has been entered into computer data base and new cases are being added on an on-going basis.

1994-95 ADOPTED PROGRAM OBJECTIVES

- Amend the investigative hearing process for the resolution of complaints which require evidentiary hearings in compliance with Supreme Court decision on subpoena power.
- Maintain a computerized data base of all complaints, allegations, dispositions and subject officers.
- Investigate complaints, produce reports and hold investigative hearings in a timely manner.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- Production of annual reports as required by the implementing ordinance which include all activities and recommendations of the Review Board and which include the tracking and identification of trends.
- Proper and timely investigation of complaints and production of investigative reports.
- Implementation by the Sheriff's and Probation Departments of policy recommendations made by the Review Board.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

1. Citizens Law Enforcement Review Board [5.00 SY; E = \$308,585; R = \$0] including support personnel is:
 - Mandated Activity/Discretionary Service Level
 - Increase cost in Salaries and Benefits is due to the deletion of the Integrated Leave Program in FY94-95.
 - 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	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Recovered Expenditures	\$28	\$0	\$0	\$0
Total	\$28	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$303,560	\$304,860	\$308,585	\$3,725
Sub-Total	\$303,560	\$304,860	\$308,585	\$3,725
Total	\$303,560	\$304,860	\$308,585	\$3,725

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is supported 100% by the General Fund.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Reporting/Staff Services					
% OF RESOURCES: 100%					
WORKLOAD					
Cases Received	20	123	137	130	200
Dispositions:					
Procedural	0	24	42	36	71
By Board:*	0	*49(counted	*33 (counted	75	
(w/Hearing)*		by alleg.)	by case)		21
(w/out hearing)*					45
Investigative Reports Produced	0	16	35	24	70
Investigations	0	40	63	60	106

*NOTE: In 1994-95, CLERB changed its counting procedures from allegations to case. It also implemented board investigative hearing dispositions.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0375	Special Investigator	2	2.00	2	2.00	86,925	86,925
0447	Executive Officer, CLERB	1	1.00	1	1.00	68,005	68,005
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,451	20,425
2557	Administrative Secretary II	1	1.00	1	1.00	22,735	23,883
9999	Extra Help	2	0.00	0	0.00	0	0
Total		7	5.00	5	5.00	\$197,116	\$199,238
Salary Adjustments:						\$0	\$0
Premium/Overtime Pay:						1,620	1,620
Employee Benefits:						66,684	62,626
ILP Reductions:						(5,135)	0
Salary Savings:						(0)	(0)
Total Adjustments						\$63,169	\$64,246
Program Totals		7	5.00	5	5.00	\$260,285	\$263,484

CLERK OF THE BOARD OF SUPERVISORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
CLERK OF THE BOARD	\$1,459,880	\$1,437,188	\$1,439,978	\$1,405,522	\$1,396,665	\$(8,857)	(0.6)
TOTAL DIRECT COST	\$1,459,880	\$1,437,188	\$1,439,978	\$1,405,522	\$1,396,665	\$(8,857)	(0.6)
PROGRAM REVENUE	(121,799)	(123,293)	(133,481)	(119,966)	(82,966)	37,000	(30.8)
NET GENERAL FUND COST	\$1,338,081	\$1,313,895	\$1,306,497	\$1,285,556	\$1,313,699	\$28,143	2.2
STAFF YEARS	35.03	32.61	31.10	32.00	31.00	(1.00)	(3.1)

MISSION

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.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

The Clerk of the Board department operates in a team mode in order to maximize its resources and provide the most efficient and cost-effective services to the Board of Supervisors, County departments, other public agencies and the people of San Diego County. Since 1989, in response to diminished county resources, the department has reduced staff by approximately 25%, and at the same time has experienced a dramatic increase in the demand for services (for example, Assessment Appeals filings have increased 750% from 1991-92 to 1993-94). The department is committed to working to find creative ways to face current resources and needs, as well as being proactive in planning to meet the challenges of the year 2000 and beyond.

In light of increased demand for services and decreases in resources, the department has made major advances in the automation of department functions and implementation of more efficient and stream-lined procedures. The department as part of the 1993-94 budget, assumed the major tasks and responsibilities of the Office of Community Involvement, which was eliminated from the Chief Administrative Officer's budget. The department embarked on a reorganization study focusing on staff organization and tasks. The goals of the reorganization included purposefully accomplishing our mission, providing challenging and fulfilling tasks for each employee, ensuring a fair and equitable distribution of workload among staff, ensuring logical grouping of related tasks within each section, ensuring an adequate and appropriate level of quality review in each section, establishing reasonable career ladders within each section and the department, and establishing reasonable staff size for each section capable of providing adequate back-up.

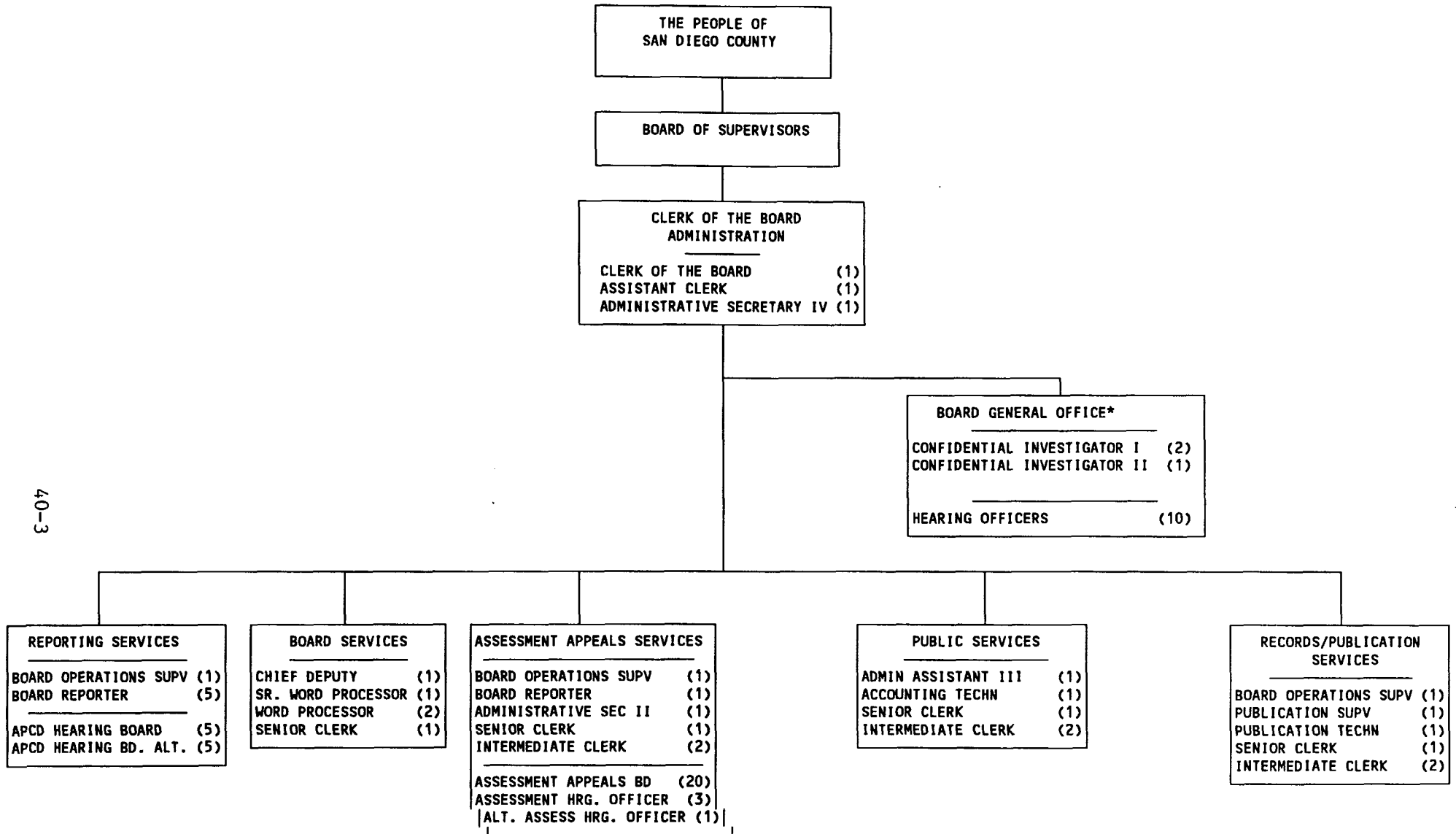
The department operates in a team system, with staff serving on focus groups (such as the reorganization study) to develop ideas, operating procedures and deal with issues facing the sections and the department. The same approach is used when dealing with interdepartmental issues. This emphasizes the department's leadership style which is focused on empowerment of staff, development of work teams and quality control circles. The continuing commitment of Clerk of the Board department staff to provide quality service enables us to meet our mission to serve the people of San Diego County.

1994-95 ADOPTED DEPARTMENTAL OUTCOME/RESULTS

- Provide procedural and technical support to the Board of Supervisors, Special Districts, Hearing Boards, and other legislative bodies in an efficient and helpful manner.
- Prompt processing of referrals from the public to the Board, Chief Administrative Office and departments.
- Review and update of procedure manuals utilizing Total Quality Management (TQM) principles to ensure the most effective and efficient procedures.
- On-going training and development of staff to have the best trained, professional quality staff.
- Prepare, publish, post and distribute Agendas, Minutes and Statements of Proceedings for Board of Supervisors, Special Districts, and Air Pollution and Assessment Appeals Hearing Boards in a timely manner and within time frames required by the Government Code, Health and Safety Code and Revenue and Taxation Code.
- Attend meetings and accurately record actions of Board of Supervisors, Special Districts and Air Pollution and Assessment Appeals Hearing Boards.
- Process legal documents and disseminate actions of legislative bodies in accordance with legal requirements.

- Respond promptly to information requests regarding official records.
- Maintain computerized index system and index, prepare, microfilm and file documents accurately.
- Maintain an up-to-date Roster of Boards, Commissions and Committees and process appointments quickly and accurately.
- Receive, process and maintain Conflict of Interest, Lobbyist Registrations and Statements of Incompatible Activities in an efficient and effective manner.
- Maintain accurate Board Meeting Calendar, Hearing Schedule and Board conference and meeting rooms schedules.
- Prepare proclamations swiftly and accurately.
- Process legal publications and coordinate noticing to meet deadlines established in accordance with requirements of the Government Code.
- Maintain official County documents (Charter, County Code, Administrative Code, Board Policy Manual, Rules of Procedure) accurately.
- Process Community Enhancement applications in a timely manner.
- Provide efficient and cost-effective publication services for a variety of departments and agencies.
- Respond to inquiries, accept, process and maintain records regarding Assessment Appeals applications in a prompt and efficient manner.
- Provide assistance and referral to County volunteer programs in a helpful manner.

CLERK OF THE BOARD OF SUPERVISORS
ORGANIZATION CHART



40-3

* Co-managed with the Vice-Chair of the Board of Supervisors

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,334,746	\$1,329,286	\$1,322,436	\$1,294,170	1,279,192	(1.2)
Services & Supplies	124,219	107,902	117,542	111,352	117,473	5.5
Fixed Assets	915	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,459,880	\$1,437,188	\$1,439,978	\$1,405,522	\$1,396,665	(0.6)
PROGRAM REVENUE	(121,799)	(123,293)	(133,481)	(119,966)	(82,966)	(30.8)
NET GENERAL FUND CONTRIBUTION	\$1,338,081	\$1,313,895	\$1,306,497	\$1,285,556	\$1,313,699	2.2
STAFF YEARS	35.03	32.61	31.10	32.00	31.00	(3.1)

PROGRAM MISSION

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 ACTUAL TO 1993-94 BUDGET COMPARISON

The increase in FY 1993-94 estimated actual to FY 1993-94 budget takes into account the higher level of spending required to fund increases in salary levels for the remainder of the year due to the termination of the Integrated Leave Plan (ILP) and ILP buy-back.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Increased application and utilization of the department's automation equipment to realize future efficiencies and increased service.

Specific achievements and ongoing objectives are:

1. Respond to information and records requests within 24 hours.
2. Prepare, print and distribute Board of Supervisors agenda by 5:00 p.m. Wednesday, 6 calendar days prior to following week's meetings.
3. Record Board of Supervisors Tuesday meeting and prepare statement of proceedings by 5:00 p.m. Thursday, and Wednesday Planning meeting by 5:00 pm Friday, 2 working days following the meetings.
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.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives on the green sheet.

Also,

- Proceed with the next phase of on-line access to official documents to provide immediate availability of records to county departments.
- Study of new automation technologies, including scanning and image processing to provide for the most efficient and cost-effective movement of workload.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

See departmental outcome results on the green sheet.

1994-95 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program, which is Mandated/Discretionary, are summarized as follows:

1. Executive and Administrative Services [SY=3; E = \$201,667; R = \$10,000] plans, directs and coordinates all departmental activities and programs; provides procedural and technical support to Board of Supervisors, Housing Authority, Flood Control, eight Sanitation Districts, Redevelopment Agency, Assessment Appeals Boards, Air Pollution Control Board, and Air Pollution Control District Hearing Board; provides administrative support to the City Selection Committee and serves as liaison with Labor Relations Office; co-manages the Board General Office with the Vice-Chair; formulates policies for the protection and maintenance of official Board records; serves as the public's clearinghouse for County business; formulates and monitors the departmental budget; provides internal administrative support to office staff; and assists other governmental agencies and the public regarding County operations.
2. Board Services [SY=5; E = \$234,767; R = \$6,550] prepares Board of Supervisors, Special Districts and Air Pollution Control District Hearing Board agendas, Statements of Proceedings and accompanying back-up; provides information and assistance to County staff and the public regarding various agendas; transmits agendas and statements of proceedings to mainframe and Records/Publication Section for county-wide access; coordinates the docketing of legislative business brought before the Board; maintains the Board meeting calendar; processes legal publications; prepares proclamations; receives and processes Air Pollution Control District Hearing Board petitions for rule variances; and provides word processing functions for the department.
3. Reporting Services [SY=6; E = \$293,930; R = \$38,350] attends meetings and records the actions of the various legislative bodies; prepares Statements of Proceedings; responds to County staff and public inquiries regarding Board actions and processing of documents; processes legal documents and disseminates material following Board meetings, such as Minute Orders, Resolutions, Ordinances, Notices of Completion, Notices of Determination/Exemption, Major Use Permits, Board Policies, and contracts/agreements; clerks the Air Pollution Control District Hearing Board meetings; and proofs and certifies transcripts.
4. Assessment Appeals Services [SY=6; E = \$234,480; R = \$0] responds to in-person and telephone inquiries regarding equalization of property taxes; receives, screens and processes assessment appeals applications; prepares written instructions to applicants; receives, coordinates and processes requests for hearing resets; schedules, provides legal notice, prepares agendas, clerks and prepares Minutes and maintains records for all appeals; prepares statistical reports; finalizes written findings, prepares Board Members' meeting schedules, maintains attendance records and provides other support to the four hearing boards.
5. Public Services [SY=5; E = \$213,212; R = \$19,812] provides information to governmental agencies and the public and manages the County Boards, Commission and Committee appointment process and maintains the Roster of County Boards, Commissions and Committees; coordinates and maintains Lobbyist Registration forms; acts for the Board of Supervisors as Filing Official for Conflict of Interest filings; maintains files on Incompatible Activities; provides administrative support to County Hearing Officers for Nuisance Abatement and Taxi Cab hearings; schedules Board Hearing and Conference Rooms and prepares the Master Calendar; provides technical assistance in the preparation of the budget; and processes payroll for department, Board Members and Board staff.
6. Records/Publication Services [SY=6; E = \$218,609; R = \$8,254] responds to records and information inquiries from Board, County staff and public; maintains the computerized index system for Board and Special District records; files, maintains and microfilms official records; maintains official County documents including the Charter, Board Policy Manual, Administrative Code, County Code and Board Rules of Procedure; prepares administrative records; provides publication services; posts and distributes agendas, back-up materials and other documents; and maintains official Ordinance logs.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
Return Check Fee	\$0	\$0	\$0	\$0
Property Tax System Administration	15,316	17,000	0	(17,000)
Legal Serv-Other Govmt Agencies	1,281	1,800	1,800	0
Service to Property Owners	5,576	10,000	10,000	0
Charge in Air Pollution Control District	57,533	37,000	37,000	0
Other Services to Government	15,438	15,000	15,000	0
Other-Jury or Witness Fee				
Sub-Total	\$95,144	\$80,800	\$63,800	\$(17,000)
RECOVERED EXPENDITURES:				
Recovered Expenditures AB 2890	\$20,944	\$20,000	\$ 0	\$(20,000)
Sub-Total	\$20,944	\$20,000	\$0	\$(20,000)
OTHER REVENUE:				
Rev App Pr Yr-Other Revenue	\$8,970	\$10,651	\$10,651	\$0
Other Sales Taxable	8,423	8,515	8,515	0
Sub-Total	\$17,393	\$19,166	\$19,166	\$0
Total	\$133,481	\$119,966	\$82,966	\$(37,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$1,306,497	\$1,285,556	\$1,313,699	\$28,143
Total	\$1,306,497	\$1,285,556	\$1,313,699	\$28,143

EXPLANATION/COMMENT ON PROGRAM REVENUES

Property Tax Administration revenues (AB 2890) were removed from this budget for FY 94-95.

PROGRAM: Legislative/Public Services

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY:					
Legislative/Public Services					
% OF RESOURCES: 100%					
WORKLOAD					
Number of Agenda Items Filed (includes Board of Supervisors, Special Districts, Assessment Appeals and APCD Hearing Boards.	0	13,961	23,537	22,813	30,000
Number of Transactions of items processed related to Agenda items	0	362,986	538,208	524,700	690,000
Number of Official Records Filed	0	186,000	241,000	210,000	275,000
Number of Documents Filed	0	5,500,000	5,270,000	4,400,000	5,300,000
Number of Responses to Information Requests/Referrals	0	125,000	138,900	130,000	150,000
Number of Assessment Appeals Filed	0	12,000	21,000	20,000	25,000
EFFICIENCY/OUTPUT					
Number of Total Agenda Items Prepared per Total Department Staff Year	0	399	735	713	968
Number of Transactions Processed per Total Department Staff Year	0	10,371	16,819	16,396	22,260
Number of Official Records filed per Staff Year	0	5,314	7,531	6,563	8,871
Number of Responses to Information Requests/Referrals per total Department Staff Year	0	3,571	4,341	4,063	4,839
Number of Assessment Appeals Filed per AAB Staff Year	0	2,000	3,500	3,334	4,167
EFFECTIVENESS/OUTCOME					
Customer Survey Cards indicating excellent service provided by Staff	0	99.8%	99.9%	100%	100%
Regular and Late Docket Agendas and back-up provided in compliance with Government Code mandated guidelines	0	100%	100%	100%	100%
Information requests responded to and records provided within one day	0	98%	98%	100%	100%
Hearing notices prepared, published and/or mailed within legal deadlines	0	100%	100%	100%	100%

Note: FY 1991-92 Actuals are not available due to a change in performance indicators methodology beginning in FY 1992-93.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2110	Clerk of the Board of Supervisors	1	1.00	1	1.00	63,980	63,979
2208	Asst. Clerk of the B/S	1	1.00	1	1.00	53,327	53,326
2927	Chief Dep. Clerk of B/S	1	1.00	1	1.00	48,623	50,907
2302	Administrative Assist. III	1	1.00	1	1.00	41,843	46,163
2413	Analyst III	1	1.00	0	0.00	42,993	0
2913	Board Operations Supervisor	3	3.00	3	3.00	123,585	122,562
2902	Board Reporter	6	6.00	6	6.00	196,077	203,009
2759	Administrative Secretary IV	1	1.00	1	1.00	30,365	31,888
2403	Accounting Technician	1	1.00	1	1.00	26,666	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	95,333	92,621
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,474
3009	Word Processor Operator	2	2.00	2	2.00	46,244	47,370
2700	Intermediate Clerk Typist	6	6.00	6	6.00	123,146	124,020
3067	Publications Supervisor	1	1.00	1	1.00	26,856	28,204
3048	Publications Technician	1	1.00	1	1.00	23,089	24,241
9999	Extra Help	0	0.00	2	0.00	2,200	13,934
Total		32	32.00	33	31.00	\$995,403	\$979,966
Salary Adjustments:						(4,131)	121
Pay - Boards, Commissions, Unclassified (AAB Hearing Boards)						18,200	18,200
Premium/Overtime Pay:						0	0
Integrated Leave Plan:						(21,722)	0
Employee Benefits:						334,527	309,012
Salary Savings:						(28,107)	(28,107)
Total Adjustments						\$298,767	\$299,226
Program Totals		32	32.00	33	31.00	\$1,294,170	\$1,279,192

COMMUNITY ENHANCEMENT PROGRAM

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Community Enhancement	\$1,736,921	\$1,686,091	\$1,324,005	\$1,351,712	\$1,371,712	\$20,000	1.5
TOTAL DIRECT COST	\$1,736,921	\$1,686,091	\$1,324,005	\$1,351,712	\$1,371,712	\$20,000	1.5
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$1,736,921	\$1,686,091	\$1,324,005	\$1,351,712	\$1,371,712	\$20,000	1.5
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

Promote and generate tourism and/or economic development within San Diego County through grants to various cultural organizations, museums, visitors/convention bureaus, economic development councils, and other similar institutions/organizations.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

Provide funding to approximately 100 non-profit and/or public organizations, including museums, theaters, annual festivals, chambers of commerce, economic development councils, convention and visitor bureaus, historical societies, performing arts associations and other miscellaneous types of organizations, encompassing all areas of the County from the City of San Diego to the community of Borrego Springs.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Expanded programs, outreach and publicity in the funded organizations that enhance economic growth and the quality of life in San Diego County.

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	0	0	0	0.0
Other Charges	1,736,921	1,682,875	1,324,005	1,351,712	1,371,712	1.5
Operating Transfers	0	3,216	0	0	0	0.0
TOTAL DIRECT COST	\$1,736,921	\$1,686,091	\$1,324,005	\$1,351,712	\$1,371,712	1.5
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,736,921	\$1,686,091	\$1,324,005	\$1,351,712	\$1,371,712	1.5
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Refer to Department Summary (green sheet) for Program Mission.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual expenditures are less than budget by \$27,707, due to unclaimed contract expenditures at year end. These funds have been encumbered for payment in fiscal year 1994-95.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Entered into agreements with 100 non-profit and public agencies to provide tourist-related and economic development services. Disbursed 98% of the allocated funds during the fiscal year, and encumbered the balance for payment as documentation is received.

1994-95 ADOPTED PROGRAM OBJECTIVES

Refer to Department Summary (green sheet) for Program Objectives.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Refer to Department Summary (green sheet) for Program Outcome Results.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Community Enhancement [SY; E = \$1,371,712; R = \$0] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Increase of \$20,500 from the 1993-94 budgeted amounts.
 - o Provides funding for 98 contractors for tourism and economic development activities.

PROGRAM: Community Enhancement Program

<u>ORGANIZATION, PROJECTS OR EVENTS</u>	<u>1993-94 ADOPTED</u>	<u>1994-95 ADOPTED</u>
AFRICAN AMERICAN MUSEUM OF FINE ART	\$ 44,000	\$ 44,000
ALPHA PHI ALPHA - MARTIN LUTHER KING PARADE/PAGEANT	5,000	5,000
ALPINE CHAMBER OF COMMERCE	10,000	12,000
AMERICA'S CUP 1995	0	1,400
ANTIQUE GAS & STEAM ENGINE MUSEUM	21,000	21,000
ATHENAEUM	0	1,000
BONITA HISTORICAL MUSEUM	2,500	2,000
BORREGO SPRINGS AIRPORT IMPROVEMENT CORP.	5,000	5,000
BORREGO SPRINGS CHAMBER OF COMMERCE	24,000	30,000
BORREGO SPRINGS COMMUNITY ASSOCIATION	15,600	15,600
BLACKFRIARS THEATRE	2,400	0
BUENA VISTA AUDUBON SOCIETY	2,720	2,720
CABRILLO FESTIVAL	3,600	3,600
CALIFORNIA CENTER FOR THE ARTS	7,500	12,000
CALIFORNIA BALLET ASSOCIATION	3,000	3,000
CARLSBAD CONVIS	5,600	5,600
CENTRO CULTURAL DE LA RAZA	3,600	3,600
CHILDREN'S MUSEUM OF SAN DIEGO	18,400	18,400
CHINESE HISTORICAL SOCIETY	2,000	2,000
CITY OF CARLSBAD ARTS COMMISSION	400	400
CITY OF CHULA VISTA - TALL SHIP CALIFORNIAN	5,600	0
COUNCIL OF PHILIPPINE AMERICAN ORGANIZATION	3,000	0
EAST COUNTY ECONOMIC DEVELOPMENT COUNCIL	12,000	12,300
EAST COUNTY PERFORMING ARTS CENTER	18,400	0
ENCINITAS CHAMBER OF COMMERCE	5,600	5,600
FALLBROOK ART ASSOCIATION	4,000	4,000
FALLBROOK CHAMBER OF COMMERCE	35,000	38,000
FALLBROOK HISTORICAL SOCIETY	800	800
FALLBROOK LAND CONSERVANCY	1,600	1,600
FALLBROOK MUSIC SOCIETY	4,000	4,000
GREATER DEL MAR CHAMBER OF COMMERCE	0	2,400
GREATER GOLDEN HILL COMMUNITY DEV. CORP.	500	0
GREATER SAN DIEGO COC ECON RESEARCH BUREAU	24,000	23,300
GREATER SOLANA BEACH CHAMBER OF COMMERCE	2,400	2,400
GREATER SD COC BASE REALIGNMENT/CLOSURE COMMITTEE	0	20,000
HERITAGE OF THE AMERICAS MUSEUM	16,000	16,300
HISTORICAL SHRINE FOUNDATION - WHALEY HOUSE	3,200	3,200
I LOVE A CLEAN SAN DIEGO	3,800	0
IMPERIAL BEACH CHAMBER OF COMMERCE	5,600	5,600
ISSACS, MCCALED & DANCERS	1,600	1,600
JULIAN CHAMBER OF COMMERCE	13,000	15,000
JULIAN HISTORIC DIST. ARCHITECTURAL REVIEW	800	800
JULIAN HISTORICAL SOCIETY	800	3,800
JULIAN PIONEER MEMORIAL MUSEUM	4,000	4,000
KIDARTZ	2,000	2,000
LA JOLLA CHAMBER MUSIC SOCIETY	3,000	5,000
LA JOLLA PLAYHOUSE	46,000	46,000
LAKESIDE CHAMBER OF COMMERCE	22,300	23,000
LINDA VISTA MULTI-CULTURAL FAIR	4,000	5,000
MAINLY MOZART FESTIVAL	800	1,000
MARITIME MUSEUM ASSOCIATION OF SAN DIEGO	5,400	5,400

PROGRAM: Community Enhancement Program

<u>ORGANIZATION, PROJECTS OR EVENTS</u>	<u>1993-94 ADOPTED</u>	<u>1994-95 ADOPTED</u>
MINGEI INTERNATIONAL INC.	\$ 0	\$ 9,000
MOTHER GOOSE PARADE	9,600	10,000
MOUNTAIN EMPIRE HISTORICAL SOCIETY	2,000	2,100
MUSEUM OF PHOTOGRAPHIC ARTS	20,000	20,000
NORTH COUNTY TOURISM MARKETING	33,600	33,600
OCEAN BEACH MERCHANTS ASSOCIATION	4,000	4,000
OCEANSIDE VISITOR INFORMATION CENTER	9,760	9,760
OLD BOREGO HISTORICAL SOCIETY	0	1,000
OLD GLOBE THEATRE	14,400	13,400
QUAIL BOTANICAL GARDENS FOUNDATION	36,000	3,000
RAMONA CHAMBER OF COMMERCE	21,000	24,000
RAMONA PIONEER MUSEUM	12,500	13,000
RAMONA REVITALIZATION ASSOCIATION	4,000	4,000
RANCHO SANTA FE HISTORICAL SOCIETY	3,000	3,000
SAN DIEGO AEROSPACE MUSEUM	5,200	5,200
SAN DIEGO AUTOMOTIVE MUSEUM	1,200	1,200
SAN DIEGO BOWL GAME ASSOCIATION	30,000	31,400
SAN DIEGO CIVIC LIGHT OPERA - STARLIGHT	4,000	4,000
SAN DIEGO CONVIS	251,500	252,900
SAN DIEGO ECONOMIC DEVELOPMENT CORP.	30,000	31,400
SAN DIEGO HALL OF CHAMPIONS	5,000	4,000
SAN DIEGO HISTORICAL SOCIETY	12,000	11,000
SAN DIEGO MUSEUM OF ART	78,832	78,082
SAN DIEGO MUSEUM OF CONTEMPORARY ART	8,000	7,500
SAN DIEGO MUSEUM OF MAN	40,000	39,000
SAN DIEGO NATURAL HISTORY MUSEUM	48,800	48,050
SAN DIEGO OPERA ASSOCIATION	6,250	6,250
SAN DIEGO RAILROAD MUSEUM	24,550	24,550
SAN DIEGO REPERTORY THEATRE	3,000	3,000
SAN DIEGO SCOTTISH HIGHLAND GAMES	3,600	5,000
SAN DIEGO SPORTFISHING COUNCIL	4,000	4,000
SAN DIEGO SYMPHONY ORCHESTRA	23,600	23,100
SAN DIEGO THEATRE FOUNDATION	0	3,000
SAN DIEGO YOUTH SYMPHONY	2,500	2,500
SAN ELIJO LAGOON CONSERVANCY	0	25,000
SAN MARCOS CHAMBER SUNFLOWER FAIR	500	500
SAN MARCOS COC - TOURIST INFO. CENTER	5,600	5,600
SAN DIEGO COUNTY BLACK CHAMBER OF COMMERCE	10,000	0
SAN DIEGO NORTH COUNTY CONVIS	83,500	83,500
SAN DIEGO SPACE AND SCIENCE FOUNDATION	2,500	2,500
SLEDGEHAMMER THEATRE	1,600	1,100
SOUTH COUNTY ECONOMIC DEVELOPMENT COUNCIL	5,500	5,500
SOUTHEAST COMMUNITY THEATRE	4,000	4,000
SPRING VALLEY CHAMBER OF COMMERCE	17,500	20,000
SPRING VALLEY HISTORICAL SOCIETY	4,000	4,000
SUPPORT CENTER OF SAN DIEGO	3,000	3,000
SUSHI, INC.	4,000	3,000
THEATRE EAST PRODUCTIONS	0	18,600
TRAVELERS AID SOCIETY OF SAN DIEGO	2,500	2,500
TWENTY-FIRST CENTURY HARLEM	1,500	0
UNIVERSITY HEIGHTS COMMUNITY DEVELOPMENT ASSOCIATION	1,000	0
U.S. OPEN SANDCASTLE COMMITTEE	9,600	0

PROGRAM: Community Enhancement Program

<u>ORGANIZATION, PROJECTS OR EVENTS</u>	<u>1993-94 ADOPTED</u>	<u>1994-95 ADOPTED</u>
VALLEY CENTER CHAMBER OF COMMERCE	5,500	5,500
VISTA COC - RANCHO GUAJOME FUNDRAISER	800	800
VISTA COC - VISITORS & INFO CENTER	5,600	5,600
VISTA ECONOMIC DEVELOPMENT ASSOCIATION	800	800
VISTA TOWN CENTER ASSOCIATION	4,800	4,800
TOTAL	\$ 1,351,212	\$ 1,371,712

COUNTY COUNSEL

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
County Counsel	\$15,142,737	\$14,402,118	\$17,273,186	\$12,331,950	\$9,150,604	\$(3,181,346)	(25.8)
TOTAL DIRECT COST	\$15,142,737	\$14,402,118	\$17,273,186	\$12,331,950	\$9,150,604	\$(3,181,346)	(25.8)
PROGRAM REVENUE*	(2,448,346)	(3,046,894)	(4,184,055)	(3,221,825)	(1,878,380)	1,343,445	(41.7)
NET GENERAL FUND COST	\$12,694,391	\$11,355,224	\$13,089,131	\$9,110,125	\$7,272,224	\$(1,837,901)	(20.2)
STAFF YEARS	131.26	124.28	119.86	127.00	127.00	0.00	0.0

* These figures do not include revenue received or budgeted for legal services in the administration of estates, which for the 1994-95 budget is \$400,000. These amounts appear in the Public Administrator's program budget and in County Counsel's line-item budget.

MISSION

The mission of County Counsel is to deliver the highest quality legal services to our clients as efficiently and economically as possible in order to facilitate the achievement of the goal of County government to better serve the citizens of San Diego County.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

Advisory Services: To provide quality legal advice to the Board of Supervisors, County officials and other governmental clients in order that they may implement their programs legally while minimizing or avoiding liability.

Dependency Services: To protect children and preserve the families, if possible, through quality representation of and advice to the Department of Social Services, and to provide training for new social workers in dependency law.

Litigation Services: To protect the public fisc by providing the best quality legal representation at the most reasonable cost. To assist the Board of Supervisors and other clients in achieving their public policy goals.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

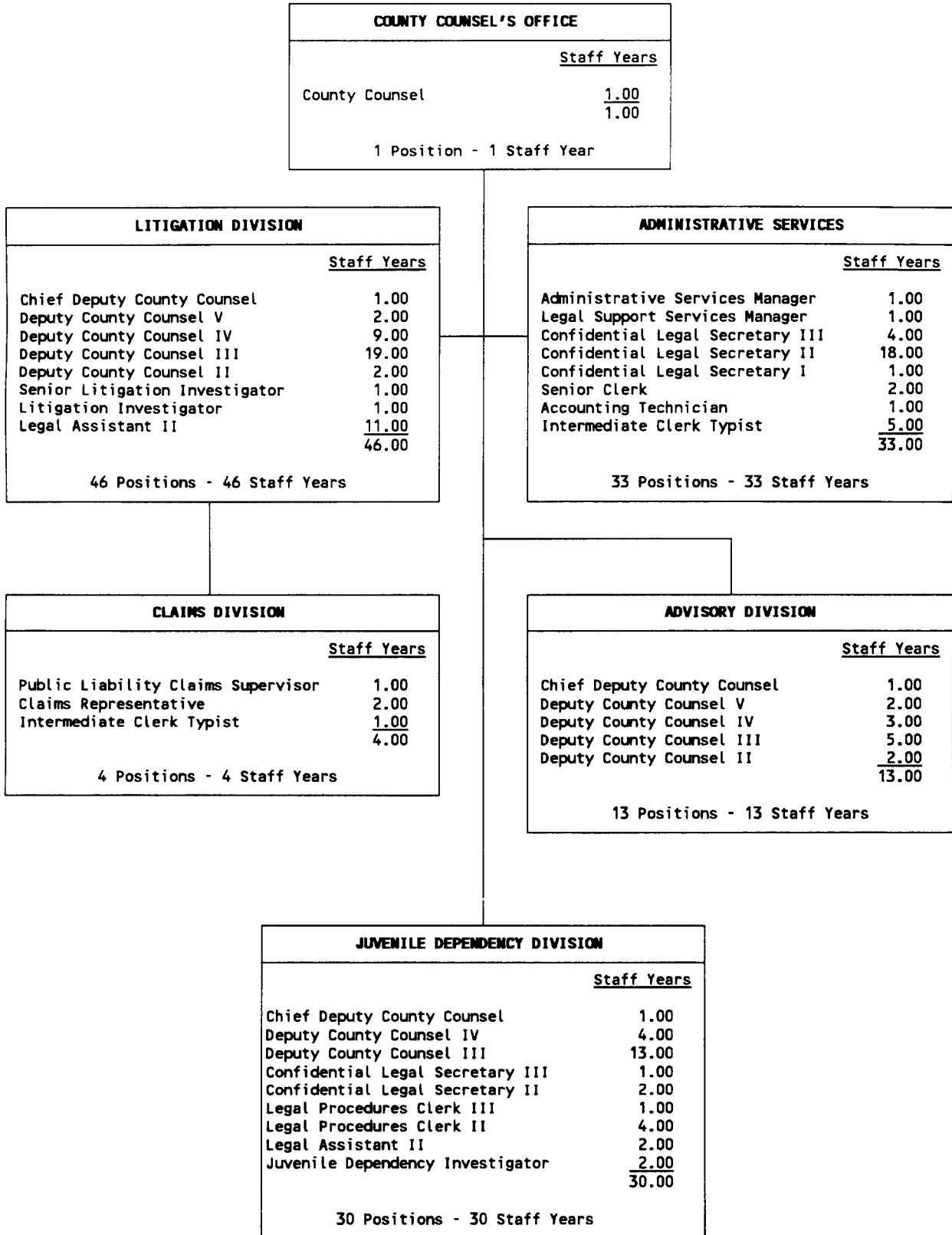
Advisory Services: A measure for evaluating the outcome results of professional advisory legal services is to survey the client departments on their level of satisfaction with such services. For fiscal year 1994-95, the Advisory Division will establish a program which, on a continuing basis, will obtain from the client departments their evaluation of the advisory legal services provided by the Advisory Division. Another measure is to track our legal advice which results in litigation and determine whether the advice was consistent with the results achieved. The Advisory and Litigation Divisions will establish a coordinated effort which identifies the court decisions on cases involving prior legal advice rendered by the Advisory Division.

Dependency Services: Positive results for the protection of children, including, if appropriate, the reunification of families. Social workers will have an increased knowledge of dependency law in order to develop skills which may more effectively assist them in performing their duties. We will conduct a survey of social workers trained to assess the quality of this training.

Litigation Services: Among the cost/benefit factors will be the ongoing monitoring by the division of the selection of experts or consultants retained in litigated matters. A specialized data base now in its second year of operation assists in this monitoring. In fiscal year 1994-95, the division will conduct, in selected cases, additional post-disposition review and analysis of the contributions made by retained experts and consultants to evaluate the cost effectiveness of their services.

In fiscal year 1994-95, the division will invite major client departments and the Risk Manager to participate in regular periodic meetings in order to review liability issues. (The Litigation Division also will be providing this type of input through participation on the Loss Prevention Committee, which was recently reconvened by the Director of the Department of Human Resources.)

OFFICE OF COUNTY COUNSEL



PROGRAM: County Counsel

DEPARTMENT: COUNTY COUNSEL

PROGRAM #: 81101
MANAGER: Lloyd M. Harmon, Jr.

ORGANIZATION #: 0300
REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$8,672,441	\$8,362,262	\$8,441,480	\$8,258,838	\$8,475,017	2.6
Services & Supplies	1,216,391	739,872	1,164,411	673,112	675,587	0.4
Other Charges	5,232,398	5,299,984	7,644,026	3,400,000	0	(100.0)
Fixed Assets	21,507	0	23,269	0	0	0.0
TOTAL DIRECT COST	\$15,142,737	\$14,402,118	\$17,273,186	\$12,331,950	\$9,150,604	(25.8)
PROGRAM REVENUE*	(2,448,346)	(3,046,894)	(4,184,055)	(3,221,825)	(1,878,380)	(41.7)
NET GENERAL FUND CONTRIBUTION	\$12,694,391	\$11,355,224	\$13,089,131	\$9,110,125	\$7,272,224	(20.2)
STAFF YEARS	131.26	124.28	119.86	127.00	127.00	0.0

* The 1993-94 actual revenue figure does not include \$482,689 in revenue from the Administration of Estates which appears in the Public Administrator's program budget.

PROGRAM MISSION

See departmental mission.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 Estimated Actuals exceeded the budget due to public liability claims, settlements and judgments and related litigation expenditures.

ACHIEVEMENT OF 1993-94 OBJECTIVES

County Counsel has continued to protect the public fisc by aggressively defending the County from unmeritorious or unreasonable claims and litigation.

We have aggressively defended public policy decisions of the Board of Supervisors and asserted public policy decisions or interests of the County by pursuing appropriate legal action.

We have installed CD-ROM legal research technology and trained staff in its use, thereby increasing efficiency.

Our workers' compensation staff is now connected to the Department of Human Resources Workers' Compensation Division database resulting in more efficient use of attorney and paralegal time.

We have completed installation of the CountyLaw time and billing system. We have discontinued our reliance on an antiquated mainframe system. This has increased our ability to monitor workload, generate billings and provide easier access to workload and cost data.

1994-95 ADOPTED PROGRAM OBJECTIVES

See departmental objectives.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

See departmental outcome results.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES*

The activities of this program are summarized as follows:

1. Litigation [46.00 SY; E = \$3,294,218; R = \$676,217] is:
 - o Mandated/Discretionary Service Level
 - o Unchanged in net staffing level.

2. Advisory [13.00 SY; E = \$915,060; R = \$187,838] is:
 - o Mandated/Discretionary Service Level
 - o Unchanged in net staffing level.

3. Claims [4.00 SY; E = \$274,518; R = \$56,351] including support personnel is:
 - o Discretionary/Discretionary Service Level
 - o Unchanged in staffing level.

4. Juvenile Dependency Division [30.00 SY; E = \$2,196,145; R = \$450,811] including support personnel is:
 - o Mandated/Discretionary Service Level
 - o Unchanged in net staffing level.
 - o To represent the Department of Social Services in its dependency program.

5. Administration/Administrative Services [34.00 SY; E = \$2,470,663; R = \$507,163] is:
 - o Mandated/Discretionary Service Level
 - o Unchanged in net staffing level.

* Note: Expenditures and revenues are not tracked at the sub-program level; consequently, their allocation is based on the percentage of staffing in each division. For 1994-95, total appropriations decreased due to the transfer of \$3.4 million (Other Charges) and \$1.3 million (Revenues) from this budget unit to the newly created Tort Liability Internal Service Fund.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
License Fee - Freeway Call Box	\$7,380	\$0	\$0	\$0
Legal Services - Other Government Agencies	439,619	447,730	447,730	0
Legal Services - Administering Estates	482,689	400,000	400,000	0
Interfund Charges - Charges in Road Fund	1,717,578	2,173,312	983,050	(1,190,262)
Interfund Charges - Charge in APCD	143,269	144,450	139,397	(5,053)
Interfund Charges - Capital Outlay Fund	47,475	0	0	0
Charge in Airport Enterprise Fund	11,016	7,500	6,588	(912)
Charge in Liquid Waste Enterprise Fund	68,779	66,904	52,588	(14,316)
Charge in Transit Enterprise Fund	570	7,000	7,000	0
Charge in Solid Waste Enterprise Fund	278,813	242,403	196,290	(46,113)
Charge in Library Fund	6,271	7,526	737	(6,789)
Sub-Total	\$3,203,459	\$3,496,825	\$2,233,380	\$(1,263,445)
OTHER REVENUE:				
Third Party Recoveries	\$78,301	\$0	\$0	\$0
AB 2890	83,793	80,000	0	(80,000)
Revenue App. Prior Year - Charges Current Service	0	0	0	0
Revenue App. Prior Year - Other Revenue	0	0	0	0
Recovered Expenditures	1,295,740	40,000	40,000	0
Other - Miscellaneous	5,451	5,000	5,000	0
Sub-Total	\$1,463,285	\$125,000	\$45,000	\$(80,000)
Total Revenue	\$4,666,744	\$3,621,825	\$2,278,380	\$(1,343,445)
NON-PROGRAM REVENUE:				
Legal Services to Public Administrator*	\$(482,689)	\$(400,000)	\$(400,000)	\$0
Total	\$4,184,055	\$3,221,825	\$1,878,380	\$(1,343,445)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
General Fund Support Costs:	\$13,089,131	\$9,110,125	\$7,272,224	\$(1,837,901)
Sub-Total	\$13,089,131	\$9,110,125	\$7,272,224	\$(1,837,901)
Total	\$13,089,131	\$9,110,125	\$7,272,224	\$(1,837,901)

* These amounts are subtracted from the revenue totals because they are counted in the Public Administrator's program budget and in County Counsel's line-item budget.

EXPLANATION/COMMENT ON PROGRAM REVENUES

The decrease in budgeted revenue from 1993-94 to 1994-95 is the result of the establishment of an Internal Service Fund (ISF) for public liability claims and related expenditures. Revenues associated with this function are now a part of this ISF, instead of County Counsel budget.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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ACTIVITY A:
Juvenile Dependency

% OF RESOURCES: 23.2%

WORKLOAD

Juvenile Dependency petitions filed	3,400	NA	NA	NA	NA
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ACTIVITY B:
Litigation Division

% OF RESOURCES: 32.3%

WORKLOAD

Open litigation cases	3,200	NA	NA	NA	NA
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STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2327	Claims Representative II	2	2.00	2	2.00	82,045	83,684
2369	Admin. Services Manager II	1	1.00	1	1.00	54,748	54,747
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,666
2700	Intermediate Clerk Typist	6	6.00	6	6.00	116,859	121,326
2730	Senior Clerk	2	2.00	2	2.00	45,885	47,788
2771	Confidential Legal Sec. I	1	1.00	1	1.00	29,980	26,040
2772	Confidential Legal Sec. II	20	20.00	20	20.00	607,811	602,130
2773	Confidential Legal Sec. III	5	5.00	5	5.00	168,628	165,426
2774	Legal Support Svcs. Off. Mgr.	1	1.00	1	1.00	41,215	36,221
2906	Legal Procedures Clerk III	1	1.00	1	1.00	27,227	27,226
2907	Legal Procedures Clerk II	4	4.00	4	4.00	96,296	93,127
3901	Chief Deputy County Counsel	3	3.00	3	3.00	289,143	289,143
3902	County Counsel	1	1.00	1	1.00	117,844	117,844
3905	Deputy County Counsel V	4	4.00	4	4.00	379,600	368,991
3906	Deputy County Counsel IV	16	16.00	16	16.00	1,295,561	1,313,558
3907	Deputy County Counsel III	37	37.00	37	37.00	2,644,456	2,588,752
3908	Deputy County Counsel II	4	4.00	4	4.00	204,162	208,529
3930	Litigation Investigator	1	1.00	1	1.00	46,814	46,813
3933	Sr. Litigation Investigator	1	1.00	1	1.00	50,257	48,483
3932	Pub. Liability Claims Supvr.	1	1.00	1	1.00	48,484	50,257
3936	Legal Assistant II	13	13.00	13	13.00	387,009	393,702
3937	Juvenile Dependency Invest.	2	2.00	2	2.00	83,188	83,186
Total		127	127.00	127	127.00	\$6,843,878	\$6,793,639
Salary Adjustments:						(101,048)	74
Premium/Overtime Pay:						0	0
ILP Reductions						(246,634)	0
Employee Benefits:						1,935,114	1,856,201
Salary Savings:						(172,472)	(174,897)
Total Adjustments						\$1,414,960	\$1,681,378
Program Totals		127	127.00	127	127.00	\$8,258,838	\$8,475,017

RECORDER/COUNTY CLERK

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
COUNTY CLERK SERVICES	\$892,266	\$539,001	\$579,446	\$677,856	\$662,234	\$(15,622)	(2.3)
RECORDING SERVICES	\$1,746,099	\$1,888,879	\$2,295,680	\$2,337,882	\$2,560,141	\$222,259	9.5
MICROGRAPHICS	371,143	537,810	117,920	513,742	398,083	(115,659)	(22.5)
MODERNIZATION	2,799,491	1,111,298	939,353	1,235,573	1,275,072	39,499	3.2
DEPARTMENT OVERHEAD	399,169	412,731	487,089	414,218	252,016	(162,202)	(39.2)
TOTAL DIRECT COST	\$6,208,168	\$4,489,719	\$4,419,488	\$5,179,271	\$5,147,546	\$(31,725)	(0.6)
PROGRAM REVENUE	(8,942,128)	(7,207,224)	(7,458,605)	(7,145,395)	(9,343,373)	(2,197,978)	30.8
NET GENERAL FUND COST	\$(2,733,960)	\$(2,717,505)	\$(3,039,117)	\$(1,966,124)	\$(4,195,827)	\$(2,229,703)	113.4
STAFF YEARS	108.00	108.50	135.5*	114.50	139.5*	25.00	21.8

MISSION

To provide accurate, efficient, effective and courteous services including recording documents and providing access to records for the Citizens of San Diego County as mandated in the Charter of San Diego and defined in the Government Code, Health & Safety Code, Welfare and Institutions Code, California Evidence Code and other standards governing the service and product parameters for the Office of the Recorder/County Clerk.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

To combine the Office of the Recorder/County Clerk with the Assessor and ensure a smooth transition with no interruption in departmental operations.

To provide strategic direction and planning to improve and expand public service delivery while maintaining budgeted levels.

Examine and record on microfilm all instruments, judgments and associated records submitted for recordation within a reasonable time frame as required by law.

Make available all records for Public inspection and/or copying.

Establish and maintain an accurate grantor/grantee index that is timely and accurate for a all recorded transactions.

To provide for the full support, maintenance and modernization of the County's system of recorded documents.

To provide modernized creation, retention and retrieval of all information in the County's system of recorded documents.

To convert all paper records, documents, maps and associated fillings to micrographic reproductions.

To continue to lead the State in the area of automation of record retrieval and storage.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

The Recorder/County Clerk will provide:

Expanded access to records and services through branch operations in El Cajon, Chula Vista and San Marcos.

Immediate, courteous service in furnishing vital records to the public upon request.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS (Cont.)

Same day service in examining and recording documents presented for recording.

On-line public access to indexes of public records and microfilm access to records during operating office hours.

Timely and accurate updates to all records under the auspices of the Recorder/County Clerk.

A timely index of real property transactions within two days.

Comply with legislative mandate to maintain the office of the Recorder/County Clerk open to the public every day except legal holidays.

Streamline and consolidate Recorder/County Clerk operations with Assessor operations to provide for the scheduled merger in January, 1995.

Implement, to the extent possible, audit recommendations made in the course of internal operational/cash audits.

* **NOTE:** Provides for the enumeration of 21.00 authorized Temporary Extra Help staff years/positions normally defined only as budgeted Temporary/Extra Help dollars in prior years. This is simply a procedural change to exhibit Temporary/Extra Help staff years in numeric terms as requested by the Auditor and Controllers Budget Office.

RECORDER / COUNTY CLERK

ADMINISTRATIVE DIVISION	
RECORDER / COUNTY CLERK	0
CHIEF DEPUTY RECORDER/CLERK	2
PRINCIPAL CLERK II	1
ADMIN SECRETARY IV	1
ADMIN SECRETARY III	<u>1</u>
PERMANENT	5

DOCUMENTS EXAMINING	
SUPERVISING CLERK	1
LEGAL PROC. CLK III	3
LEGAL PROC. CLK II	15
LEGAL PROC. CLK I	8
JUNIOR CLERK	1
EXTRA HELP	<u>6</u>
PERMANENT	34

MICROFILM PRODUCTION	
PHOTO REDUCT. TECH.	2
MICROFILM OPERATOR	6
INTERMEDIATE CLERK	1
JR. CLERK	1
EXTRA HELP	<u>4</u>
PERMANENT	14

DATA CONTROL	
SR. INDEX CLERK	1
SR. DATA ENTRY	1
DATA ENTRY OPERATOR	4
INTERMEDIATE CLERK	<u>2</u>
PERMANENT	8

INDEX DIVISION	
INDEX CLERK SUPERVISOR	1
SENIOR INDEX CLERK	1
INDEX CLERK	15
EXTRA HELP	<u>3</u>
PERMANENT	20

RECORDS DIVISION	
SUPERVISING CLERK	1
SENIOR CLERK	1
INTERMEDIATE CLERK	13.5
JR. CLERK	4
EXTRA HELP	<u>3</u>
PERMANENT	22.5

INFORMATION SERVICES	
RECORDER INFO. SERVICES MGR.	1
SENIOR SYSTEMS ANALYST	1
ASSOC. SYSTEMS ANALYST	1
DEPT. COMPUTER SPECIALIST I	1
DEPT. COMPUTER SPECIALIST II	<u>1</u>
PERMANENT	5

FISCAL/PAYROLL SERVICES	
RECORDER PROGRAM DEV. SPEC.	1
SENIOR ACCOUNTANT	1
DEPT. PERSONNEL OFFICER II	1
ASSOCIATE ACCOUNTANT	1
ACCOUNTING TECH.	1
SR. ACCOUNT CLERK	1
PAYROLL CLERK	1
INTERMEDIATE ACCOUNT CLERK	2
INTERMEDIATE CLERK	<u>1</u>
PERMANENT	10

COUNTY CLERK SERVICES	
LEGAL PROC. CLERK III	2
LEGAL PROC. CLERK II	1
LEGAL PROC. CLERK I	8
ADMIN. SECRETARY II	1
ACCOUNTING TECHNICIAN	1
CASHIER	1
INTERMEDIATE CLERK	3
EXTRA HELP	<u>4</u>
PERMANENT	21

43-3

PROGRAM: County Clerk Services

DEPARTMENT: RECORDER/COUNTY CLERK

PROGRAM #: 31504
MANAGER: GREGORY J. SMITH

ORGANIZATION #: 1500
REFERENCE: 1994-95 Proposed Budget - Pg. 43-3

AUTHORITY: Government Code Section 28600 ET SEQ. Mandates all activities of the County Clerk.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$872,575	\$513,956	\$575,180	\$642,244	\$621,857	(3.2)
Services & Supplies	19,691	16,950	4,266	35,612	40,377	13.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	8,095	0	0	0	0.0
TOTAL DIRECT COST	\$892,266	\$539,001	\$579,446	\$677,856	\$662,234	(2.3)
PROGRAM REVENUE	\$(972,389)	\$(992,271)	\$(1,012,323)	\$(1,043,132)	\$(1,043,132)	0.0
NET GENERAL FUND CONTRIBUTION	\$(80,123)	\$(453,270)	\$(432,877)	\$(365,276)	\$(380,898)	4.3
STAFF YEARS	20.00	19.00	23.00	19.00	23.00	21.1

PROGRAM MISSION

To provide the citizens of San Diego the most effective, efficient and courteous County Clerk services and products within the County's limited resources for this program.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

All expenditure categories are estimated within budgeted levels.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Same day service was provided to all requests for confidential marriages.

All Fictitious Business Names were filed as required by statute.

Public marriage ceremonies were performed upon request.

Qualified Notaries were trained in the correct procedures for the issuance of marriage licenses on behalf of the County Clerk.

All environmental impact reports were filed and monitored as required by statute.

1994-95 ADOPTED PROGRAM OBJECTIVES

- To provide accurate records to the public that are maintained by the County Clerk.
- To provide expanded County Clerk services in the region.
- To provide prompt, accurate and courteous assistance to the public when reviewing County Clerk records or requiring County Clerk services.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- Excellent service to the Citizens of San Diego County by County Clerk personnel.
- Accurate and timely services and products provided to the Client.
- Improved access to services and records provided by computer access, film and microfiche under the auspices of the County Clerk.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

1. Central Administration Center [12.00 SY; E = \$307,939; R = \$495,211] including support personnel is:

- o 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 and 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; indexing of FBN and proof of publications.

- o Provides for the enumeration of 3.00 Temporary Extra Help staff year/position normally defined only as budgeted Temporary/Extra Help dollars in prior years. This is simply a procedural change, there are no additional staff in this sub-program activity for the 1994-95 Fiscal Year.

2. Downtown Courthouse Branch [7.00 SY; E = \$207,108; 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.

- o Provides for the enumeration of 1.00 Temporary Extra Help staff year/position normally defined only as budgeted Temporary/Extra Help dollars in prior years. This is simply a procedural change, there are no additional staff in this sub-program activity for the 1994-95 Fiscal Year.

3. Vista Courthouse Branch [4.00 SY; E = \$147,187; R = \$225,311] including support personnel is:

- o 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Filing fees (FBN & Notary)	\$481,205	\$556,795	\$78,000	\$(478,795)
Sub-Total	\$481,205	\$556,795	\$78,000	\$(478,795)
LICENSES:				
Marriage Licenses	\$399,396	\$366,337	\$350,000	\$(16,337)
Sub-Total	\$399,396	\$366,337	\$350,000	\$(16,337)
OTHER REVENUE:				
Micrographics Fee	0	0	49,400	49,400
Other - copy	70,077	60,000	495,732	435,732
Other - Misc.	61,645	60,000	70,000	10,000
Sub-Total	\$131,722	\$120,000	\$615,132	\$495,132
Total	\$1,012,323	\$1,043,132	\$1,043,132	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
NET GENERAL FUND COST:				
General Fund	\$(432,877)	\$(365,276)	\$(380,898)	\$(15,622)
Sub-Total	\$(432,877)	\$(365,276)	\$(380,898)	\$(15,622)
Total	\$(432,877)	\$(365,276)	\$(380,898)	(15,622)

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
General Support					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Marriage Licenses	23,688	23,199	21,977	24,200	22,416
Marriage Ceremonies Performed	3,250	3,252	2,151	2,800	2,258
Fictitious Business Names	29,013	32,000	29,480	34,000	30,364
Fictitious Business Names - Collections	0	\$316,636	\$389,703	\$320,000	\$402,000
<u>EFFICIENCY/OUTPUT</u>					
Licenses/Staff Year	2,888	2,899	2,747	3,000	2,802
Fictitious Business Names/ Staff Years	5,802	4,324	3,930	4,857	4,048
<u>EFFECTIVENESS/OUTCOME</u>					
100%					

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0230	Chief Deputy County Clerk	1	1.00	1	1.00	69,426	69,426
2906	Legal Procedures Clerk III	2	2.00	2	2.00	51,589	52,804
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,774
2403	Accounting Technician	1	1.00	1	1.00	23,950	26,666
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,474
2907	Legal Procedures Clerk II	1	1.00	1	1.00	23,563	24,075
2430	Cashier	1	1.00	1	1.00	21,357	19,347
2903	Legal Procedures Clerk I	8	8.00	8	8.00	167,189	166,236
2700	Intermediate Clerk Typist	3	3.00	3	3.00	61,553	57,341
9999	Temporary/Extra Help	0	0.00	4	4.00	0	1,700
Total		19	19.00	23	23.00	\$474,875	\$473,843
Integrated Leave Savings:						(8,698)	0
Salary Adjustment							(6277)
Premium/Overtime Pay:						17,500	3,900
Employee Benefits:						171,670	163,506
Salary Savings:						(13,103)	(13,115)
Total Adjustments						\$167,369	\$148,014
Program Totals		19	19.00	23	23.00	\$642,244	\$621,857

Note:

Provides for the enumeration of 4.00 Temporary Extra Help staff years/positions normally defined only as budgeted Temporary/Extra Help dollars in prior years. This is simply a procedural change, there are no additional staff in this program for the 1994-95 Fiscal Year.

PROGRAM: RECORDING SERVICES

DEPARTMENT: RECORDER/COUNTY CLERK

PROGRAM #: 31526
MANAGER: GREGORY J. SMITH

ORGANIZATION #: 1500
REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,616,761	\$1,724,495	\$2,098,726	\$2,231,515	\$2,433,169	9.0
Services & Supplies	109,544	164,384	195,626	106,367	116,972	10.0
Fixed Assets	19,794	0	1,328	0	10,000	100.0
TOTAL DIRECT COST	\$1,746,099	\$1,888,879	\$2,295,680	\$2,337,882	\$2,560,141	9.5
PROGRAM REVENUE	(4,252,093)	(4,522,020)	(4,825,346)	(3,939,266)	(6,375,034)	61.8
NET GENERAL FUND CONTRIBUTION	\$(2,505,994)	\$(2,633,141)	\$(2,529,666)	\$(1,601,384)	\$(3,814,893)	138.2
STAFF YEARS	47.50	62.50	89.5	74.50	96.5	29.5

PROGRAM MISSION

To examine and record documents, produce and preserve records and make available to the public all records in the custody of the Office of the Recorder/County Clerk.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Recording Services revenue is projected higher than budgeted levels due to an increase in Real Property Copy Fees approved by the Board of Supervisors effective January, 1994.

ACHIEVEMENT OF 1993-94 OBJECTIVES

A daily Grantor/Grantee index was produced for real property transfer recordings.

Same day copies were produced for all documents requested by walk in customers.

All recordable documents were examined and recorded as required by statute.

All fees were estimated, collected, deposited and monitored for all recording and related activity.

All documents were returned to originator generally within seven working days.

1994-95 ADOPTED PROGRAM OBJECTIVES

Examine and record on microfilm all instruments, judgments and associated records submitted for recordation within a reasonable time frame as required by law.

Make available all records for Public inspection and/or copying.

Establish and maintain an accurate grantor/grantee index that is timely and accurate for a all recorded transactions.

Provide for greater public access to all records housed and services rendered by the Office of the Recorder/County Clerk.

Successfully combine the Office's of the Assessor and Recorder/County Clerk effective January, 1995.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

All recordable documents, instruments, judgements and associated records submitted to the Recorder/County Clerk for recordation will be recorded and available for Public inspection and review within the shortest reasonable time frame.

Create and maintain the grantee/grantor index of real property transactions within two business days.

Collect, deposit and disburse all fees associated with services rendered, by generally accepted accounting principles that insures fiscal integrity.

Provide greater public access to Recorder/County Clerk Records and services through the establishment of branch offices throughout the County.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Examining and Recording Documents [31.50 SY; E = \$655,453; R = \$3,958,645] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Offset 100% by revenue.
 - o Able to examine and record 938,780 documents, for a total of 2,344,390 pages examined and recorded during the fiscal year.
 - o Able to determine and collect fees of \$123,400 for the Public Works Monument Preservation Survey Fund.
 - o Able to collect fees of \$10,852,000 in documentary transfer tax, a portion of which is retained by the County and the remainder is distributed to the cities.
 - o At the Auditor and Controller's request provides for the enumeration of 8.00 Temporary Extra Help staff years/positions normally defined only as budgeted Temporary/Extra Help dollars in prior years. This is simply a procedural change from prior year staff year reporting.
2. Lien Notification [2.00 SY; E = \$29,999; R = \$29,755] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Copies of liens are provided to owners to notify them of complete information on recorded liens. This eliminates most subsequent contacts.
 - o Offset 100% by recording fee revenue.
 - o Able to process 30,798 lien notifications.
 - o Provides for the enumeration of 1.00 Temporary Extra Help staff year/position normally defined only as budgeted Temporary/Extra Help dollars in prior years. This is simply a procedural change at the request of the Auditor and Controller.
3. Preliminary Notice Procedure [0.5 SY; E = \$25,781; R = \$25,540] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by recording fee revenue.
 - o Able to process contractor preliminary notice filings and notifications within 5 days of Notice of Completion recordings.
4. Grantor-Grantee Index Production [22.00 SY; E = \$486,217; R = \$482,275] including support personnel is:
 - o 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.
 - o Offset 100% by recording fee revenue.
 - o Able to keypunch, verify and produce an index of 3,403,519 official index records.
 - o Provides for the enumeration of 3.00 Temporary Extra Help staff years/positions normally defined only as budgeted Temporary/Extra Help dollars in prior years. This is simply a procedural change at the request of the Auditor and Controller.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

5. Microfilm Production [12.00 SY; E = \$399,829; R = \$396,784] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Offset 100% by recording fee revenue.
 - o Able to photographically produce permanent microfilm records of 934,362 documents recorded for a total of 2,705,407 photographic images.
6. Records Information [28.50 SY; E = \$962,862; R = \$1,482,035] including support personnel is:
- o Mandated/Mandated Service Level.
 - o Offset 100% by revenue generated by this and other activities in this program.
 - o Able to collect \$281,955 for the County Battered Women and Battered Children fund; \$285,664 for the State Department of Health; and \$102,023 in Vital Records Improvement Project Funds in addition to County revenue for copy fees.
 - o Able to process all real property copy requests upon demand or within one work day.
 - o Able to process 62,907 birth abstract requests; 11,198 marriage certificate copies; 13,178 death certificate copies for the public; and 1,796 copies of the previous transaction types for government agencies.
 - o Able to index approximately 13,787 confidential marriage records; 8,228 public marriages; 18,203 death certificate records; and 47,436 birth records during the 1993-94 fiscal year.
 - o Able to key approximately 30,837 proof of publications for fictitious business name filings during the 1993-94 fiscal year.
 - o Able to data enter approximately 4,663 confidential marriage records; 1,798 death certificate records; and 2,635 birth affidavits, adoptions and delayed records sent from Sacramento during the 1993-94 fiscal year.
 - o Provides for the enumeration of 3.00 Temporary Extra Help staff years/positions normally defined only as budgeted Temporary/Extra Help dollars in prior years. This is simply a procedural change at the request of the Auditor and Controller.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Recording Fees	\$4,484,905	\$3,729,151	\$5,388,522	\$1,659,371
Copy Fees	711,499	508,302	1,091,566	583,264
Administration/Travel Contribution	(371,058)	(298,187)	(105,054)	193,133
Sub-Total	\$4,825,346	\$3,939,266	\$6,375,034	\$2,435,768
Total	\$4,825,346	\$3,939,266	\$6,375,034	\$2,435,768

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS	\$(2,721,371)	\$(1,601,384)	\$(3,814,893)	\$(2,213,509)
Sub-Total	\$(2,721,371)	\$(1,601,384)	\$(3,814,893)	\$(2,213,509)
Total	\$(2,721,371)	\$(1,601,384)	\$(3,814,893)	(2,213,509)

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.

Note: A copy and recording fee increase was authorized by the State Legislature and approved by the Board of Supervisors in the 1993-94 fiscal year. Projected annualized collections of these new fees represent the increase in revenues for the 1994-95 fiscal year.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment - General	1	lot	\$2,000
Data Processing Equipment	1	lot	8,000
Total			\$10,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Recording, indexing and microfilm production					
% OF RESOURCES: 66%					
<u>WORKLOAD</u>					
Documents Recorded	845,042	857,507	886,162	820,000	929,907
<u>EFFICIENCY/OUTPUT</u>					
Recording productivity ratio	187,787/1	190,557/1	196,925/1	182,222/1	206,642/1
<u>EFFECTIVENESS/OUTCOME</u>					
Documents recorded	108%	109%	108%	100%	100%
ACTIVITY B:					
Information retrieval					
% OF RESOURCES: 34%					
<u>WORKLOAD</u>					
Requests for information	400,500	402,000	426,360	418,000	420,000
<u>EFFICIENCY/OUTPUT</u>					
Records retrieved ratio	28,600/1	26,800/1	28,424/1	29,857/1	30,000/1
<u>EFFECTIVENESS/OUTCOME</u>					
Requests for information	100%	100%	102%	100%	100%

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0251	Asst Chief Deputy Recorder	1	1.00	0	0.00	67,564	0
2725	Principal Clerk	1	1.00	1	1.00	\$31,465	\$31,465
3023	Index Clerk Supervisor	1	1.00	1	1.00	28,606	28,606
3045	Microfilm Supervisor	1	1.00	0	0.00	24,126	0
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,770
3069	Senior Data Entry Operator	0	0.00	1	1.00	0	18,775
2906	Legal Procedures Clerk III	2	2.00	3	3.00	54,454	77,423
3071	Senior Index Clerk	2	2.00	2	2.00	46,561	47,756
3024	Index Clerk	11	11.00	15	15.00	238,817	317,806
3118	Dept. Computer Specialist I	1	1.00	1	1.00	25,433	25,809
3053	Photo Reduction Technician	2	2.00	2	2.00	46,562	47,735
2730	Senior Clerk	1	1.00	1	1.00	23,950	23,949
2907	Legal Procedures Clerk II	13	13.00	15	15.00	307,216	352,711
2903	Legal Procedures Clerk I	7	7.00	7	7.00	149,174	143,753
3040	Microfilm Operator	6	6.00	6	6.00	133,198	130,742
2700	Intermediate Clerk Typist	17	16.50	18	17.50	331,690	349,989
3030	Data Entry Operator	2	2.00	2	2.00	40,829	41,340
2710	Junior Clerk Typist	6	6.00	6	6.00	92,636	91,503
9999	Temporary Extra Help	0	0.00	15	15.00	0	2,800
Total		75	74.50	97	96.50	\$1,670,051	\$1,759,932
Salary Adjustment							(10,308)
Integrated Leave Savings:						(27,914)	0
Premium/Overtime Pay:						25,000	104,000
Employee Benefits:						606,670	623,303
Salary Savings:						(42,292)	(43,758)
Total Adjustments						\$561,464	\$673,237
Program Totals		75	74.50	97	96.50	\$2,231,515	\$2,433,169

NOTE: There is no increase to staff years or positions in the Recording Services Program. The 1994-95 increase in staff years and positions reflected represents a shift in Temporary Extra Help among the various programs in the Office of the Recorder/County Clerk. At the request of the Auditor and Controller authorized positions and staff years associated with Temporary Extra Help will be budgeted and reflected in the staffing schedules where they were not normally budgeted prior to this fiscal year.

PROGRAM: MICROGRAPHICS

DEPARTMENT: RECORDER/COUNTY CLERK

PROGRAM #: 31501
MANAGER: GREGORY J. SMITH

ORGANIZATION #: 1500
REFERENCE: 1994-95 Proposed Budget - Pg. 43-14

AUTHORITY: Government Code Section 27361.4 and San Diego County Ordinance #5950 authorizes the implementation of the program in this County.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$161,690	\$138,823	\$69,094	\$45,515	\$0	(100.0)
Services & Supplies	52,707	104,104	43,099	379,927	380,083	0.0
Fixed Assets	156,746	294,883	5,727	88,300	18,000	(79.6)
TOTAL DIRECT COST	\$371,143	\$537,810	\$117,920	\$513,742	\$398,083	(22.5)
PROGRAM REVENUE	(575,809)	(271,855)	(182,918)	(513,670)	(398,119)	(22.5)
NET GENERAL FUND CONTRIBUTION	\$(204,666)	\$265,955	\$(64,998)	\$72	\$(36)	(150.0)
STAFF YEARS	6.00	3.00	1.00	1.00	0.00	(100.0)

PROGRAM MISSION

To convert all documents/records in the County Recorder's document storage system to Micrographics.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual expenditures are within budgeted levels.

ACHIEVEMENT OF 1993-94 OBJECTIVES

All incoming paper documents/maps recorded or filed during the FY have been converted to microfilm.

Two contracts to microfilm older maps dating back to the early 1900's were completed during the 1993-94 fiscal year.

A Disaster Preparedness/Recovery program has been initiated. The removal of all master microfilm to an environmentally controlled remote location in preparation for possible disaster and quick recovery was the first phase of the disaster/recovery plan and is now nearly complete.

The Recorder/County Clerk has actively pursued compliance with all OSHA regulations in the microfilming functions. Fume ventilation equipment, emergency eye wash/spray down stations were contracted and installed during the 93-94 fiscal year.

Feasibility study estimates for electronic imaging have been requested and are currently under review. Additional vendors will be invited to submit estimates for Feasibility studies in 95-96 fiscal year.

Management/Supervisory personnel knowledgeable in the records management area have been coordinating between the Recorder/County Clerk and Assessor's office to assess the record management/disaster recovery needs of both departments.

1994-95 ADOPTED PROGRAM OBJECTIVES

To convert paper records, documents, maps and associated fillings to micrographic reproductions.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

All recordable documents, instruments, judgements and associated records submitted to the Recorder's Office will be micrographically reproduced within a reasonable time frame.

All older records and indices will be micrographically reproduced by contract or in office as time permits.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Operations Management [0.00 SY; E = \$54,662; R = \$54,662] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset by the Micrographics Trust Fund.
 - o Able to perform all required functions on 1,207 master reels containing 2,659,021 images of recorded documents.
 - o Able to prepare 4,665 public access duplicate rolls of master microfilm containing 10,276,995 images of recorded documents.
 - o Able to prepare 1,200 disaster recovery silver master duplicates containing 2,643,600 images of recorded documents.

2. MICROGRAPHIC EQUIPMENT MAINTENANCE/REPLACEMENT/PURCHASE [0.00 SY; E = \$343,421; R = \$343,457] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset by the Micrographics Fund.
 - o Able to maintain all micrographic and related equipment used in the conversion of the Recorder/County Clerk's document storage system to micrographics.
 - o Purchased the following micrographic and related safety equipment to modernize the conversion of paper records to micrographics: Ultra Sonic Rack Cleaner; New Venting System in the film duplicating room; New Processor Intellifaucet regulator; Safety water sprayer in film processing lab.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Micrographic Fees	\$220,100	\$550,852	\$435,301	\$(115,551)
Administration/Travel Contribution	(37,182)	(37,182)	(37,182)	0
Sub-Total	\$182,918	\$513,670	\$398,119	\$(115,551)
Total	\$182,918	\$513,670	\$398,119	\$(115,551)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$(64,998)	\$(72)	\$(36)	\$36
Sub-Total	\$(64,998)	\$(72)	\$(36)	\$36
Total	\$(64,998)	\$(72)	\$(36)	36

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
Office Equipment - General	1	lot	\$12,500
Laboratory/Med/Instit Inst & Fur	1	lot	5,500
Total			\$18,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Microfilming older records and record documentation, editing, cleaning and duplicating produced microfilm reels					
% OF RESOURCES: 33%					
WORKLOAD					
Number of master reels released	1,296	1,475	1,120	1,480	1,207
Number of diazo duplicate reels released	5,136	5,726	5,325	5,250	4,665
Number of master silver dups (disaster recov.)	1,296	1,475	1,766	1,480	1,200
Number of images microfilmed	2,853,600	3,206,680	2,432,000	3,150,260	2,844,407
EFFICIENCY/OUTPUT					
n/a					
EFFECTIVENESS/OUTCOME					
% of recorded documents successfully microfilmed	100%	105%	100%	103%	101%

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
3053	Photo Reduction Technician	0	0.00	0	0.00	\$0	\$0
3030	Data Entry Operator	0	0.00	0	0.00	0	0
3040	Microfilm Operator	0	0.00	0	0.00	0	0
2700	Intermediate Clerk Typist	0	0.00	0	0.00	0	0
8802	Chief Recorder Image Mgmt. Svcs.	1	1.00	0	0.00	34,299	0
Total		1	1.00	0	0.00	\$34,299	\$0
Salary Adjustments:						839	0
Premium/Overtime Pay:						0	0
Employee Benefits:						10,377	0
Salary Savings:						(0)	(0)
Total Adjustments						\$11,216	\$0
Program Totals		1	1.00	0	0.00	\$45,515	\$0

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: GREGORY J. SMITH

ORGANIZATION #: 1500
REFERENCE: 1994-95 Proposed Budget - Pg. 43-19

AUTHORITY: Government Code Section 27361 (State 1984 Ch 1156, Section 3) authorizes the implementation of the program in this County.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$814,971	\$813,485	\$657,020	\$612,670	\$620,822	1.3
Services & Supplies	325,497	230,641	181,492	504,203	545,600	8.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	1,659,023	67,172	100,841	118,700	108,650	(8.5)
TOTAL DIRECT COST	\$2,799,491	\$1,111,298	\$939,353	\$1,235,573	\$1,275,072	3.2
PROGRAM REVENUE	(3,140,937)	(1,008,347)	(950,929)	(1,235,109)	(1,275,072)	3.2
NET GENERAL FUND CONTRIBUTION	\$(341,446)	\$102,951	\$(11,576)	\$464	\$0	(100.0)
STAFF YEARS	28.50	18.00	14.00	14.00	14.00	0.0

PROGRAM MISSION

To support, maintain, improve and provide for the full operation for modernized creation, retention, and retrieval of information in the County's system of recorded documents.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

All estimated expenditures will be offset by Modernization Trust funds and are projected to stay within budgeted levels.

ACHIEVEMENT OF 1993-94 OBJECTIVES

New computer programs on a personal computer platform have been developed to expedite fee determination, collection and reconciliation. System specifications are being developed for an integrated recording/accounting system on the Recorder/County Clerk's VAX 6530.

Corrections have been captured and entered into the automated indices to update current and older vital records under the auspices of the Recorder/County Clerk.

Personal computers have been purchased and issued to the administration, accounting and branch divisions to automate manual processes and enhance document/record processing, retention and retrieval.

1994-95 ADOPTED PROGRAM OBJECTIVES

To provide for the full support, maintenance and modernization of the County's system of recorded documents.

To provide modernized creation, retention and retrieval of all information in the County's system of recorded documents.

To insure financial support so that the County's system of recorded documents is kept accurate, that updates are timely and that the information maintained is accessible to the public and private institutions who require this information to establish the ownership of real property within San Diego County.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

The County's system of recorded documents is accurate, updated in a timely fashion, accessible and financially independent to insure the full support, maintenance and modernization of the County's system of recorded documents.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Systems Analysis [4.00 SY; E = \$281,878; R = \$281,350] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 100% by revenue collected for the Recorder's Modernization Trust Fund.
 - o Able to prepare computer programs to modernize the department's fee collection, fee audit procedure and correspondence procedures.
 - o Able to automate the marriage license system to eliminate data entry and save staff time.
 - o Enhance system of Recording Documents.
 - o Processing, retention and retrieval of Vital Records.
 - o Able to maintain VAX, IBM mainframe and PC based systems with minimum downtime.
2. Data Control [2.00 SY; E = \$227,915; R = \$227,489] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue collected for the Modernization Trust Fund.
 - o Able to process 43,419 entries and corrections to vital records annually.
 - o Providing personal computer maintenance, training and assistance to department personnel.
3. Fee Collection [2.00 SY; E = \$184,150; R = \$183,804] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Offset 100% by Modernization Trust Fund.
 - o Able to collect, account and deposit fees into 24 different revenue/trust accounts. In the 1993-94 fiscal year, the following was deposited and either retained or disbursed to State and other local public entities: Recording fee \$4,538,139; Modernization Trust 2,344,390; Micrographics Trust \$938,780; Document Transfer Tax \$10,852,000; Battered Children \$201,380; Trial Court \$1,409,610; County Clerk fees \$1,183,436 Copy fees \$518,217; Fictitious Business Name filings \$389,703;
 - o Able to automate revenue/trust account tracking, disbursement, reporting and deposits.
4. Examining and Recording Documents [3.00 SY; E = \$161,954; R = \$164,040] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Offset 100% by Modernization Trust Fund.
 - o Able to examine, determine fees and record 934,362 documents presented for recording.
 - o Able to provide training for the automated County system of Document Recording.
5. Equipment Maintenance and Acquisition [1.00 SY; E = \$358,666; R = \$357,995] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o 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.
 - o Able to acquire approximately \$118,700 in fixed assets to support and improve departmental operations in the area of the automated County system of Document Recording.

6. Personnel/Training/Payroll Services [2.00 SY; E = \$60,509; R = \$60,394] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Offset 100% by Modernization Trust Fund.
 - o Able to provide training to all departmental and associated title company personnel in the area of sexual harassment, public contact and repetitive motion.
 - o Able to standardize and improve all interview procedures to insure fairness, limit liability, and insure the acquisition and promotion of the most qualified applicants.
 - o 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Modernization	\$1,029,778	\$1,313,958	\$1,306,003	\$(7,955)
Administration/Travel Contribution	(78,849)	(78,849)	(30,931)	47,918
Sub-Total	\$950,929	\$1,235,109	\$1,275,072	\$39,963
Total	\$950,929	\$1,235,109	\$1,275,072	\$39,963

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS	\$11,576	\$464	\$0	\$(464)
Sub-Total	\$11,576	\$464	\$0	\$(464)
Total	\$11,576	\$0	\$0	0

EXPLANATION/COMMENT ON PROGRAM REVENUES

1993-94 Actual revenues may project 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.

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
Office Equipment - General	1	lot	\$57,700
Data Processing Equipment	1	lot	50,950
Total			\$108,650

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2542	Recorder Information Svcs. Mgr.	1	1.00	1	1.00	58,942	58,942
2526	Recorder, Program Dev. Specialist	1	1.00	1	1.00	49,507	49,508
2328	Dept. Personnel Officer II	1	1.00	1	1.00	38,142	39,116
2525	Senior System Analyst	1	1.00	1	1.00	54,748	54,747
2427	Associate System Analyst	1	1.00	1	1.00	42,076	42,086
3119	Dept. Computer Specialist II	1	1.00	1	1.00	29,878	27,926
2906	Legal Procedures Clerk III	1	1.00	1	1.00	22,969	23,650
2493	Intermediate Account Clerk	2	2.00	2	2.00	38,347	38,863
2494	Payroll Clerk	1	1.00	1	1.00	18,882	21,757
2710	Junior Clerk Typist	1	1.00	1	1.00	14,407	14,834
3030	Data Entry Operator	2	2.00	2	2.00	34,856	35,882
2510	Senior Acct. Clerk	1	1.00	1	1.00	23,950	23,092
Total		14	14.00	14	14.00	\$426,704	\$430,403
Salary Adjustments:						10	18,000
Integrated Leave Program						(6,097)	(0)
Premium/Overtime Pay:						55,000	39,200
Employee Benefits:						145,520	141,553
Salary Savings:						(8,467)	(8,334)
Total Adjustments						\$185,966	\$190,419
Program Totals		14	14.00	14	14.00	\$612,670	\$620,822

PROGRAM: DEPARTMENT OVERHEAD

DEPARTMENT: RECORDER/COUNTY CLERK

PROGRAM #: 31502
MANAGER: GREGORY J. SMITH

ORGANIZATION #: 1500
REFERENCE: 1994-95 Proposed Budget - Pg. 43-26

AUTHORITY:

Government Code Section 24000 and Charter Section 13 provide for an elected Recorder/County Clerk. Government Code Sections 27201 and 27383 describe the administrative authority and duties.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$369,056	\$385,512	\$471,116	\$402,078	\$237,427	(41.0)
Services & Supplies	30,113	27,219	15,973	12,140	14,589	20.2
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$399,169	\$412,731	\$487,089	\$414,218	\$252,016	(39.2)
PROGRAM REVENUE	(900)	(412,731)	(487,089)	(414,218)	(252,016)	(39.2)
NET GENERAL FUND CONTRIBUTION	\$398,269	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	6.00	6.00	8.00	6.00	6.00	0.0

PROGRAM MISSION

To provide administrative support, strategic planning/direction, program monitoring/oversight, and staff development/coordination to insure the most effective, efficient public service delivery possible in the areas of recordation and filing of documents, vital record processing and other associated functions provided by the Office of the Recorder/County Clerk.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Estimated actual for all account categories are within budgeted levels.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Coordination efforts continue between Recorder/County Clerk staff and Assessor staff to effectuate the approved merger of operations in January. Staff development objectives continue. Providing a working environment that promotes staff development and excellent public service is a dynamic process requiring continuous effort and commitment. Management has met and exceeded objectives in this area through assignment cross training, technical training, automation, work-flow documentation and staff empowerment.

1994-95 ADOPTED PROGRAM OBJECTIVES

To combine the Office of the Recorder/County Clerk with the Assessor and ensure a smooth transition with no interruption in departmental operations.

To provide strategic direction and planning to improve and expand public service delivery while maintaining budgeted levels.

To provide the necessary program oversight and monitoring to maintain exceptional public service delivery.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

That all public service delivery is done in a timely fashion, is accurate and that all interaction with clients is handled in a courteous and professional manner.

That all staff are adequately trained to perform their duties and provide a work environment which maintains employee dignity and respect.

That no disruption in public service delivery occurs due to the future merger of the Office of the Assessor with the Office of the Recorder/County Clerk.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

1. Department Overhead [6.00 SY; E = \$252,016; R = \$252,016]

- o Provides for the enumeration of 2.00 authorized Temporary Extra Help staff years/positions normally defined only as budgeted Temporary/Extra Help dollars in prior years. This is simply a procedural change provided at the request of the Auditor and Controller. There was a reduction of two staff years/positions in the overhead program for the 1994-95 Fiscal Year.

PROGRAM: OVERHEAD

DEPARTMENT: RECORDER/COUNTY CLERK

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
FEES:				
Micrographics fee	\$37,182	\$37,182	\$37,182	\$0
Modernization fee - (overhead offset)	78,849	78,849	109,780	30,931
Recording Fees - Recording Documents (overhead offset)	371,058	298,187	105,054	(193,133)
Sub-Total	\$487,089	\$414,218	\$252,016	\$(162,202)
Total	\$487,089	\$414,218	\$252,016	\$(162,202)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	0

EXPLANATION/COMMENT ON PROGRAM REVENUES

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.

Note: The overhead program is 100% revenue offset, there is no General Fund Contribution to this program. 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.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0150	Recorder	1	1.00	0	0.00	\$77,766	\$0
0250	Chief Deputy Recorder	1	1.00	1	1.00	71,303	71,304
0249	Special Assistant, Recorder	1	0.00	0	0.00	57,503	0
2491	Manager, Receipts & Deposits	1	1.00	1	1.00	42,550	42,558
2759	Admin. Secretary IV	1	1.00	1	1.00	28,744	30,774
2510	Senior Account Clerk	1	1.00	1	1.00	21,985	20,774
9999	Temporary Extra Help	12	0.00	2	2.00	5,000	500
Total		18	5.00	6	6.00	\$304,851	\$165,910
Salary Adjustments:						(633)	27,093
Integrated Leave Savings:						(6,152)	0
Premium/Overtime Pay:						0	400
Employee Benefits:						110,874	50,938
Salary Savings:						(6,862)	(6,914)
Total Adjustments						\$97,227	\$71,517
Program Totals		18	5.00	6	6.00	\$402,078	\$237,427

TREASURER-TAX COLLECTOR

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
TAX COLLECTION	\$2,783,655	\$2,784,379	\$2,738,344	\$2,841,085	\$3,024,855	\$183,770	6.5
TREASURY	1,770,376	1,846,463	1,931,737	1,890,896	1,882,899	(7,997)	(0.4)
DEPARTMENT OVERHEAD	586,512	514,530	501,505	613,485	594,486	(18,999)	(3.1)
TOTAL DIRECT COST	\$5,140,543	\$5,145,372	\$5,171,586	\$5,345,466	\$5,502,240	\$156,774	2.9
PROGRAM REVENUE	(3,978,115)	(3,679,596)	(4,040,451)	(4,097,362)	(3,082,280)	1,015,082	(24.8)
NET GENERAL FUND COST	\$1,162,428	\$1,465,776	\$1,131,135	\$1,248,104	\$2,419,960	\$1,171,856	93.9
STAFF YEARS	96.24	95.39	91.17	116.25	116.25	0.00	0.0

MISSION

To perform the duties of the County Tax Collector and Treasurer according to State law and the County Charter.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. Maintain or improve the current level of service to taxpayers through the use of innovation and automation.
2. Maximize investment returns in the volatile investment markets.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. Earn 7% on monies in the Treasurer's custody.
2. Collect \$1,277,000,000 in secured property taxes.
3. Collect 97.5% of all unsecured taxes.

TREASURER-TAX COLLECTOR DEPARTMENT

TREASURER-TAX COLLECTOR - 1200	
	<u>Staff Years</u>
Treasurer-Tax Collector	1.0
Chief Deputy Treasurer	1.0
Chief Deputy Tax Collector	1.0
Administrative Secretary IV	1.0
TOTAL	4.0

ADMINISTRATIVE SERVICES - 1200	
Provides budget, fiscal, payroll, personnal, purchasing services	
<u>Permanent</u>	<u>Staff Years</u>
Mgr. Adm Svcs	1.0
Admin. Asst. I	1.0
Admin. Secy. III	1.0
Sr. Payroll Clerk	1.0
Sr. Systems Analyst	1.0
Dept. EDP Coordinator	1.0
SUB TOTAL	6.0
Non-Permanent	0.42
TOTAL	6.42

TREASURY ACCOUNTING - 1211	
Provides banking accountability, Pooled Fund, & Retirement portfolio	
<u>Permanent</u>	<u>Staff Years</u>
Investment Manager	1.0
Asst. Investment Mgr.	2.0
Mgr. Receipts & Deposits	1.0
Tax Pmt. Processor	1.0
Senior Accountant	1.0
Associate Accountant	1.0
Accounting Technician	1.0
Sr. Account Clerk	1.0
Admin. Secy II	1.0
Senior Cashier	1.0
Cashier	1.5
Int. Clerk Typist	1.0
TOTAL	13.5

SECURED TAXES - 1222/1231	
Secured property tax collections, records and tax sales.	
<u>Permanent</u>	<u>Staff Years</u>
Mgr. Secured Taxes	1.0
Tax Serv. Div. Chief	2.0
Asst. Div. Chief	2.0
Sr. Account Clerk	6.0
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 - 1261	
Unsecured tax collection and records Uniform Tourist Taxes.	
<u>Permanent</u>	<u>Staff Years</u>
Mgr. Field Collections	1.0
Ast. Mgr. Field Collections	1.0
Field Investigator	6.0
Supervising Clerk	1.0
Senion Clerk	1.0
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 PROCESSING - 1251	
Bank Deposits, cash receipts and mail mail payments.	
<u>Permanent</u>	<u>Staff Years</u>
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	1.0
SUB TOTAL	9.5
Non-Permanent	.33
TOTAL	9.83

BONDS - 1281	
Collect assessments, improve- ment bonds, Deffered Comp.	
<u>Permanent</u>	<u>Staff Years</u>
Supervising Clerk	1.0
Sr. Account Clerk	1.0
Int. Account Clerk	3.0
TOTAL	5.0

TAX COLLECTION ACCOUNTING - 1271	
Provides Fund accountability, tax fund records	
<u>Permanent</u>	<u>Staff Years</u>
Senior Accountant	1.0
Accounting Technician	1.0
Senior Account Clerk	1.0
Int. Account Clerk	3.0
SUB TOTAL	6.0
Non-Permanent	.16
TOTAL	6.16

PROGRAM: Tax Collection

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 07401
MANAGER: Bart Hartman

ORGANIZATION #: 1200
REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,350,509	\$2,399,523	\$2,378,775	\$2,574,013	\$2,751,583	6.9
Services & Supplies	338,230	369,431	359,569	267,072	273,272	2.3
Other Charges	0	0	0	0	0	0.0
Fixed Assets	94,916	15,425	0	0	0	0.0
TOTAL DIRECT COST	\$2,783,655	\$2,784,379	\$2,738,344	\$2,841,085	\$3,024,855	6.5
PROGRAM REVENUE	(2,165,204)	(1,913,671)	(2,133,853)	(2,136,009)	(1,129,812)	(47.1)
NET GENERAL FUND CONTRIBUTION	\$618,451	\$870,708	\$604,491	\$705,076	\$1,895,043	168.8
STAFF YEARS	73.18	71.12	68.56	89.33	89.33	0.0

PROGRAM MISSION

To collect secured and unsecured taxes for all local government taxing agencies.

To collect the Uniform Tourist Tax for the unincorporated areas of San Diego County.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Direct costs are projected to be \$102,741 under budget. Salaries and Benefit costs will be \$195,238 under appropriations. Service and Supplies expenditures will be \$92,497 over budgeted amounts due to payments for annual seasonal agency personnel that is a standard transfer expense from the salaries account and the requirement to include prior year expenditures in the 1993-94 expenditures. Revenue will be \$2,156 under budget.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Maintain taxpayer service levels in telephone call handling, turnaround time on information, inquires, taxpayer requests and research assignments, without staff augmentation to meet workload increases.
 - All service levels were maintained without any addition in staffing.
2. Maintain leadership position in California in the collection effectiveness of Unsecured property taxes.
 - The Unsecured Division collected 98.53% of the total Unsecured taxes. This ranks in the top of all Counties with in the state.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Maintain taxpayer service levels in telephone call handling, turnaround time on information, inquiries, taxpayer requests and research assignments, without staff augmentation to meet workload increases.
2. Maintain leadership position in California in the collection effectiveness of unsecured property taxes.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Collect \$1,277,000,000 in Secured Property taxes.
2. Collect 97.50% of all Unsecured taxes.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Current Secured Tax Collection [36.94 SY; E = \$1,147,302; R = \$477,062] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 77% by program revenue and collects \$1,277,000,000 in taxes.
 - o Expediting deposits of collected taxes for increased investment earnings.
2. Unsecured Tax Collection [30.06 SY; E = \$1,088,642; R = \$182,283] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o 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 [22.33 SY; E = \$788,911; R = \$470,467] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 75% by program revenue and collects \$62,000,000 in taxes.
 - o Adding on-line computer systems to reduce paper records and increase response capacity for taxpayer services.

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 - o Offset 77% by program revenue and collects \$1,277,000,000 in taxes.
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 - o Offset 75% by program revenue and collects \$62,000,000 in taxes.
 - o Adding on-line computer systems to reduce paper records and increase response capacity for taxpayer services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
Delinquent Costs of Secured Property	\$705,519	\$690,335	\$690,335	\$0
Redemption Fees/Cost Recovery of Public Auctions	252,968	164,979	164,979	0
Returned Check Fees	31,431	22,000	22,000	0
Escheatment of Unclaimed Money	5,192	16,000	16,000	0
Other Miscellaneous Fees	3,102	10,000	10,000	0
SB813 Recovery	222,200	212,151	0	(212,151)
Property Tax System Administration	664,155	746,292	0	(746,292)
Business Licenses	47,754	47,754	0	(47,754)
Aid From Other Gov't Agency	0	16,498	16,498	0
Pooled Money Fund	201,532	210,000	210,000	0
Sub-Total	2,133,853	2,136,009	1,129,812	(1,006,197)
Total	\$2,133,853	\$2,136,009	\$1,129,812	\$(1,006,197)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Program Cost	\$604,491	\$705,076	\$1,895,043	\$1,189,967
Sub-Total	\$604,491	\$705,076	\$1,895,043	\$1,189,967
Total	\$604,491	\$705,076	\$1,895,043	\$1,189,967

EXPLANATION/COMMENT ON PROGRAM REVENUES

All Revenues are based on charges and fees in the California Revenue and Taxation Code, except returned check fees which are County imposed. Revenue is generated primarily by collection of penalties on delinquent payments, and fees and cost recovery from the sale of defaulted properties.

The deletion of SB-813 Recovery, Property Tax System Administration and Business Licenses revenues were changed from program revenue to general revenue at the direction of the Auditor and Controller. This was due to unrestricted revenues being classified and recorded as general program revenues.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Current Secured Taxes					
% OF RESOURCES: 37%					
WORKLOAD					
Tax Bills and Statements	1,309,485	1,360,987	1,288,220	1,380,000	1,400,000
Tax Payments	1,648,274	1,625,856	1,671,841	1,630,000	1,645,000
Refunds	21,423	29,982	44,538	30,000	30,000
Service Requests	162,170	139,952	129,170	140,000	140,000
EFFICIENCY/OUTPUT					
Payments/Staff Hour	29.12	28.59	27.93	25.00	25.25
Cost/Current Tax Bill Issued	2.06	2.15	2.14	2.20	2.26
EFFECTIVENESS/OUTCOME					
Tax Charge Collected	95.29%	95.31%	94.90	95.00%	95.00
ACTIVITY B:					
Prior Year Secured Taxes					
% OF RESOURCES: 27%					
WORKLOAD					
Prior Year Parcels	36,362	37,820	42,366	38,500	42,500
Prior Year Tax Payments	22,192	18,962	24,282	19,200	24,000
EFFICIENCY/OUTPUT					
Prior Year Payments/Staff Hour	.62	.63	.65	.60	.61
EFFECTIVENESS/OUTCOME					
Prior Year Tax Charge Collected	49.6%	49.7%	47.80	50.0%	49.00
ACTIVITY C:					
Unsecured Taxes					
% OF RESOURCES: 36%					
WORKLOAD					
Tax Bills Issued	130,961	121,790	121,004	122,789	121,532
Tax Bills Collected	127,396	118,496	117,553	119,552	119,900
EFFICIENCY/OUTPUT					
Tax Payment/Staff Hour	3.54	3.53	3.54	3.45	3.46
Cost/Tax Bill Issued	\$12.01	\$11.86	\$11.82	\$11.50	\$11.50
Business Certificates Mailed	28,051	14,053	15,287	13,251	13,541

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
<hr/>					
<u>EFFECTIVENESS/OUTCOME</u>					
Tax Charge Collected	98.33%	98.15%	98.53	97.50%	97.50%

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2403	Accounting Technician	1	1.00	1	1.00	\$23,791	\$23,949
2430	Cashier	2	1.50	2	1.50	30,701	32,096
2449	Manager Field Collections	1	1.00	1	1.00	57,482	57,483
2450	Asst. Mgr. Field Collections	1	1.00	1	1.00	42,525	42,135
2454	Tax Services Division Chief	2	2.00	2	2.00	78,855	80,742
2455	Manager Secured Taxes	1	1.00	1	1.00	57,482	57,483
2456	Assistant Division Chief	2	2.00	2	2.00	63,477	64,970
2457	Tax Payment Processor	4	4.00	4	4.00	96,224	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	44,515	44,515
2493	Intermediate Account Clerk	19	18.00	19	18.00	352,871	352,477
2505	Senior Accountant	1	1.00	1	1.00	45,081	45,081
2510	Senior Account Clerk	12	10.00	12	10.00	235,732	236,315
2525	Senior Systems Analyst	1	1.00	1	1.00	54,748	54,747
2700	Intermediate Clerk Typist	19	14.00	19	14.00	271,774	278,474
2730	Senior Clerk	7	7.00	7	7.00	167,227	158,118
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,770
2757	Administrative Secretary II	3	3.00	3	3.00	73,788	73,788
3053	Photo Reduction Technician	1	1.00	1	1.00	24,928	24,449
3118	Dept. Computer Specialist I	1	1.00	1	1.00	25,804	25,809
5719	Field Investigator	8	6.00	8	6.00	203,705	206,962
9999	Extra Help	28	10.83	28	10.83	118,872	118,872
Total		117	89.33	117	89.33	\$2,123,950	\$2,129,057
Salary Adjustments:						(155,749)	0
ILP Reduction						(35,451)	0
Premium/Overtime Pay:						30,600	30,600
Employee Benefits:						709,316	697,339
Salary Savings:						(98,653)	(105,413)
Total Adjustments						\$450,063	\$622,526
Program Totals		117	89.33	117	89.33	\$2,574,013	\$2,751,583

PROGRAM: Treasury

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 07701
MANAGER: Norman H. Ernst

ORGANIZATION #: 1200
REFERENCE: 1994-95 Proposed Budget - Pg. 45-9

AUTHORITY: This program was developed to carry out Government Code 53601 et seq.; Streets and Highways Codes 6400-6427, 6440-6632, and 10600-09.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$720,177	\$772,541	\$730,907	\$763,940	\$759,444	(0.6)
Services & Supplies	984,192	1,063,973	1,077,428	1,046,956	1,087,855	3.9
Other Charges	0	0	0	0	0	0.0
Fixed Assets	66,006	9,949	123,402	80,000	35,600	(55.5)
TOTAL DIRECT COST	\$1,770,375	\$1,846,463	\$1,931,737	\$1,890,896	\$1,882,899	(0.4)
PROGRAM REVENUE	(1,812,911)	(1,765,925)	(1,906,600)	(1,961,353)	(1,952,468)	(0.5)
NET GENERAL FUND CONTRIBUTION	\$(42,536)	\$80,538	\$25,137	\$(70,457)	\$(69,569)	(1.3)
STAFF YEARS	16.14	17.8	16.29	18.5	18.5	0.0

PROGRAM MISSION

To protect and conserve public funds by means of centralized management of banking, investment, disbursement and accountability of all funds.

To provide custody and payment of all County, school and special district monies in the County Treasury.

To administer the Improvement Bond Act of 1911, 1913 and 1915, which includes the issuing of Bonds, billing and collection of payments and payment coupons.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Salary and Benefit costs are projected to be \$33,033 under budgeted amounts. Service and Supplies expenditures will be \$30,472 over budget due to higher than anticipated banking costs, and the requirement to include prior year expenditures. Fixed Assets expenditures are \$43,402 over budget due to the requirement to include prior year expenditures.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Earn 5.0% interest on monies in the Treasurer's custody.
 - Funds in the Treasurer's custody earned 6.1% for the Fiscal Year.
2. Maximize interest returns in a volatile market through state-of-the-art financial services, sophisticated investment techniques, and Department generated computer analyses, applications and executions.
 - By achieving an earnings rate of 6.1% that exceeded market averages this objective was achieved.
3. Maintain maximum level of services provided on general obligation bonds and coupon payments and collections.
 - During Fiscal Year 23,724 Bonds and Coupons were paid, and 2,154 Bonds were presented for registration.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. 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.
2. Maintain minimum level of services provided on General Obligation Bonds and coupon payments and collections.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Earn 7% interest on monies in the Treasurer's custody.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Treasury [13.50 SY; E = \$1,726,695; R = \$1,820,968] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset entirely by program revenue.
 - o Incurring additional costs only for authorized levels of staffing, services and equipment replacement.
 - o Maximizing interest earnings of the Pooled Money Fund.
2. General Obligation and Improvement Bonds [5.00 SY; E = \$156,204; R = \$131,500] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 86% by program revenue.
 - o Maintaining bond and coupon payment activity service levels.
 - o Managing the County Deferred Compensation Program and providing information and assistance on the Hartford Program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
Pooled Money Fund Service	\$1,865,788	\$1,905,453	\$1,896,568	\$(8,885)
Audit Fees Deferred Compensation	2,390	10,000	10,000	0
Audit Fees, Improvement Bonds	317	100	100	0
Miscellaneous	170	800	800	0
Collection Fees-Admin Costs	37,935	45,000	45,000	0
Sub-Total	\$1,906,600	\$1,961,353	\$1,952,468	\$(8,885)
Total	\$1,906,600	\$1,961,353	\$1,952,468	\$(8,885)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
	\$25,137	\$(70,457)	\$(69,569)	\$888
Sub-Total	\$25,137	\$(70,457)	\$(69,569)	\$888
Total	\$25,137	\$(70,457)	\$(69,569)	\$888

EXPLANATION/COMMENT ON PROGRAM REVENUES

The major sources of revenue are 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, fixed assets and allocated departmental overheads. 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 decrease in 1994-95 revenues reflects the relative decrease in program operating expenditures.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Photo Copier	1	lot	\$22,000
Micro-Computer	2	lot	13,600
Total			\$35,600

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Treasury					
% OF RESOURCES: 93%					
<u>WORKLOAD</u>					
Investment Transactions	5,232	5,268	5,005	5,300	5,100
Items Deposited	1,554,060	1,457,000	1,397,000	1,500,000	1,400,000
Deposit Permits Proofed	24,103	24,200	24,150	24,500	24,200
<u>EFFICIENCY/OUTPUT</u>					
Unit Cost Per Item Deposited	\$0.17	\$0.18	\$0.21	\$0.18	\$0.19
<u>EFFECTIVENESS/OUTCOME</u>					
Average Rate of Return to Investment Fund	8.80	7.7	6.1	7.5	7.0
ACTIVITY B:					
Improvement and General Obligation Bonds					
% OF RESOURCES: 7%					
<u>WORKLOAD</u>					
Bonds and Coupons Paid	29,499	31,954	23,724	32,000	23,000
Bonds Presented for Registration	72	78	2,154	70	70
Subdivision Maps Processed/Approved	176	151	111	150	100
Deferred Compensation Accounts					
County Plan	399	548	591	800	600
Hartford Plan	4,346	4,595	5,504	4,900	5,700

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2403	Accounting Technician	1	1.00	1	1.00	\$26,666	\$26,666
2425	Associate Accountant	1	1.00	1	1.00	37,124	37,125
2430	Cashier	2	1.50	2	1.50	33,710	32,259
2457	Tax Payment Processor	1	1.00	1	1.00	24,056	24,056
2490	Assistant Investment Manager	2	2.00	2	2.00	102,568	94,742
2491	Manager Receipts & Deposits	1	1.00	1	1.00	50,240	50,240
2492	Investment Manager	1	1.00	1	1.00	85,712	85,712
2493	Intermediate Account Clerk	4	3.00	4	3.00	58,329	59,661
2505	Senior Accountant	1	1.00	1	1.00	45,081	45,081
2510	Sr. Account Clerk	2	2.00	2	2.00	46,835	47,898
2513	Senior Cashier	1	1.00	1	1.00	24,578	24,578
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,047	17,941
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,770
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,474
Total		20	18.50	20	18.50	\$608,190	\$599,203
Salary Adjustments:						3	0
ILP Reduction						(14,367)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						197,725	188,337
Salary Savings:						(27,611)	(28,096)
Total Adjustments						\$155,750	\$160,241
Program Totals		20	18.50	20	18.50	\$763,940	\$759,444

PROGRAM: Department Overhead

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 92101
MANAGER: Ray N. Rainer

ORGANIZATION #: 1200
REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$567,087	\$496,016	\$492,767	\$581,303	\$563,868	(3.0)
Services & Supplies	19,425	18,514	8,738	32,182	30,618	(4.9)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$586,512	\$514,530	\$501,505	\$613,485	\$594,486	(3.1)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$586,512	\$514,530	\$501,505	\$613,485	\$594,486	(3.1)
STAFF YEARS	6.62	6.45	6.32	8.42	8.42	0.0

PROGRAM MISSION

To provide management and administrative services needed to direct and support the operations of the Treasurer-Tax Collector.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Salary and Benefit costs are projected to be \$88,536 under budgeted appropriations. Service and Supplies expenditures are estimated to be \$23,444 under budget.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Provide the leadership necessary to achieve Treasurer-Tax Collector Department's program objectives.
 - All program objectives for Fiscal Year 1993-94 were achieved.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Supply department-wide personnel management and payroll services.
2. Provide budget preparation and administration for the Treasurer-Tax Collector.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Assist department managers in meeting their departmental objectives by providing personnel support and services.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

This is a single activity program and summarized as follows:

1. Department Overhead [8.42 SY; E = \$594,486; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing management and control support for the department.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
N/A:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
PROGRAM COSTS:	\$501,505	\$613,485	\$594,486	\$(18,999)
Sub-Total	\$501,505	\$613,485	\$594,486	\$(18,999)
Total	\$501,505	\$613,485	\$594,486	\$(18,999)

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is 100% offset by net County cost.

STAFFING SCHEDULE

Class	Title	1993-94	1993-94	1994-95	1994-95	1993-94	1994-95
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0185	Treasurer-Tax Collector	1	1.00	1	1.00	\$91,970	\$91,971
0270	Chief Deputy Tax Collector	1	1.00	1	1.00	79,910	79,910
0280	Chief Deputy Treasurer	1	1.00	1	1.00	79,910	83,624
2304	Admin Asst I	1	1.00	1	1.00	34,334	35,269
2369	Admin Services Manager II	1	1.00	1	1.00	54,748	54,747
2511	Senior Payroll Clerk	1	1.00	1	1.00	23,453	24,623
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	\$433,034	\$438,853
Salary Adjustments:						0	(3,194)
ILP Reduction						(10,391)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						158,660	128,209
Salary Savings:						(0)	(0)
Total Adjustments						\$148,269	\$125,015
Program Totals		9	8.42	9	8.42	\$581,303	\$563,868

SUPPORT DEPARTMENTS

CAPITAL ASSET LEASING (SANCAL)

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Capital Asset Leasing	\$6,366,994	\$4,957,089	1,757,834	1,938,803	277,832	(1,660,971)	(85.7)
TOTAL DIRECT COST	\$6,366,994	\$4,957,089	\$1,757,834	\$1,938,803	\$277,832	\$(1,660,971)	(85.7)
PROGRAM REVENUE	(200,000)	(0)	(\$0)	(\$0)	(\$0)	\$0	0.0
NET GENERAL FUND COST	\$6,166,994	\$4,957,089	\$1,757,834	\$1,938,803	\$277,832	\$(1,660,971)	(85.7)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

SANCAL is a non-profit corporation created to provide a vehicle to finance the acquisition of real and personal property. The Corporation has the power to incur indebtedness through the issuance of bonds, debentures or other instruments of debts to purchase land, buildings and fixed assets which are then leased to the county. This budget unit was created to provide a specific method to budget and make debt payments on fixed asset equipment acquired by SANCAL. Debt incur for the acquisition of real property is budgeted through the Capital Outlay Fund (COF).

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

To budget for and make payments for debt incurred by SANCAL from the issuance of bonds to raise funds to purchase fixed asset equipment.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

To make the proper payments in a timely manner;

To identify and use residual bond funds whenever and wherever possible.

Note:

The only remaining equipment bond issue is the SANCAL 87 Equipment Issue. This is the last full year. The SANCAL 87 Equipment issue will be retired in the Summer of 1995 with the last payment made from residuals. It is likely this budget unit will be terminated at the end of FY94/95.

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PROGRAM: Capital Asset Leasing (SANCAL)

DEPARTMENT: CAPITAL ASSET LEASING (SANCAL)

PROGRAM #: 00001

ORGANIZATION #: 5200

MANAGER: Auditor & Controller

REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	0	0	0	0.0
Other Charges	6,366,994	4,957,089	1,938,803	1,938,803	277,832	(85.7)
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	\$6,366,994	\$4,957,089	\$1,938,803	\$1,938,803	\$277,832	(85.7)
PROGRAM REVENUE	(200,000)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$6,166,994	\$4,957,089	\$1,938,803	\$1,938,803	\$277,832	(85.7)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

See statement in Department Summary.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

As of period 10, debt payments are projected to be \$180,969 under budget. This is due to lower than expected debt costs for the SANCAL 87 issue because of the delay in the delivery of vehicles; use of residuals to lower the debt costs to the county.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Due to lower than expected debt costs for the SANCAL 87 issues associated with the delay in the delivery of vehicles, debt payments were \$180,969 under budget.

1994-95 ADOPTED PROGRAM OBJECTIVES

See statement in Department Summary.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

See statement in Department Summary.

CIVIL SERVICE COMMISSION

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
PERSONNEL SERVICES	\$259,072	\$270,568	\$278,747	\$290,205	\$290,540	\$335	0.1
TOTAL DIRECT COST	\$259,072	\$270,568	\$278,747	\$290,205	\$290,540	335	0.1
PROGRAM REVENUE	(23,063)	(22,923)	(25,179)	(24,861)	(22,922)	1,939	(7.8)
NET GENERAL FUND COST	\$236,009	\$247,645	\$253,568	\$265,344	\$267,618	\$2,274	0.9
STAFF YEARS	4.20	4.20	3.50	4.00	4.00	0.00	0.0

MISSION

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

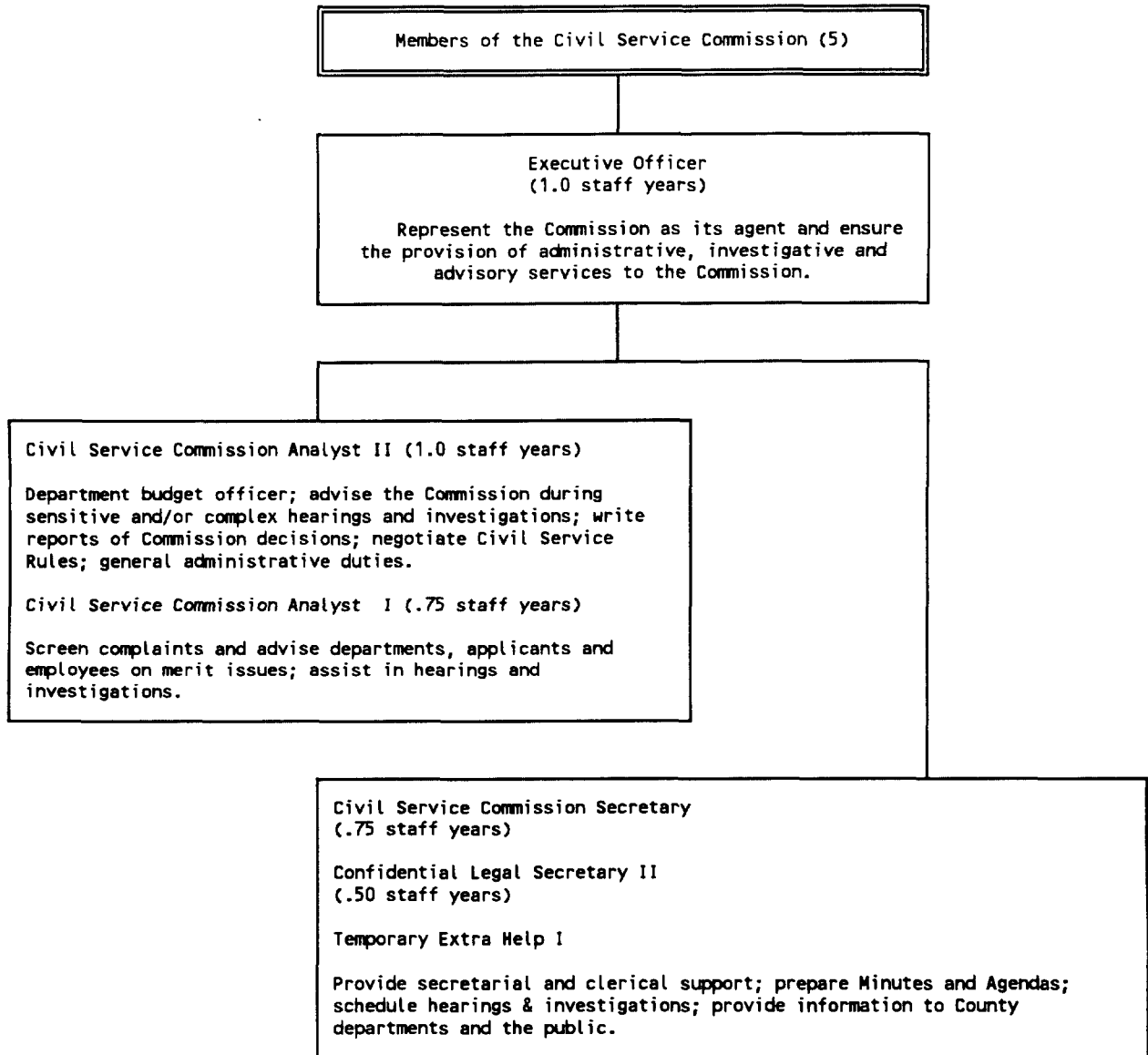
1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

To ensure due process for County departments and employees through the timely and impartial provision of investigative and appellate services.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

To help ensure that personnel matters affecting the County Classified Service are objectively and expeditiously adjudicated.

ORGANIZATION CHART OF THE CIVIL SERVICE COMMISSION



6 Positions

4.00 Staff Years

AUTHORITY: ARTICLE IX, SECTION 904, SAN DIEGO COUNTY CHARTER

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$237,476	\$255,381	\$265,634	\$283,761	\$283,922	0.1
Services & Supplies	20,863	15,187	13,113	6,444	6,618	2.7
Other Charges	0	0	0	0	0	0.0
Fixed Assets	733	0	0	0	0	0.0
TOTAL DIRECT COST	\$259,072	\$270,568	\$278,747	\$290,205	\$290,540	0.1
PROGRAM REVENUE	(23,063)	(22,923)	(25,179)	(24,861)	(22,922)	(7.8)
NET GENERAL FUND CONTRIBUTION	\$236,009	\$247,645	\$253,568	\$265,344	\$267,618	0.9
STAFF YEARS	4.20	4.20	3.50	4.00	4.00	0.0

PROGRAM MISSION

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

This department's 2000 account has consistently been underfunded by \$8,000 to \$10,000 per year. This has necessitated transferring funds annually from Salaries & Benefits to Services and Supplies to cover actual operating expenses. This year (94-95) with an increase in hearings, particularly those requiring the services of a court reporter, the actual operating expenses for this department have substantially increased.

ACHIEVEMENT OF 1993-94 OBJECTIVES

This department successfully fulfilled its 1993-94 objectives, despite financial constraints and increased requests for investigations and hearings.

1994-95 ADOPTED PROGRAM OBJECTIVES

To ensure due process in personnel matters by providing impartial and timely appellate and investigative services.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

To work with County departments, employees and their representatives to ensure that personnel matters affecting the County Classified Service are fairly and expeditiously adjudicated.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Personnel Services [4.00 SY; E = \$290,540; R = \$22,922] including support personnel is:
 - o Mandated/Discretionary Service Level

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
OTHER:				
ROAD FUND	\$12,553	\$12,553	\$11,177	\$(1,376)
APCD	2,919	2,819	2,952	133
LIBRARY	4,071	4,071	3,359	(712)
AIRPORT/LIQUID/SOLID	5,418	5,418	5,434	16
OTHER MISCELLANEOUS	218	0	0	0
Sub-Total	\$25,179	\$24,861	\$22,922	\$(1,939)
Total	\$25,179	\$24,861	\$22,922	\$(1,939)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$253,568	\$265,344	\$267,618	\$2,274
Sub-Total	\$253,568	\$265,344	\$267,618	\$2,274
Total	\$253,568	\$265,344	\$267,618	\$2,274

EXPLANATION/COMMENT ON PROGRAM REVENUES

All revenue for this sole program department is from A87 allocations.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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ACTIVITY A:
KEY WORKLOAD INDICATORS

% OF RESOURCES: 100%

WORKLOAD

COMMISSION HEARINGS	32	28	39	35	45
COMMISSION INVESTIGATIONS	8	9	14	9	18
STAFF REVIEW/RECOMMENDATION	409	382	353	366	434

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 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	71,347
2406	COMMISSION ANALYST II	1	1.00	1	1.00	44,688	46,163
2407	COMMISSION ANALYST I	1	.75	1	.75	30,958	31,261
2753	CSC SECRETARY	1	.75	1	.75	23,827	23,834
2772	CONFIDENTIAL LEGAL SECRETARY	1	.50	1	.50	16,230	16,230
9999	EXTRA HELP	1	.00	1	.00	3,500	3,500
Total		16	4.00	16	4.00	\$216,201	\$217,985
Salary Adjustments:						(58)	3
Premium/Overtime Pay:						0	0
Employee Benefits:						73,006	65,934
ILP						(5,388)	0
Salary Savings:						(0)	(0)
Total Adjustments						\$67,560	\$65,937
Program Totals		16	4.00	16	4.00	\$283,761	\$283,922

ELECTRONIC SYSTEMS AND EQUIPMENT

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Communications Equipment	\$2,803,687	\$2,746,810	\$2,492,936	\$2,342,911	\$5,300,911	\$2,958,000	126.3
Telephone Utilities	7,691,491	6,233,709	6,453,045	6,629,606	6,648,044	18,438	0.3
TOTAL DIRECT COST	\$10,495,178	\$8,980,519	\$8,945,981	\$8,972,517	\$11,948,955	\$2,976,438	33.2
PROGRAM REVENUE	(438,151)	(146,425)	(76,586)	(20,370)	(2,979,000)	(2,958,630)	14,524.4
NET GENERAL FUND COST	\$10,057,027	\$8,834,094	\$8,869,395	\$8,952,147	\$8,969,955	\$17,808	0.2
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To provide communications equipment and telephone utilities for County Departments.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

Electronic systems and equipment consist of Telephone Utilities and Communications Equipment. These programs are managed by the Telecommunications Program of the Department of Information Services. The Departments Objectives and Outcome Results can be referenced in the Telecommunications Program Section of the Department of Information Services.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Please refer to Program Outcome Results statement in the Telecommunications Program Section of the Department of Information Services.

PROGRAM: Communications Equipment

DEPARTMENT: ELECTRONIC SYSTEMS & EQUIPMENT

PROGRAM #: 86403

ORGANIZATION #: 0800

MANAGER: Jon W. Fullinwider, Director

REFERENCE: 1994-95 Proposed Budget - Pg. 48-3

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Services & Supplies	\$14,671	\$3,534	\$1,350	\$0	\$0	0.0
Other Charges	2,342,910	2,342,910	2,342,910	2,342,911	2,342,911	0.0
Fixed Assets	446,106	400,366	148,676	0	2,958,000	100.0
TOTAL DIRECT COST	\$2,803,687	\$2,746,810	\$2,492,936	\$2,342,911	\$5,300,911	12.6
PROGRAM REVENUE	(199,543)	(0)	(0)	(0)	(2,958,000)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$2,604,144	\$2,746,810	\$2,492,936	\$2,342,911	\$2,342,911	(113.6)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To provide communications equipment and telephone utilities for County Departments.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 93/94 Actual Budget included Fixed Asset appropriations which were transferred from County Departments for the procurement of Communications Equipment.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Please refer to the Telecommunications Program of the Department of Information Services.

1994-95 ADOPTED PROGRAM OBJECTIVES

Please refer to the Program Objectives statement in the Telecommunications Program of the Department of Information Services.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Please refer to the Program Outcome Results statement in the Telecommunications Program of the Department of Information Services.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

1. Communications Equipment [0.00 SY; E = \$5,300,911; R = \$2,958,000] provides support for County departments whose activities are both mandated and discretionary in nature.

Lease-Purchase Obligations:

<u>Equipment</u>	<u>1994-95 Costs</u>	<u>Final Payment</u>
SanConTel Telephone System	2,342,911	FY 1995-96

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Long Term Debt	\$0	\$0	\$2,958,000	\$2,958,000
Sub-Total	\$0	\$0	\$2,958,000	\$2,958,000
Total	\$0	\$0	\$2,958,000	\$2,958,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$2,492,936	\$2,342,911	\$2,342,911	\$0
Sub-Total	\$2,492,936	\$2,342,911	\$2,342,911	\$0
Total	\$2,492,936	\$2,342,911	\$2,342,911	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

The long term debt will be used to finance equipment for the 800 Mhz Project.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Communications Equipment for 800 Mhz	1	lot	\$2,958,000
Total			\$2,958,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PROGRAM: Telephone Utilities

DEPARTMENT: ELECTRONIC SYSTEMS & EQUIPMENT

PROGRAM #: 82305

ORGANIZATION #: 0800

MANAGER: Jon W. Fullinwider, Director

REFERENCE: 1994-95 Proposed Budget - Pg. 48-5

AUTHORITY: Administrative Code 398.5 Section (g) delegates to the Department of Information Services the administration of telephone utilities.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Services & Supplies	\$7,105,839	\$6,333,038	\$6,207,035	\$6,937,526	\$6,955,964	0.3
Fixed Assets	965,774	236,056	579,808	0	0	0.0
Less Reimbursements	(380,122)	(335,385)	(333,798)	(307,920)	(307,920)	0.0
TOTAL DIRECT COST	\$7,691,491	\$6,233,709	\$6,453,045	\$6,629,606	\$6,648,044	0.3
PROGRAM REVENUE	(238,608)	(146,425)	(76,586)	(20,370)	(21,000)	3.1
NET GENERAL FUND CONTRIBUTION	\$7,452,883	\$6,087,284	\$6,376,459	\$6,609,236	\$6,627,044	0.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To provide communications equipment and telephone utilities for County Departments.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Appropriations were transferred from Services and Supplies to Fixed Assents for ongoing support of the SanConTel Network. Actual Fixed Assets include prior year appropriations for telephone projects pending completion.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Please refer to the Telecommunicaitons Program of the Department of Information Services.

1994-95 ADOPTED PROGRAM OBJECTIVES

Please refer to the Program Objectives statement in the Telecommunications Program of the Department of Information Services.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Please refer to the Program Outcome Results statement in the Telecommunications Program of the Department of Information Services.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Telephone Utilities [0.00 SY; E = \$6,648,044; R = \$21,000] is:
 - o Discretionary/Discretionary Service Level
 - o Responsible to fund the Countywide telephone system.
 - o Responsible for providing system expansion and upgrade.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Recovered Expenditures (9989)	\$14,065	\$14,000	\$14,000	\$0
Other Government Agencies (9746)	0	1,670	0	(1,670)
License Fee (9694)	6,501	4,700	7,000	2,300
Other Revenue	20,620	0	0	0
Operating Transfer Asset Forfeiture	35,400	0	0	0
Sub-Total	\$76,586	\$20,370	\$21,000	\$630
Total	\$76,586	\$20,370	\$21,000	\$630

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$6,376,459	\$6,609,236	\$6,627,044	\$17,808
Sub-Total	\$6,376,459	\$6,609,236	\$6,627,044	\$17,808
Total	\$6,376,459	\$6,609,236	\$6,627,044	\$17,808

EXPLANATION/COMMENT ON PROGRAM REVENUES

Additional revenue is the result of Board-approved transfers in 93/94 for Telecommunications projects.

EQUAL OPPORTUNITY MANAGEMENT OFFICE

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Management Office	\$550,178	\$493,904	\$466,589	\$425,605	\$415,731	\$(9,874)	(2.3)
TOTAL DIRECT COST	\$550,178	\$493,904	\$493,904	\$425,605	\$415,731	\$(9,874)	(2.3)
PROGRAM REVENUE	(69,933)	(57,772)	(89,083)	(64,946)	(91,108)	(26,162)	40.3
NET GENERAL FUND COST	\$480,245	\$493,904	\$436,132	\$360,659	\$324,623	\$(36,036)	(10.0)
STAFF YEARS	9.80	8.89	8.19	7.25	7.00	(0.25)	(3.5)

MISSION

To develop, implement, maintain and monitor equal opportunity programs and activities of all County departments, offices and programs for compliance with State, Federal and County laws, regulations, mandates, policies and the Consent Decree.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. To assure meeting the County's hiring goals for minorities and women and to encourage vigorous support of goals by all County employees.
2. To ensure that personnel procedures and policies conform to applicable equal opportunity/affirmative action requirements for all County activities.
3. To investigate discrimination complaints (internal/external): based on race, color, sex, national origin, ancestry, religion, age, disabilities, medical condition, and marital status.
4. To assist in designing, implementing and evaluating equal employment opportunity/affirmative action (EEO/AA) training activities to assure uniform and consistent Countywide application. To provide technical assistance to department heads, affirmative action and training coordinators in establishing EEO/AA procedures to minimize and prevent discriminatory activities.
5. To assure that Minority and Women Business Enterprises (MWBES) are extended the maximum opportunity to secure economic participation in agreements, contracts, leases and purchase orders for materials, services, professional services, public works contracts, and as professional consultants or trainers for "for profit" business activities paid for, in whole or in part, out of County funds or funds administered by the County.
6. To promote, evaluate and monitor fair housing activities to ensure equal opportunity in housing for all residents of the County.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

EOMO's outcome results will be reported quarterly to the Board of Supervisors, and measured as follows:

Appointment Review: EOMO anticipates processing 3,636 appointments and 156 reasons for non-selection.

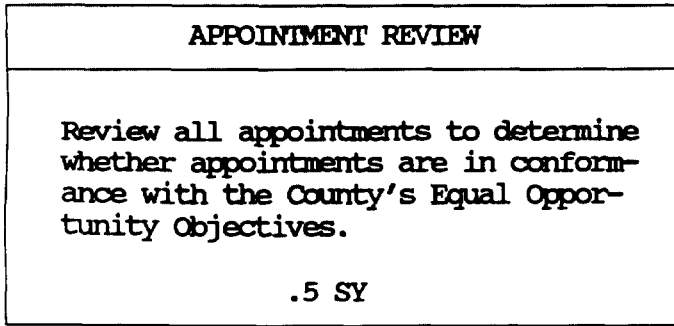
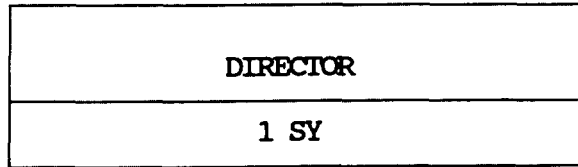
Investigation: EOMO anticipates handling 75 formal complaints and 650 requests for information.

Contract Compliance: EOMO will continue to implement and monitor Policy B-39, and will continue to work cooperatively with the four major contracting County departments in order to maximize MWBE participation.

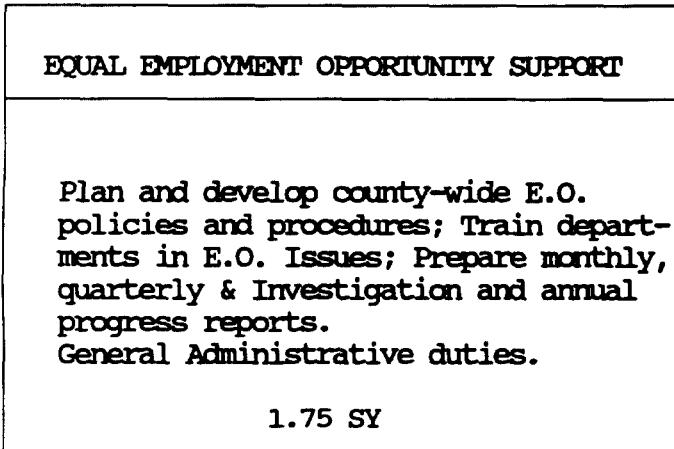
Fair Housing: In FY 1993-94, EOMO monitored 50 housing projects for compliance with the Affirmative Fair Housing Marketing Plan, and processed 23 new applications from developers for approval of their marketing plans. In FY 1994-95, it is anticipated that these numbers will remain approximately the same or increase slightly.

Training: Sexual Harassment and Americans with Disabilities Act training had been provided to hundreds of County employees on a request basis but will be provided on an emergency basis only due to the deletion of the EOO I position responsible for providing this service.

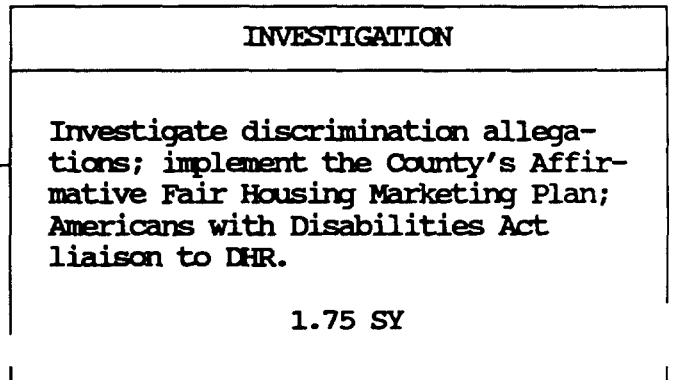
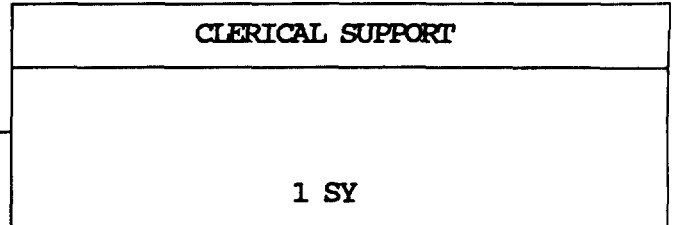
EQUAL OPPORTUNITY MANAGEMENT OFFICE



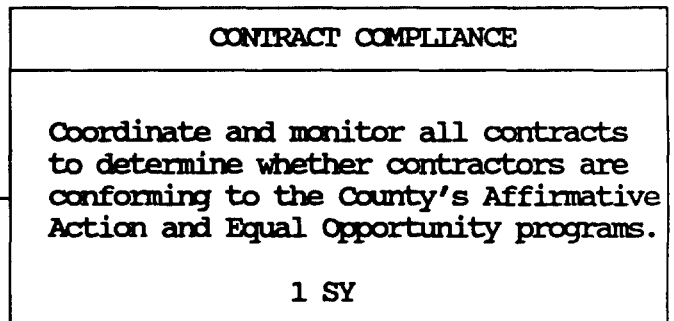
- o Review
- o Concur
- o Monitor
- o Evaluate
- o Non-Concur



- o Plan & Develop E.O. policy
- o Department AA Coordinator
- o Training
- o Prepare E.O. Reports
- o Respond to Referrals
- o Special Projects
- o General Administrative E.O. Duties
- o Department AA Guidelines



- o E.E.O. Discrimination Complaint
- o Intake
- o Review
- o (Internal/External) Investigations
- o (Internal/External) Reports



- Board Policies
 - o B-39
 - o B-51
 - o F-40
- o Grant Review
- o Purchasing Department

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$527,079	\$463,686	\$466,589	\$413,164	\$402,423	(2.6)
Services & Supplies	18,367	30,218	28,103	12,441	13,308	7.0
Fixed Assets	4,732	0	0	0	0	0.0
TOTAL DIRECT COST	\$550,178	\$493,904	\$494,692	\$425,605	\$415,731	(2.3)
PROGRAM REVENUE	(69,933)	(57,772)	(89,083)	(64,946)	(91,108)	40.3
NET GENERAL FUND CONTRIBUTION	\$480,245	\$436,132	\$405,609	\$360,659	\$324,623	(10.0)
STAFF YEARS	9.80	8.89	8.19	7.25	7.00	(3.4)

PROGRAM MISSION

To monitor, investigate and insure that County programs provide equal opportunities for all in the areas of employment, fair housing, training, disabled access and vendor contractor hiring practices.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

EOMO received additional revenues from the Department of Housing and Community Development that largely offset extra budget unit expenditures. Integrated Leave Plan reimbursement accounts for additional expenditures.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Appointment Review

The FY 93-94 objectives included processing 5,086 appointments and 240 reasons for non-selection.

During FY 93-94, EOMO processed 2,600 appointments and 129 reasons for non-selection. The decrease was largely due to the ongoing hiring freeze.

The FY 93-94 objectives included monitoring departmental affirmative action hiring goals.

During FY 93-94, percentage increases were made in the affirmative action protected groups. Latinos increased from 16.4% to 16.8% of the permanent work force. Asian and Pacific Islanders increased from 10.7% to 11.4%. African-Americans decreased slightly from 9.4% to 9.3%. Females decreased from 58.7% to 58.4%. American-Indians remained at 1%.

Investigations

The investigative unit anticipated handling 100+ complaints.

The investigative unit opened 49 new formal complaints and handled 32 ongoing formal complaints. In addition, 19 new short complaints were opened, and 4 ongoing short complaints were handled. This amounted to a total of 104 complaints that were handled by the investigative unit in FY 93-94. EOMO also responded to 656 requests for information.

Contract Compliance

In FY 93-94, applications for new certifications unexpectedly decreased. The MWBE unit processed 15 new applications per month. However, this unit processed 32 re-applications per month which constituted an increase. As projected, this unit was able to make 1 on-site visit per month. Finally, 7 applications per month were rescinded.

MWBE participation rate decreased to 12.6% from FY 92-93 rate of 19.9%. This decrease was primarily due to the low MWBE participation rate of subcontractors associated with the Downtown Justice Center.

Affirmative Fair Housing Marketing Program

The Fair Housing unit responded to the Fair Housing Task Force recommendations as anticipated. As projected, this unit monitored over 50 housing projects and developers' applications.

Training

As projected, EOMO was able to provide training in both sexual harassment prevention and the Americans with Disabilities Act (ADA) to all departments who requested this training. Departments included the Assessor/Recorder/County Clerk, District Attorney, and various Health Services units, including Edgemoor Geriatric Hospital and Environmental Health Services.

1994-95 ADOPTED PROGRAM OBJECTIVES

Appointment Review

1. Increase the percentage representation for every protected group under the Consent Decree in the permanent work force.
2. Increase the Latino percentage representation to 17% of the permanent work force, as they are the sole remaining underutilized group on a Countywide basis.
3. Hire all protected group members into provisional positions at or above their respective parity levels in the civilian labor force.
4. Work to increase the representation of minorities in the unclassified management services.
5. Increase the representation of Asian-Filipinos in the administrative occupational category.
6. Continue to respond to all official appointment actions within a two-day period.
7. Continue to provide analysis of requested departments to the Affirmative Action Advisory Board and certain outside agencies although EOMO's budget cut will increase response time to these requests.

Investigation

EOMO anticipates handling 75 formal complaints, 25 short complaints and 650 requests for information.

Contract Compliance

1. Maintain MWBE participation in County contracting at same level as FY 1993-94, which was 19.8%. Due to the implementation of an audit process, the MWBE participation is reflected accurately.
2. In conjunction with various government agencies, as well as private industry, plan and organize the 4th Contracting Connections Networking Fair.
3. In conjunction with the Affirmative Action Advisory Board (AAAB), continue with a series of MWBE workshops which are held throughout the County of San Diego. The purpose of these workshops is to inform MWBEs of business opportunities with the County and how to be more effective in their bid process.
4. Continue processing an average of 30 MWBE applications and 50 re-applications on a monthly basis.
5. Conduct an average of 2 on-site visits per month to firms seeking MWBE certification.
6. Continue to provide input to other government agencies regarding the County's MWBE program via membership in committees, as well as subcommittees.
7. Attend 2-day training on certification.
8. Continue to engage in outreach activities for the purpose of promoting, assisting, and educating MWBE firms in being more successful in government contracting.
9. Analyze and evaluate AB 486 to determine its impact on the County's MWBE program. Make a recommendation as to whether or not the County should be a "participating agency" under AB 486.

Fair Housing

1. Monitor 50 housing projects for compliance with the Affirmative Fair Housing Marketing Program (AFHMP).

2. Conduct approximately 4 site visits per month in monitoring effort.
3. Provide informational training on the AFHMP to developers, community groups and governmental agencies.
4. Continue to provide support to Community Housing Resource Board, and other countywide housing organizations.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Appointment Review

1. Work with department heads to increase the representation of minorities and females in the County's permanent work force.
2. Work with the CAO and department heads to hire more Latinos, Filipinos and females to top level management positions.
3. Hire all protected groups, at or above parity, into provisional positions. This will establish a more diverse recruitment pool for permanent positions.
4. Respond to all official personnel actions within two working days.

Investigation

The frequency of activities of the Investigation Unit is externally driven. The number of complaints or inquiries processed is dependent on persons filing complaints or seeking information. The best indicator for achieving the projected FY 1994-95 budget workload is the actual achievement statistics over the past three years. The numbers show a relative stability in the number of annual complaints and inquiries. However, response time will increase by the deletion of an investigative officer.

Contract Compliance

1. EOMO plans to process over 450 MWBE applications during FY 1994-95.
2. Participate in the 4th Contracting Connections Networking Fair. Work to exceed the number of people (600) who attended the workshop last year.
3. Conduct an average of 2 on-site visits a month.

Fair Housing

EOMO anticipates monitoring fifty (50) housing projects for compliance with the Affirmative Fair Housing Marketing Plan, and processing twenty-three (23) new applications from developers for approval of their marketing plans.

Training

EOMO's training program will be negatively impacted by the deletion of the EOO I position. EOMO will continue training on an emergency basis only.

Affirmative Action Programs for Vendors and Contractors (Articles IIIK and IIIJ)

Monitor approximately 500 vendors and contractors for affirmative action compliance.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Equal Opportunity Management [7 SY; E = \$415,731; R = (\$91,108)] including support personnel:
 - o Mandated/Discretionary Service Level.
 - o To assure that the County's Affirmative Action hiring goals for minorities and women are met.
 - o To assure that personnel procedures and policies conform to applicable equal employment opportunity/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 given the maximum opportunity to secure economic participation in agreements, contracts and purchase orders for materials, services, professional services, public works contracts, and as 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	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Federal Aid - Community Development Block Grant	\$45,738	\$56,600	\$50,352	\$(6,248)
Aid from other Government Agencies	0	1,601	1,601	
Sub-Total	\$45,738	\$58,201	\$51,953	\$(6,248)
CHARGES FOR CURRENT SERVICES:				
Road Fund	\$21,799	\$21,799	\$19,092	(2,707)
Air Pollution Control District	5,068	5,068	5,043	(25)
Airport Enterprise Fund	815	815	799	
Liquid Waste Enterprise Fund	2,776	2,776	2,407	(369)
Solid Waste Enterprise Fund	5,817	5,817	6,077	
Library Fund	7,070	7,070	5,737	(1,333)
Sub-Total	\$43,345	\$43,345	\$39,155	\$(4,190)
OTHER REVENUE:				
Revenue Appropriations Prior Year - Charges Current Services	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$89,083	\$101,546	\$91,108	\$(10,438)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$405,609	\$360,659	\$324,623	\$(36,036)
Sub-Total	\$405,609	\$360,659	\$324,623	\$(36,036)
Total	\$405,609	\$360,659	\$324,623	\$(36,036)

EXPLANATION/COMMENT ON PROGRAM REVENUES

A-87 budgeted program revenue from charges for current services will decrease compared to the previous year. Aid from Other Governmental Agencies will increase 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

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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ACTIVITY A: Equal Opportunity/Affirmative Action

% OF RESOURCES: 100%WORKLOAD

Appointment Review	2,520	4,098	2,611	5,326	3,500
Investigation	450	753	759	700	750

EFFECTIVENESS/OUTCOMEAppointment Review

In FY 1993-94, EOMO processed 2,611 appointments, and 129 reasons for non-selection.¹

In FY 1994-95, EOMO anticipates processing 3,500 appointments and 200 reasons for non-selection.

Investigations

In FY 1993-94, EOMO handled 81 formal complaints, 23 short complaints, and 656 requests for information.

In FY 1994-95, 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 anticipates to review an average of 37 MWBE applications a month.

EOMO anticipates to conduct an average of 2 on-site visits 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 year, MWBE firms have received an average of 12.6% 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.

Fair Housing

In FY 1993-94, EOMO monitored 50 housing projects for compliance with the Affirmative Fair Housing Marketing Program and processed 50 applications from developers for approval of their marketing plans.

In FY 1994-95, it is anticipated that these numbers will remain approximately the same or increase only slightly.

Training

In FY 1993-94, EOMO expanded a new updated training program, "Preventing Sexual Harassment." Supervisors in the Department of Health Services and the Recorder's Office were fully trained. Training on the Americans with Disabilities Act (ADA) was also conducted on a request basis.

In FY 1994-95, only emergency training will be provided due to budget cuts.

Employment

In FY 1993-94, the County of San Diego reached a diverse ethnic workforce representation of 9.3% Blacks, 16.8% Latinos, 11.4% Asians, 1% American Indians, 61.5% Caucasians, and 58.4% Females.

¹ These figures remained low because of the County-wide hiring freeze in effect since January 1993.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2283	Director	1	1.00	1	1.00	\$66,567	\$66,567
2401	Equal Opportunity Officer II	5	5.00	5	5.00	209,169	209,210
2402	Equal Opportunity Officer I	1	0.25	0	0.00	8,919	0
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,774
9999	Temporary Extra Help	5	0.00	5	0.00	1,500	1,500
Total		13	7.25	12	7.00	\$316,929	\$308,051
Salary Adjustments:						(1,525)	30
Integrated Leave Plan						(10,250)	0
Employee Benefits:						108,010	94,342
Salary Savings:						(0)	(0)
Total Adjustments						\$96,235	\$93,526
Program Totals		13	7.25	12	7.00	\$413,164	\$402,423

EQUIPMENT ACQUISITION

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Vehicular Equipment	\$3,062,402	\$2,151,526	\$2,420,284	\$2,332,200	\$1,895,050	\$(437,150)	(18.7)
TOTAL DIRECT COST	\$3,062,402	\$2,151,526	\$2,420,284	\$2,332,200	\$1,895,050	\$(437,150)	(18.7)
PROGRAM REVENUE	(1,059,864)	(242,000)	(828,440)	(774,000)	(160,850)	613,150	(79.2)
NET GENERAL FUND COST	\$2,002,538	\$1,909,526	\$1,591,844	\$1,558,200	\$1,734,200	\$176,000	11.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To acquire automotive and truck equipment on a scheduled basis and provide safe, modern, well-maintained fleet vehicles for all County departments and elected officials.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. Complete the acquisition of 29 new and 72 replacement vehicles budgeted for FY93-94 or authorized mid-year by the Board of Supervisors.
2. Acquire 53 replacement law enforcement vehicles and 145 Teeter Plan funded replacement vehicles approved in FY94-95.
3. Prepare justification and budget for the purchase of approximately 300 replacement vehicles per year in all fleet categories for FY95-96.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. Reduced fleet costs and fewer unscheduled, maintenance service calls.
2. Increased safety and reduced risk for employees and citizens through the timely replacement of older, high mileage, high maintenance vehicles.

AUTHORITY: This program implements Administrative Code Section 398.10 (a) and (b) which states that the Department of General Services shall acquire, list on its inventory, and assign the County's automotive and construction equipment and machinery, except such equipment of the Department of Public Works or purchased out of special district or other limited purpose funds.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	0	0	0	0.0
Vehicle Lease Purchases	777,463	76,665	534,303	977,200	988,050	1.1
Fixed Assets	2,284,939	2,074,861	1,885,981	1,355,000	907,000	(33.1)
TOTAL DIRECT COST	\$3,062,402	\$2,151,526	\$2,420,284	\$2,332,200	\$1,895,050	(18.7)
PROGRAM REVENUE	(1,059,864)	(242,000)	(828,440)	(774,000)	(160,850)	(79.2)
NET GENERAL FUND CONTRIBUTION	\$2,002,538	\$1,909,526	\$1,591,844	\$1,558,200	\$1,734,200	11.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To acquire automotive and truck equipment on a scheduled basis and provide safe, modern, well-maintained fleet vehicles for all County departments and elected officials.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Overall, the 1993-94 Actual Vehicular Equipment net County cost was \$33,644 over original 1993-94 Budget appropriations due to the following reasons:

(1) Vehicle lease-purchase payments for 253 vehicles approved in a prior year and this year for lease purchase were \$442,897 under budget appropriations. Semiannual payments do not begin until six months after vehicles are received and, due to delays in receiving vehicles, these savings will revert to General Fund balance at year-end;

(2) Fixed Asset Actual costs for outright-purchase vehicles were \$530,981 over original budget appropriations of \$1,355,000 for 73 Sheriff replacement patrol and other vehicles. The \$530,981 was for 21 additional vehicles approved in the budget process or midyear, along with midyear appropriation transfers to the Vehicular Equipment budget, for law enforcement or health-safety vehicles, plus payment made on vehicles ordered in the prior fiscal year but not delivered until 1993-94. 1993-94 Actual Revenue was \$54,440 over 1993-94 Budget appropriations, and includes Revenue added midyear for vehicles for the new downtown Inmate Reception Center.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. To pay ongoing vehicle lease purchase obligations as they become due.
 - Vehicle lease purchase obligations were paid as they became due.
2. To acquire replacement and additional vehicles as authorized in the budget and mid-year.
 - Replacement and additional vehicles authorized during the budget process or midyear were either delivered, on order, or out to bid.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Complete the acquisition of 29 new and 72 replacement vehicles budgeted for FY93-94 or authorized mid-year by the Board of Supervisors.
2. Acquire 53 replacement law enforcement vehicles and 145 Teeter Plan funded vehicles approved in FY94-95.

3. Prepare justification and budget for the purchase of approximately 300 replacement vehicles per year in all fleet categories for FY95-96.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Reduced fleet costs and fewer unscheduled, maintenance service calls.
2. Increased safety and reduced risk for employees and citizens through the timely replacement of older, high mileage, high maintenance vehicles.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Vehicular Equipment [0.00 SY; E = \$1,895,050; R = \$160,850] is:
 - o Discretionary/Discretionary Service Level
 - o Acquiring vehicles for elected officials and County departments whose duties are both mandated and discretionary in nature.
 - o Increasing \$176,000 in net County costs due to the net effect of increased debt service payments for lease-purchase vehicles, and outright purchase of 40 replacement patrol and 12 detective vehicles to fulfill requirements for Contract City Sheriff's law enforcement.
 - o Budgeted for 1994-95 Lease Purchase Obligations of:

<u>Fiscal Year Incurred (Lessor)</u>	<u>No. of Vehicles</u>	<u>FY93-94 Obligation</u>
1992-93 (G. E. Capital Public Finance, Inc.)	253	943,050*
Contingency Costs (e.g., required buy-outs of wrecked vehicles)	—	<u>45,000</u>
Total	253	\$988,050

*Estimated debt service.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
OTHER REVENUE:				
AB189 Criminal Justice Facilities (9176)	0	0	\$10,850	10,850
Other Federal Grant Revenue (9678)	\$22,331	\$24,000	\$0	\$(24,000)
Aid from Redevelopment AG (9744)	49,860			
SANCAL Reimbursements (9949)	589,782	600,000	0	(600,000)
Operating Transfer from Sheriff Commissary ISF (9806)	0	0	0	0
Sale of Fixed Assets (9993)	166,467	150,000	150,000	0
Sub-Total	\$828,440	\$774,000	\$160,850	\$(613,150)
Total	\$828,440	\$774,000	\$160,850	\$(613,150)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$1,591,844	\$1,558,200	\$1,734,200	\$176,000
Sub-Total	\$1,591,844	\$1,558,200	\$1,734,200	\$176,000
Total	\$1,591,844	\$1,558,200	\$1,734,200	176,000

EXPLANATION/COMMENT ON PROGRAM REVENUES

1993-94 Estimated Actual Revenues consist of (1) \$22,331 received for purchase of a High Intensity Drug Trafficking Area (HIDTA) grant-funded vehicle; (2) \$589,782 in one-time San Diego County Capital Asset Leasing Corporation (SANCAL) interest earnings to partially offset the cost of outright-purchase FY93-94 patrol vehicles; (3) \$49,860 for three vehicles for the new downtown Inmate Reception Center; and (4) \$150,000 from auction sales of older, worn vehicles. Overall, 1993-94 Actual Revenues \$54,440 more than budgeted.

1994-95 Adopted Revenues consist of (1) \$150,000 from the auction sale of older, worn vehicles; and (2) annual Revenue for 5.5 years of \$10,850 for two lease-purchase vehicles being funded by a High Intensity Drug Trafficking Area (HIDTA) grant (a technical error shows this appropriation being budgeted in AB189 revenue; however, it will actually be received from a HIDTA grant).

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Total			\$0

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Transportation Equipment Countywide		Lot	907,000
Total			\$907,000

Budgeted equipment includes 40 replacement patrol vehicles and 12 detective sedans for use in Sheriff contract-city law enforcement services.

DEPARTMENT OF GENERAL SERVICES

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Architecture	\$2,046,053	\$1,432,815	\$1,399,258	\$1,068,366	\$1,485,127	\$416,761	39.0
Facilities Services	15,643,644	14,607,089	14,093,651	14,002,272	14,676,994	674,722	4.8
Fleet Management	6,058,509	6,269,969	6,060,060	6,166,525	6,946,987	780,462	12.7
Printing Services	(90,293)	(153,476)	(189,190)	(190,607)	(189,145)	1,462	(0.8)
Mail Services	906,404	591,035	600,226	498,680	571,699	73,019	14.6
Real Property	1,745,094	1,563,576	1,451,453	1,568,197	1,730,539	162,342	10.4
Records Management	399,575	337,327	294,712	325,109	363,081	37,972	11.7
Support Services	1,368,564	1,574,791	1,395,544	1,432,866	1,495,695	62,829	4.4
TOTAL DIRECT COST	\$28,077,550	\$26,223,126	\$25,105,714	\$24,871,408	\$27,080,977	\$2,209,569	8.9
PROGRAM REVENUE	(4,016,610)	(3,957,673)	(4,100,575)	(3,687,315)	(4,503,957)	(816,642)	22.1
NET GENERAL FUND COST	\$24,060,940	\$22,265,453	\$21,005,139	\$21,184,093	\$22,577,020	\$1,392,927	6.6
STAFF YEARS	445.26	405.25	377.07	381.25	404.00	22.75	6.0

MISSION

To provide quality support services for County departments and offices.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. Design and present to the CAO and Board of Supervisors a comprehensive work program (Directions 2000) taking the department into the 21st Century.
2. Develop a strategy for continuous total quality management.
3. Meet or exceed the Department goal of 15% Minority/Women Business Enterprise (MWBE) participation in awarded contracts.
4. Develop an outline of Departmental training needs as related to improving job performance and efficiency in providing services to customer departments.
5. Develop a coherent Space Management System.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

1. Increased capacity of Space Management to effectively utilize all space available to the County. Maximized use of County-owned property and minimized cost of occupancy for County functions.
2. Improved employee productivity and enhanced service levels at minimized net County cost increase.
3. Improved availability of space information and enhanced management decisions Countywide.
4. Increased MWBE participation in public contracting projects.

DEPARTMENT OF GENERAL SERVICES
 (HEADQUARTERS LOCATION: COUNTY OPERATIONS CENTER)
 1994-95 ADOPTED PROGRAM BUDGET

OFFICE OF THE DIRECTOR - 5501	
4 Positions =	3.00 Staff Years

SUPPORT SERVICES DIVISION - 5501	
RECORDS MGMT PROGRAM - 5525	
Personnel and Payroll Affirmative Action Methods Analysis/Information Services Financial Analysis/Fiscal Control Budget Planning & Implementation Facility Space Validation Fleet Merger Support ISF Development MWBE Micrographics/Records Consulting	
33 Positions =	32.00 Staff Years

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REAL PROPERTY DIVISION - 5512
Revenue Leasing Services Sales of Surplus Property Property Valuation Services Right-of-Way Engineering Services Property Acquisition & Relocation Services Property Leasing Services
30 Positions = 29.00 Staff Years

ARCHITECTURE & ENGINEERING DIVISION - 5513
Project Management Services Contract Administration Services Project Support Services Architectural Services Engineering Services Capital Projects Planning Facility Auditing and Structural Assessment
30 Positions = 26.00 Staff Years

FACILITIES SERVICES DIVISION - 5514
Facilities Systems and Structural Maintenance Facilities Custodial/ Grounds Maintenance Energy/Water Conservation Management Electronic Security Systems/Contract Guard Services Major Maintenance Project Management Recycling/Trash Disposal Services
297 Positions = 225.00 Staff Years

FLEET MANAGEMENT DIVISION - 5516
Heavy & Light Vehicle Equipment Repair and Preventive Maintenance Outlying Repair Facilities Vehicle Specifications & Engineering Vehicle Replacement Programs Mail Services Central Printing Services
91 Positions = 89.00 Staff Years

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,902,503	\$1,464,183	\$1,405,395	\$1,150,927	\$1,512,859	31.4
Services & Supplies	320,855	74,217	115,246	102,922	168,751	64.0
Fixed Assets	0	2,904	27,033	16,200	5,200	(67.9)
Less Reimbursements	(177,305)	(108,489)	(148,416)	(201,683)	(201,683)	0.0
TOTAL DIRECT COST	\$2,046,053	\$1,432,815	\$1,399,258	\$1,068,366	\$1,485,127	39.0
PROGRAM REVENUE	(1,313,379)	(1,293,701)	(1,315,240)	(1,028,612)	(1,333,317)	29.6
NET GENERAL FUND CONTRIBUTION	\$732,674	\$139,114	\$84,018	\$39,754	\$151,810	281.9
STAFF YEARS	31.99	22.54	22.0	20.0	26.0	30.0

PROGRAM MISSION

To provide professional architectural and engineering services for County government, utilizing a team of professionals with the technical expertise to plan and construct County buildings.

To represent and safeguard the public interest by achieving, in a timely manner, the most cost effective construction value.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

FY93-94 Net County Costs were \$44,264 higher than budgeted due to underrealized reimbursements and mid-year staffing changes.

Salaries & Benefits were \$254,468 higher than budgeted due to post-budget direction from the Board of Supervisors to restore two positions, one permanent and one extra help position, 10/5/93 (M/O #22). Salary appropriations were adjusted by \$200,539, resulting in actual overexpenditures of \$53,929. Services and Supplies were overexpended by \$12,324.

Reimbursements were \$53,267 less due to a shift from reimbursed projects to revenue based projects and fewer reimbursed projects. Revenue increased by \$286,628 due to unscheduled mid-year projects and the mid-year reinstatement of revenue to offset two positions, as directed by the Board of Supervisors, 10/5/93 (M/O #22).

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. To maintain project service levels by completing 95% of assigned projects on schedule and within budgeted funds.
 - Overall project management effectiveness was 89% in FY93-94.
2. 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 levels with client and service departments were maintained.
3. To meet or exceed the Department goal of 15% Minority/Women Business Enterprise (MWBE) participation in awarded contracts.
 - The division achieved an MWBE participation goal of 14.26%.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Maintain project service levels by completing 95% of assigned projects on schedule and within budgeted funds.
2. Maintain communication and coordination with client and service departments by continuation of Quarterly Project Status Reports.
3. Meet or exceed the Department goal of 15% Minority/Women Business Enterprise (MWBE) participation in awarded contracts.
4. Conduct customer "Exit Conferences" upon completion of major projects.
5. Develop an outline of Division training needs as related to improving job performance and efficiency in providing services to customer departments.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Improved customer satisfaction.
2. Implementation of all County architectural projects in compliance with Federal, State and local laws and regulations.
3. Administration of all County architectural projects in the most efficient and cost effective manner for the County.
4. Increased MWBE participation in public contracting projects.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Architecture and Engineering (26.00 SY; E = \$1,485,127; R = \$1,333,317) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing architectural project and contract management for \$211 million in Capital Improvement Projects.
 - o Providing primary support for the development, review and implementation of the Capital Improvements Program and Budget.
 - o Adding 5.0 SY for architectural project management support: 1.0 SY Architectural Project Manager III, restored mid-year in FY93-94 due to post-budget direction from the Board of Supervisors 10/5/93 (M/O #22); 1.0 SY extra help (two positions) to assist with additional workload generated by requests for pre-project analysis and feasibility studies; 1.0 SY Construction Inspector, 1.0 SY Drafting Technician I, 1.0 SY Construction Specialist.
 - o Adding 1.0 SY and three positions for a countywide Facility Audit Team: .50 SY Drafting Technician III, .25 SY Facilities Analyst, .25 SY Interior Designer/Space Planner.
 - o Adding computer workstations to support Facility Audit Team and Construction Inspection workloads.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
INTERGOV'T REVENUE:				
Fed Aid- Comm. Develop Block Grant (9683)	\$13,019	\$57,351	\$0	\$(57,351)
CHARGES FOR CURRENT SERVICES:				
Capital Outlay Fund (9785)	\$1,302,221	\$971,261	\$1,333,317	\$362,056
Sub-Total	\$1,315,240	\$1,028,612	\$1,333,317	\$304,705
EXPENDITURE TRANSFERS AND REIMBURSEMENTS:				
Costs Applied In General Fund (5611)	\$148,416	\$201,683	\$201,683	\$0
Sub-Total	\$148,416	\$201,683	\$201,683	\$0
Total	\$1,463,656	\$1,230,295	\$1,535,000	\$304,705

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$84,018	\$39,754	\$151,810	\$112,056
Total	\$84,018	\$39,754	\$151,810	\$112,056

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY94-95 revenue is \$304,705 higher than FY93-94 budgeted revenue. On 10/5/93 (M/O #22), the Board of Supervisors authorized restoration of \$200,000 in revenue and in related salary and benefit and service and supplies appropriations in the operating budget related to Capital Outlay Fund projects. Fed Aid Community Develop Block Grant (CDBG) revenue is earned through the Capital Outlay Fund.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
DATA PROCESSING EQUIPMENT	1	LOT	\$5,200
Total			\$5,200

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
PROJECT MANAGEMENT					
% OF RESOURCES:	100%				
<u>WORKLOAD</u>					
Number of Projects	125	106	116	57	92
Total Project Value	\$484M	\$357M	\$233M	\$207M	\$241M
Number of Contracts	160	140	98	72	120
Contract Expenditures	\$27.5M	\$17.5M	\$12.1M	\$60.M	\$22M
<u>EFFECTIVENESS/OUTCOME</u>					
% of projects completed on schedule and within budget	98%	88%*	89%	95%	95%
% of MWBE participation	15%	15%	14.26%	15%	15%

* Reflects the delay in scheduled completion of the Clairemont Hospital project.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2287	Dep. Dir., Arch./Eng.	1	1.00	1	1.00	\$75,296	\$75,296
2348	Chief, Capital Fac. Plan	1	1.00	0	0.00	63,338	0
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,669	20,670
2730	Senior Clerk	1	1.00	1	1.00	25,994	23,949
2745	Supervising Clerk	1	1.00	1	1.00	23,931	27,293
2757	Admin. Secretary II	1	1.00	1	1.00	25,474	25,474
3009	Word Processor Operator	1	1.00	1	1.00	23,739	23,739
3510	Construction Inspector	0	0.00	1	1.00	0	36,675
3571	Chief, Arch. Plan. & Design	1	1.00	1	1.00	63,338	63,389
3591	Architecture Project Mgr. I	2	2.00	2	2.00	90,012	90,014
3592	Arch. Project Mgr. II	5	5.00	6	6.00	258,782	301,574
3593	Arch. Project Mgr. III	5	5.00	6	6.00	292,100	350,520
3800	Drafting Technician III	0	0.00	1	.50	0	14,832
3802	Drafting Technician I	0	0.00	1	1.00	0	22,853
8801	Construction Specialist	0	0.00	1	1.00	0	58,420
8802	Facilities Analyst	0	0.00	1	.25	0	11,924
8805	Interior Designer/Space Planner	0	0.00	1	.25	0	8,542
9999	Extra Help	1	0.00	3	1.00	24,000	61,391
Total		21	20.00	30	26.00	\$986,673	\$1,216,555
Salary Adjustments:						(65,686)	(5,021)
Premium/Overtime Pay:						0	0
Employee Benefits:						312,550	362,969
Salary Savings:						(40,654)	(61,644)
ILP Reductions:						(41,956)	0
Total Adjustments						\$164,254	\$296,304
Program Totals		21	20.00	30	26.00	\$1,150,927	\$1,512,859

PROGRAM: Facilities Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82103

ORGANIZATION #: 5500

MANAGER: SALLY B. HAZZARD-DIAZ, Director

REFERENCE: 1994-95 Proposed Budget - Pg. 51-8

AUTHORITY: Administrative Code 398.5(b), (c), (d) and (e) requires the Department of General Services to operate and maintain County facilities. This includes structural and mechanical systems, adjoining grounds and parking lots, and custodial and trash removal services.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$9,951,115	\$9,246,305	\$8,844,031	\$8,112,193	\$8,771,371	8.1
Services & Supplies	2,128,067	2,150,736	1,569,006	1,644,237	1,861,955	13.2
Privatized Services/Contracts	3,979,983	3,945,262	4,123,876	4,964,892	4,776,218	(4.0)
Other Charges	0	41,378	0	0	0	0.0
Fixed Assets	45,557	29,190	3,100	13,500	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(461,078)	(805,782)	(446,362)	(732,550)	(732,550)	0.0
TOTAL DIRECT COST	\$15,643,644	\$14,607,089	\$14,093,651	\$14,002,272	\$14,676,994	4.8
PROGRAM REVENUE	(1,204,381)	(1,087,390)	(1,077,102)	(802,260)	(899,438)	12.1
NET GENERAL FUND CONTRIBUTION	\$14,439,263	\$13,519,699	\$13,016,549	\$13,200,012	\$13,777,556	4.4
STAFF YEARS	262.23	231.95	214.10	210.25	225.00	7.0

PROGRAM MISSION

To provide building operations and maintenance services required to provide a clean, healthful and safe working environment for County employees and the public. Operating facilities include general office space, courts, law enforcement stations and 24-hour institutions (jails, honor camps, a children's home, and mental health facilities).

To manage energy activities, monitor energy and utility consumption rates, test and implement conservation measures, and process the payment of the County's gas, electric and water service charges.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

FY93-94 Actual Net Costs are \$183,463 less than FY93-94 Budget costs, primarily due to savings achieved in services and supplies and contracts and the overrealization of revenues.

Salaries and benefits were \$731,838 (9.0%) greater than adopted budget, due to higher than anticipated costs associated with the Facilities Services reorganization and the elimination of funding for historically required overtime costs. These costs were offset by underexpenditures in services and supplies and contracts. Services and supplies were underexpended by \$75,231. Contracts were underexpended by \$841,016 due to savings realized in security and custodial contracts.

Revenues were overrealized by \$274,842. This overrealization is a result of unanticipated revenues from the Road Fund and Housing and Community Development (CDBG funds).

Costs Applied were underrealized by \$286,188. This underrealization is associated with the prioritization (review and approval of the most needed projects) and implementation of major maintenance projects not appropriate for the force account work program.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- To plan, schedule and estimate costs associated with 2,000 projected Work Order Requests received during FY93-94.
 - 1,592 Work Order requests were received and all were planned, estimated and scheduled.

2. To complete services on 100% of prior year Work Order Requests and 50% of new Work Order Requests received during FY93-94.
 - 93% of prior year Work Order Requests and 59% of new Work Order Requests were completed in FY93-94.
3. To complete 29 projected Major Maintenance/Capital Projects.
 - Of the 24 projects implemented, 21 (88%) were completed.
4. To continue implementation of one performance-based energy management contract to achieve utility costs savings and equipment upgrades.
 - This objective was deferred in favor of the Board approved third party financing agreement to fund energy management projects and energy equipment modernization. Projects completed with third party financing include energy retrofit projects at Rosecrans hospital, Levant Street Children's Center and the COC Annex. Planning and design specifications for energy retrofit for the COC was initiated.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Implement cost reduction strategies associated with electronic security and access systems.
2. Maintain service support levels to all County programs, with priority resource allocation to law enforcement programs and operations.
3. Utilize the deferred maintenance fund balance designation to initiate facility and equipment rehabilitation projects in FY94-95.
4. Support the major maintenance deferred work program by utilizing net utility cost savings as a funding source for the restoration and rehabilitation of County facilities.
5. Develop an efficient and effective method of operating and maintaining new facilities coming on line by implementing a competitive model to assess privatized vs. in-house operation and maintenance of added facilities as part of the capital acquisition process.
6. Implement a formal quality control and assessment process to evaluate customer satisfaction and productivity and responsiveness of program support services.
7. Develop an outline of Division training needs as related to improving job performance and efficiency in providing services to customer departments.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Improved employee productivity and enhanced service levels at minimized net County cost increase.
2. Increased competition and cost efficiency/effectiveness relating to service delivery provision.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Facilities Operations [129.00 SY; E = \$6,117,530; R = \$430,398] includes facilities managers and their consolidated Maintenance and repair staff who provide on-site services at geographically dispersed facilities in the County. Major facilities are staffed with a variety of skilled maintenance personnel who operate and maintain building systems including plumbing, electrical and HVAC systems. An emphasis is placed on preventive maintenance activities for building systems and equipment. Engineering and Energy Management provides electrical and mechanical engineering support for facilities repair and operation activities. An emphasis is placed on developing energy efficient operations with energy management systems. This activity is:
 - o Discretionary/Discretionary Service Level
 - o Reducing program costs by \$95,000 associated with asbestos mitigation/removal contracts.
 - o Adding 8.00 SY Building Maintenance Supervisor associated with the Facilities Services reorganization approved by the Board on 7/30/93 (M.O. #86B).
 - o Deleting 3.00 SY Building Maintenance Engineers associated with the Facilities Services reorganization approved by the Board on 7/30/93 (M.O. #86B).
 - o Deleting 3.00 SY Building Maintenance Engineer Assistant associated with the Facilities Services reorganization approved by the Board on 7/30/93 (M.O. #86B).
 - o Adding .75 SY Building Maintenance Engineer, 1.00 SY Building Maintenance Engineer Assistant, and 1.00 SY Plumber associated with the Polinsky Children's Center.
 - o Adding 4.00 SY Building Maintenance Engineer Assistant to support the operation of East Mesa Detention

- o Adding 4.00 SY Building Maintenance Engineer Assistant to support the operation of East Mesa Detention Facility stationary boilers.
 - o Adding 1.00 SY temporary Facilities Manager in support of the Inmate Reception Center.
 - o Adding 1.00 SY Building Maintenance Engineer Assistant and 1.00 SY Air Conditioning Refrigeration Mechanic associated with the Clairemont Crime Lab.
 - o Deleting 2.00 SY Gardener associated with privatization of gardening services.
 - o Transferring \$110,000 associated with wastewater management services at Rancho Del Campo and Descanso to the Department of Public Works.
 - o Deleting \$13,500 in Fixed Assets for computer equipment.
2. Facilities Work Control [75.00 SY; E = \$3,113,003; R = \$307,590] 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:
- o Discretionary/Discretionary Service Level
 - o Adding 1.00 SY Security Alarm Specialist associated with the electronic security access conversion project.
 - o Adding 2.00 SY temporary Planner Estimator II in support of mid-year major maintenance projects.
3. Facilities Support Services [21.00 SY; E = \$5,446,461; R = \$161,450] 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.
 - o Providing \$4,776,218 for privatized services, which include custodial, security guard, trash, elevator, fire extinguisher maintenance and dead animal pick-up.
 - o Increasing \$210,665 in custodial and trash contracts due to increased costs associated with Children's Services Center and Clairemont Crime Lab.
 - o Reducing \$504,300 in security guard contracts due to the electronic security access conversion project.
 - o Adding 1.00 SY Security Guard associated with the Facilities Services reorganization approved by the Board 10/5/93 (M.O. #30).
 - o Adding 1.00 SY Senior Clerk associated with the County Offices Recycle Program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$481,937	\$218,268	\$307,268	\$89,000
Air Poll. Contr. Dist. (9783)	4,577	15,000	15,000	0
Capital Outlay Fund (9785)	118,680	75,000	79,178	4,178
Airport Enterprise Fund (9787)	17,673	25,093	25,093	0
Liquid Waste Enterprise Fund (9788)	0	1,499	1,499	0
Solid Waste Enterprise Fund (9790)	71,190	216,000	216,000	0
DWP-Sanitation Districts (9792)	15,203	9,000	9,000	0
Library Fund (9793)	262,989	242,400	242,400	0
Sub-Total	\$972,249	\$802,260	\$895,438	\$93,178
OTHER REVENUES:				
Other Miscellaneous (HCD) (9979)	\$92,407	\$0	\$0	\$0
Misc. Recovery Fees (9995)	51,304	0	4,000	4,000
Work Auth. Excess Cost (9998)	(38,858)	0	0	0
Sub-Total	\$104,853	\$0	\$4,000	\$4,000
Revenue Total	\$1,077,102	\$802,260	\$899,438	\$97,178
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Cost Applied (5611)	\$371,056	\$732,550	\$732,550	\$0
PY Cost Applied (5700)	113,911	0	0	0
Cost Applied Excess Cost (5998)	(38,605)	0	0	0
Costs Applied Total	\$446,362	\$732,550	\$732,550	\$0
Total Revenue & Costs Applied	\$1,523,464	\$1,534,810	\$1,631,988	\$97,178

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$13,016,549	\$13,200,012	\$13,777,556	\$577,544
Total	\$13,016,549	\$13,200,012	\$13,777,556	\$577,544

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY93-94 revenues were overrealized by \$274,842. This was due to a 120% increase in Road Fund Revenue Account 9872; a \$43,680 increase from the Capital Outlay Fund, Account 9785; and unanticipated revenue realized from Other Miscellaneous Revenue (HCD), Account 9979.

FY94-95 Budget revenue is \$97,178 greater than FY93-94 Budget. This is due primarily to the increase in revenue budgeted to be realized from the Road Fund, Account 9782.

FY93-94 Costs Applied were underrealized by \$286,188. This underrealization is associated with the prioritization and implementation of projects not appropriate for the force account work program.

FY94-95 Costs Applied remains unchanged from FY93-94.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
FACILITIES OPERATIONS/CRAFTS					
% OF RESOURCES: 41.7%					
<u>WORKLOAD</u>					
Total Sq.Ft. Bldg. Space Maintained	6,495,992	6,522,992	6,434,142	6,614,992	6,601,142*
Total Sq.Ft. Grounds Maintained	4,854,811	4,854,811	4,854,811	4,854,811	5,021,811
No. of Site Service Requests Received	55,000	72,600	77,200	70,000	82,000
<u>EFFICIENCY/OUTPUT¹</u>					
Bldg. Maintenance Sq.Ft./SY	42,513	45,753	44,890	44,322	43,145
Gardening Sq.Ft./SY	445,396	469,064	511,033	441,346	478,268
Site Service Requests/BME	725	886	892	787	911
<u>EFFECTIVENESS/OUTCOME</u>					
% of Site Service Requests Completed	99%	99%	99%	100%	100%

*Includes 167,000 sq. ft. associated with the Polinsky Childrens' Center (92,000 sq.ft.) & Clairemont Crime Lab (75,000 sq.ft.)

¹Measures combined efficiency of Facilities Operations staff and assigned Crafts and Service Crews from Facilities Work Control subprogram.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY B: FACILITIES WORK CONTROL					
<u>% OF RESOURCES:</u> 21.2%					
<u>WORKLOAD</u>					
No. of Work Order Requests Received	3,537	1,880	1,592	2,000	1,700
No. of Major Maintenance/Capital Projects ¹ Implemented by Force Account (FA)	67	43/5	23/1	40/1	40/0
No. of Maj. Maint. Requests Received (New)	155	170	282	100	321
No. of Maj. Maint./Capital Req. Funded (New)	32	15/0	10/0	5/0	16/0
No. of Maj. Maint./Capital Requests Funded (Carryover/Rebudget)	72	75/10	53/2	60/1	80/1
No. of Maj. Maint./Capital Requests Funded & Anticipated (Mid-Year)	41	51/0	58/1	40/0	35/0*

¹ Capital project is new workload indicator in FY93-94.

*Unknown workload based on mid-year appropriation approved by Board and managed in Facilities Services.

EFFICIENCY/OUTPUT

No. of Work Order Requests Processed/Planner Estimator Staff	416	537	398	500	425
Average Project Cost of Major Maintenance/ Capital projects Implemented (FA)	\$4,782	\$11,801/5,000	\$3,693/4,070	\$10,000/20,000	\$4,000/0
No. of Maj. Maint. Projects Managed/PE (Funded New/Carryover/Rebudget/Mid-Year)	24	47	47	35	33**

EFFECTIVENESS/OUTCOME

% of Work Order Requests Completed	54%	41%	59%	50%	50%
% of Major Maintenance/Capital Projects Completed (FA)	44%	70%/90%	91%/0%	70%/100%	80%/0
% of Maj. Maint./Capital Req. Completed (New)	13%	40%/0%	50%/0%	40%/0%	70%/0
% of Maj. Maint./Capital Req. Completed (Carryover/Rebudgets)	65%	79%/90%	64%/33%	80%/100%	80%/0
% of Maj. Maint./Capital Req. Completed (Mid-Year)	44%	65%/0%	34%/0%	60%/0%	60%/0

**Adjusted to reflect budgeted Planner Estimator staffing.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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ACTIVITY C:
FACILITIES SUPPORT SERVICES% OF RESOURCES: 37.1%WORKLOAD

Total Sq. Ft. Custodial Space Maintained (contracts)	2,811,600	2,922,300	2,922,300	2,922,300	3,089,300
Total \$ for Custodial Contracts	\$2,005,521	\$2,180,820	\$1,954,118	\$2,468,229	\$2,615,404

EFFICIENCY/OUTPUT

Custodial Cost/Sq. Ft./Year (Contracts)	\$.71	\$.75	\$.67*	\$.84	\$.85
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EFFECTIVENESS/OUTCOME

All custodial services were contracted effective FY91-92.

*Reflects reduced service level implemented in FY92-93.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2289	Deputy Dir., Fac. Svcs.	1	1.00	1	1.00	\$74,872	\$74,873
0953	Asst. Dep. Dir., Fac. Operation	1	1.00	1	1.00	58,131	58,131
2369	Administrative Services Mgr. II	1	1.00	1	1.00	54,748	54,747
2302	Administrative Assistant III	1	1.00	1	1.00	46,162	46,163
2413	Analyst III	1	1.00	1	1.00	46,162	39,116
2334	Safety Specialist	1	1.00	1	1.00	38,877	38,877
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,474
2756	Administrative Secretary I	1	1.00	1	1.00	19,133	19,617
2730	Senior Clerk	2	2.00	3	3.00	47,689	67,002
2403	Accounting Technician	1	1.00	1	1.00	26,666	23,146
2700	Intermediate Clerk Typist	8	8.00	8	8.00	163,425	162,575
3643	Assoc. Mechanical Engineer	1	1.00	1	1.00	50,738	50,738
3617	Assistant Electrical Engineer	1	1.00	1	1.00	43,910	39,367
3120	Dept. Computer Specialist III	1	1.00	1	1.00	35,447	35,269
6010	Planner/Estimator III	3	3.00	3	3.00	104,573	109,374
6011	Planner/Estimator II	4	4.00	4	4.00	130,360	127,551
2655	Storekeeper III	1	1.00	1	1.00	28,168	28,666
2660	Storekeeper I	1	1.00	1	1.00	19,512	19,812
6015	Facilities Support Manager	1	1.00	1	1.00	48,964	46,625
7017	Facilities Manager	7	6.00	7	6.00	234,276	218,048
5885	Bldg. Maint. Supv.	0	0.00	9	8.00	0	263,830
5884	Bldg. Maintenance Engineer	63	58.25	60	56.00	1,807,143	1,732,419
6200	Bldg. Maint. Eng. Asst. II	31	31.00	34	34.00	851,732	936,316
5963	Senior Carpenter	1	1.00	1	1.00	35,185	32,091
5905	Carpenter	3	3.00	3	3.00	91,896	91,893
5940	Painter	8	8.00	8	8.00	240,471	234,534
7539	Construction & Svcs. Worker III	1	1.00	1	1.00	24,201	24,201
7540	Construction & Svcs. Worker II	1	1.00	3	3.00	21,924	58,910
7541	Construction & Svcs. Worker I	3	3.00	1	1.00	62,749	20,924
5925	Electrician Supervisor	1	1.00	1	1.00	39,174	39,174
5923	Senior Electrician	1	1.00	1	1.00	35,600	35,600
5920	Electrician	8	8.00	8	8.00	268,592	268,600
6210	Electrician Assistant	1	1.00	1	1.00	25,318	26,595
7536	Mason & Const. Svcs. Supv.	1	1.00	1	1.00	40,760	40,760
5933	Senior Mason	1	1.00	1	1.00	37,018	37,018
5930	Mason	3	3.00	3	3.00	100,744	98,305
5955	Plumber & Welder Supv.	1	1.00	1	1.00	39,174	39,174
5953	Senior Plumber	1	1.00	1	1.00	35,600	35,600
5950	Plumber	6	6.00	7	7.00	204,912	236,088
6230	Plumber Assist.	3	3.00	3	3.00	79,925	83,628
6180	Welder	3	3.00	3	3.00	99,708	100,413
5959	Senior A/C Refrig. Mechanic	1	1.00	1	1.00	35,600	35,600
5960	Air Cond. & Refrig. Mechanic	7	7.00	8	8.00	233,214	269,240
6315	Gardener Supervisor II	1	0.00	1	0.00	0	0
6310	Gardener Supervisor I	2	2.00	2	2.00	52,200	48,741
6305	Gardener II	11	11.00	9	9.00	241,806	199,274
6162	Security Coordinator	1	1.00	1	1.00	37,729	37,729
6163	Sr. Security Alarm Specialist	1	1.00	1	1.00	36,623	36,622
6161	Security Alarm Specialist	7	7.00	8	8.00	237,400	267,863
7098	Security Guard	2	1.00	2	2.00	21,334	42,180
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	21,091	21,090
3802	Drafting Technician I	1	0.00	0	0.00	0	0
9999	Extra Help	0	0.00	68	3.00	0	110,446
	Total	219	210.25	297	225.00	\$6,471,376	\$6,905,295

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
	Salary Adjustments:					(39,434)	27,612
	Premium/Overtime Pay:					0	13,617
	Employee Benefits:					2,106,941	2,122,857
	Salary Savings:					(280,979)	(298,010)
	ILP Reductions:					(145,711)	0
	Total Adjustments					\$1,640,817	\$1,866,076
	Program Totals	219	210.25	297	225.00	\$8,112,193	\$8,771,371

PROGRAM: Fleet Management

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82503

ORGANIZATION #: 5500

MANAGER: SALLY B. HAZZARD-DIAZ, Director

REFERENCE: 1994-95 Proposed Budget - Pg. 51-16

AUTHORITY: This program was developed to carry out Administrative Code Section 398.10 (b) which states that the Department of General Services shall be responsible for the maintenance and repair of all County-owned vehicles. The Department is also responsible for acquiring all County-owned automotive equipment, except automotive equipment of the Department of Public Works or purchased out of special district or limited purpose funds.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,288,880	\$2,346,096	\$2,380,775	\$2,371,400	\$2,341,610	(1.3)
Services & Supplies	1,729,947	1,822,634	1,868,618	1,714,715	2,302,575	34.3
Vehicle Fuel	1,999,858	2,103,257	1,811,931	2,080,410	2,142,802	3.0
Fixed Assets	40,811	0	0	0	160,000	100.0
Less Reimbursements	(987)	(2,018)	(1,263)	0	0	0.0
TOTAL DIRECT COST	\$6,058,509	\$6,269,969	\$6,060,061	\$6,166,525	\$6,946,987	12.7
PROGRAM REVENUE	(544,249)	(540,769)	(613,155)	(678,175)	(1,110,175)	63.7
NET GENERAL FUND CONTRIBUTION	\$5,514,260	\$5,729,200	\$5,446,906	\$5,488,350	\$5,836,812	6.3
STAFF YEARS	54.87	56.17	56.49	59.00	59.00	0.0

PROGRAM MISSION

To provide all County operating departments with safe, well maintained automotive and truck equipment for delivery of services to the citizens of the County of San Diego.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Overall, 1993-94 Actual net County costs were \$41,444 lower than budgeted.

Actual Salary and Benefits were \$9,375 over budget. Actual Services and Supplies, including auto parts, were \$153,903 higher than original budget appropriations. This is due in part to the Board approved mid-year transfer of \$43,336 in Services and Supplies appropriations from the District Attorney's budget to offset the cost of continued, excess home-garaging by their personnel and due to a \$100,000 reduction in services and supplies appropriations at time of budget adoption on the assumption that the Sheriff would reduce home-garaging of County vehicles by midyear. This reduction did not occur as planned, resulting in continued higher maintenance costs. Services and supplies overexpenditures were offset by gasoline savings of \$268,479 from lower gasoline prices and lower consumption of fuel in other departments.

Actual Revenue was \$65,020 less than budgeted, primarily due to underrealization of budgeted Revenue from Public Works' Road Fund Internal Service Fund (ISF) and midyear Board action to reduce revenue appropriations. Additionally, \$38,000 originally budgeted for Contract City law-enforcement vehicle maintenance was removed and credited to the Sheriff rather than General Services.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- To implement a merger with Public Works vehicle fleet.
 - A proposed merger of the General Services and Public Works vehicle fleets received final Board approval September 27, 1994 (M/O 28) to take effect December 9, 1994.
- To develop a plan for implementation of a General Fund Internal Service Fund (ISF).
 - Implementation of a General Fund Internal Service Fund (ISF) has been postponed until 1995-96 due to insufficient funding in the current fiscal year.
- 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.
 - Performance evaluation of nine compressed natural gas (CNG) trucks has been suspended because of a vehicle

recall by the manufacturer due to faulty gasoline lines. It will be resumed when replacement trucks are delivered by the manufacturer.

4. To develop an underground tank consolidation and replacement program in conjunction with Facilities Services and Public Works.
 - A consultant has been retained to develop an underground gasoline tank consolidation program in conjunction with Public Works and Facilities Services.
5. To revise procurement of auto parts and improve productivity of vehicle maintenance staff.
 - Revision of auto parts procurement procedures to improve productivity of vehicle maintenance staff is an ongoing process which will be completed after the merger with Public Works' vehicle fleet operations.
6. To develop plans and begin replacement of the fleet management information system (FMIS).
 - A replacement Fleet Management Information System (FMIS) was approved in the 1994-95 budget and is expected to be acquired in 1994-95.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Complete the Board-directed merger of the General Services and Public Works vehicle fleets in FY94-95 and develop an Internal Service Fund for General Services' vehicles.
2. Replace the existing obsolete Fleet Management Information System with a state-of-the-art system for improved fleet management and control.
3. Develop and implement an Internal/External Customer Survey for the Fleet Division in FY94-95 for use as a model for other divisions in FY95-96.
4. Develop an outline of Division training needs as related to improving job performance and efficiency in providing services to customer departments.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Improve vehicle mechanic and support staff productivity through automation and reduction of manual record-keeping and accounting data.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Fleet Operations Administration [5.00 SY; E = \$248,986; R = \$0] including support personnel is 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. Responsible for implementing merger of General Services and Public Works vehicle fleets. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Providing vehicle finance plan development and contract negotiation, equipment specifications, bid preparation and review, and administration of vehicle lease purchase programs.
 - o Reducing \$68,256 in net County costs due to salary and benefit adjustments.
2. Automotive Parts [5.00 SY; E = \$1,932,284; R = \$155,175] including support personnel is responsible for parts ordering and issue, parts stocking, inventory control, special parts purchase, and parts delivery to six satellite garages. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Providing \$450,000 in privatized auto repair services.
 - o Adding 1.0 SY Fleet Parts Specialist III and 2.0 SY Fleet Parts Specialist I.
 - o Reducing 1.0 SY Storekeeper III and 2.0 SY Storekeeper II.
 - o Adding \$22,100 for auto parts for 23 additional Sheriff vehicles added midyear in 1993-94 to the General Fund fleet.
 - o Adding \$165,134 auto parts appropriations for additional home-garaging maintenance costs for Sheriff and District Attorney vehicles.

3. Work Control [3.00 SY; E = \$663,357; R = \$500,000] including support personnel is 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 budgeting of elected officials' vehicle mileage allowances. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Adding \$160,000 in fixed assets to acquire the hardware portion of a replacement Fleet Management Information System (FMIS).
 - o Adding 1.0 SY Departmental Computer Specialist I position and 1.0 SY Fleet Standards Technician.
 - o Deleting 2.0 SY Equipment Maintenance Planner positions.
 - o Increasing \$13,842 in net County costs due to reclassification of two positions, removal of ILP reductions, other Salary and Benefits adjustments, and increase in public liability insurance premiums.
4. Heavy Equipment [10.00 SY; E = \$460,739; R = \$65,000] including support personnel is responsible for performing major repairs, maintenance, and overhauls of light, medium, and heavy trucks, buses, and industrial equipment. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Increasing \$8,823 in net County costs due to net effect of Salary and Benefits adjustments including removal of ILP reductions, deletion of travel costs, and increase in public liability insurance premiums.
5. Light Equipment [14.00 SY; E = \$573,862; R = \$65,000] including support personnel is responsible for performing major maintenance, repairs, and overhauls of passenger cars and patrol units. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Increasing \$19,993 in net County costs due to net effect of removal of ILP reductions and other Salary and Benefits adjustments, and increase in public liability insurance premiums.
6. Satellite Garages [22.00 SY; E = \$924,957; R = \$225,000] including support personnel is responsible for performing light maintenance, repair, servicing, and preventive maintenance inspections of over 900 vehicles including patrol units assigned by district to six satellite garages. Also performs on-site lubrication and maintenance of sedans, trucks and buses assigned to outlying Probation and Sheriff camps. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Increasing \$27,716 in net County Costs due to net effect of removal of ILP reductions, other Salary and Benefits adjustments, and increase in public liability insurance premiums.
7. Fuel [0.00 SY; E = \$2,142,802; R = \$100,000] provides convenient refueling of law enforcement and other vehicles at fuel sites owned by the cities of San Diego, San Marcos, Imperial Beach, and Poway, in addition to 27 General Services and Public Works refueling sites located throughout the County. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Adding \$42,672 for continued home-garaging of vehicles by the Sheriff and District Attorney in FY94-95.
 - o Adding \$23,150 for 23 Sheriff vehicles added mid-year in 1993-94.

PROGRAM REVENUE BY SOURCE	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Source of Revenue				
USE OF MONEY AND PROPERTY:				
Equipment Rental-Operating (9211)	\$231	\$0	\$0	\$0
Equipment Rental-Orig. Cost Replacement (9212)	328	0	0	0
Sub-Total	\$559	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUE:				
State Aid Agriculture-Oriental Fruit Fly (9429)	\$15,745	\$0	\$4,125	\$4,125
Other Federal Grants (9678)	0	4,125	0	(4,125)
Sub-Total	\$15,745	\$4,125	\$4,125	\$0
CHARGES FOR CURRENT SERVICES:				
Interfund Charges in General Fund (9781)	\$4,802	\$0	\$0	\$0
Air Pollution Control District (9783)	46,856	45,000	45,000	0
Pub. Wks. Road Fund ISF (9786)	491,444	563,050	663,050	100,000
Liquid Waste Enterprise Fund (9788)	100	0	0	0
County Library (9793)	51,741	28,000	28,000	0
Contract Cities Law Enforcement Services (9879)	0	38,000	0	(38,000)
Work Authorization Excess Cost Adjustment (9998)	(534)	0	0	0
Sub-Total	\$594,410	\$674,050	\$736,050	\$62,000
MISCELLANEOUS REVENUE:				
Other Miscellaneous (9995)	2,442	0	370,000	370,000
Sub-Total	\$2,442	\$0	\$370,000	\$370,000
Revenue Total	\$613,155	\$678,175	\$1,110,175	\$432,000
EXPENDITURE REIMBURSEMENTS:				
Reimbursements Other County Depts (5605)	\$220	\$0	\$0	0
Cost Appl in General Fd (5611)	\$1,136	\$0	\$0	0
Work Authorization Excess Costs (5998)	\$(93)	\$0	\$0	0
Cost Applied Total	\$1,263	\$0	\$0	\$0
Total Revenue & Cost Applied	\$614,419	\$678,175	\$1,110,175	\$432,000
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$5,446,906	\$5,488,350	\$5,836,812	\$348,462
Sub-Total	\$5,446,906	\$5,488,350	\$5,836,812	\$348,462
Total	\$5,446,906	\$5,488,350	\$5,836,812	\$348,462

EXPLANATION/COMMENT ON PROGRAM REVENUES

Ongoing 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 Department of Public Works Road Fund Internal Service Fund (ISF) vehicles.

1993-94 Revenue was \$65,020 less than budgeted due primarily to underrealization of \$71,606 in Revenue from Public Work's Road Fund ISF (Account 9786) and midyear Board action to remove Revenue of \$38,000 in Contract Cities law-enforcement vehicle maintenance (Account 9879) from the Fleet budget. Contract City law-enforcement Revenue is credited to and budgeted in the Sheriff's budget rather than General Services. Underrealized Revenue was partially offset by overrealized State Agricultural Aid Revenue of \$15,745 (Account 9429) and overrealized Library Revenue of \$23,741 (Account 9793).

1994-95 Revenue is \$432,000 more than 1993-94. Increased 1994-95 Revenue appropriations will offset the estimated \$500,000 one-time cost of a replacement Fleet Management Information System (FMIS). \$370,000 will be offset by Revenue from the auction sale of older, worn County vehicles (Account 9995). \$130,000 of the cost will be offset by Public Works' ISF (Account 9786) which will also benefit from an upgraded FMIS. Other changes include removal as a revenue target of \$38,000 from Contract Cities Law Enforcement Services (Account 9879), and a \$30,000 decrease in Public Works' ISF Revenue (Account 9786).

FIXED ASSETS

Item	Quantity	Unit	Total Cost
FMIS Data Processing Equipment		Lot	\$160,000
Total			\$160,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
FLEET OPERATIONS					
% OF RESOURCES: 100%					
WORKLOAD					
General Fund Vehicles Maintained	2,058	2,090	2,119	2,111	2,140
Miles Driven	26,757,300	27,285,000	27,663,500	28,275,000	27,820,000
Gallons of Fuel Used	2,140,584	2,148,427	2,146,750	2,175,000	2,160,000
Public Works and Other Non-General Fund Vehicles Maintained	239	239	245	239	245
EFFICIENCY/OUTPUT					
No. of Gen. Fund Vehicles per Equip. Mechanic (Repairs)	95.50	95.22	95.28	89.83	93.04
No. of Gen. Fund Vehicles Per Equip. Svc. Technician (Preventive Maint. Inspections)	137.94	139.52	154.11	150.79	152.86
EFFECTIVENESS/OUTCOME					
No. of Repair Orders per Vehicle	9.27	8.55	8.0	8.00	6.50
No. of Preventive Maintenance Orders per Vehicle	5.25	4.00	3.75	3.75	3.75

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2220	Deputy Dir. Fleet Operations	1	1.00	1	1.00	\$74,872	\$74,873
6102	Chief, Fleet Operations	1	1.00	1	1.00	56,127	56,127
2302	Administrative Assistant III	1	1.00	1	1.00	46,162	46,163
6180	Welder	1	1.00	1	1.00	33,470	33,471
6130	Equipment Shop Supervisor	4	4.00	4	4.00	152,393	154,026
2607	Fleet Equipment Specialist	1	1.00	1	1.00	34,283	39,399
2608	Fleet Standards Technician	0	0.00	1	1.00	0	26,802
6108	Senior Equipment Mechanic	7	7.00	7	7.00	250,803	241,341
6110	Equipment Mechanic	20	20.00	20	20.00	684,438	673,181
6009	Equipment Maintenance Planner	2	2.00	0	0.00	44,982	0
6119	Equipment Service Tech. III	1	1.00	1	1.00	27,455	27,456
6120	Equipment Service Tech. II	13	13.00	13	13.00	318,345	311,653
2655	Storekeeper III	1	1.00	0	0.00	24,901	0
2660	Storekeeper I	2	2.00	0	0.00	47,273	0
2646	Fleet Parts Specialist III	0	0.00	1	1.00	0	26,802
2648	Fleet Parts Specialist I	0	0.00	2	2.00	0	41,946
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,666
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,474
2510	Senior Account Clerk	1	1.00	1	1.00	20,669	20,774
2730	Senior Clerk	1	1.00	1	1.00	23,950	23,949
3118	Depart. Computer Specialist I	0	0.00	1	1.00	0	25,068
Total		59	59.00	59	59.00	\$1,892,263	\$1,875,171
Salary Adjustments:						(\$1,547)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						615,454	550,313
Salary Savings:						(81,612)	(83,874)
ILP Reductions:						(40,158)	0
Total Adjustments						\$479,137	\$466,439
Program Totals		59	59.00	59	59.00	\$2,371,400	\$2,341,610

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$405,748	\$410,962	\$396,474	\$440,538	\$411,154	(6.7)
Services & Supplies	384,459	362,847	299,069	427,800	396,086	(7.4)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
Less Reimbursements	(880,500)	(927,285)	(884,733)	(1,058,945)	(996,385)	(5.9)
TOTAL DIRECT COST	\$(90,293)	\$(153,476)	\$(189,190)	\$(190,607)	\$(189,145)	(0.8)
PROGRAM REVENUE	(65,553)	(62,261)	(57,254)	(79,616)	(79,616)	0.0
NET GENERAL FUND CONTRIBUTION	\$(155,846)	\$(215,737)	\$(246,444)	\$(270,223)	\$(268,761)	(0.5)
STAFF YEARS	12.39	12.15	11.39	14.00	13.00	(7.1)

PROGRAM MISSION

To provide high quality reprographic and high-volume copying services to all County departments.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

FY93-94 Net County Costs are \$23,779 higher than budget due to underrealized Reimbursements of \$174,212 and Revenue of \$22,362. Underrealization is due to a downturn in the number of press forms and copying jobs being requested by client departments.

Savings in Services and Supplies and Salary and Benefits partially offset revenue losses. Services and Supplies expenditures were \$128,731 under budget due to less paper stock being used. Salaries and Benefits were \$44,064 under budget due primarily to leaving a Print Shop Supervisor position vacant the entire fiscal year prior to deleting the position during the 1994-95 budget process. Other temporary position vacancies also contributed to the salary and benefits savings.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Continue to study a consolidation or exchange of printing services with the City of San Diego Print Shop.
 - A feasibility study of potential areas of cooperation between the City Print Shop and County Printing Services resulted in both print shops providing each other with cost-effective services in the areas of envelope printing, production of press negatives, and graphics design.
2. Review procurement procedures to simplify the purchasing of bulk paper products and reduce existing inventories.
 - A review of bulk paper procurement procedures to determine if procurement could be simplified with a consequent reduction in paper inventories did not identify any opportunities for savings nor result in any changes in procurement procedures.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Identify and increase the level of reprographic services to all County departments for increased revenue base.
2. Coordinate printing-related services with the City of San Diego where cost-effective.
3. Develop an outline of Division training needs as related to improving job performance and efficiency in providing

services to customer departments.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Increased Program revenue in support of divisional and departmental budget objectives.

1994-95 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Printing Services [13.0 SY; E =(\$189,145); R = (\$79,616)] including support personnel is responsible for providing printing and copying services at a lower cost than is normally provided by contracting. This section operates on a cost-recovery basis, charging County departments and other agencies for the services it provides. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Providing \$25,000 in contracted printing services with private vendors.
 - o Providing \$50,000 in privatized equipment preventive maintenance services with vendors.
 - o Cooperating with the City of San Diego Print Shop in exchanging printing-related services, where cost-effective.
 - o Reducing Services and Supplies appropriations by \$31,714 for paper stock.
 - o Reducing 1.0 SY Printing Services Supervisor position.
 - o Increasing \$10,335 for Public Liability Internal Services Fund.
 - o Offset 100% by Revenues and Reimbursements from client departments, enterprise funds and other agencies.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
AID FROM OTHER GOV'T. AGENCIES:				
Aid From Other Gov't. Agencies (9746)	\$6,053	\$0	\$0	\$0
Sub-Total	\$6,053	\$0	\$0	\$0
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$9,804	\$0	\$0	\$0
APCD (9783)	5,273	20,000	20,000	0
CATV (9784)	1,663	523	523	0
Capital Outlay Fund (9785)	1,993	0	0	0
Purchasing/Revolving Fund (9786)	18,336	30,395	30,395	0
Liquid Waste Enterprise Fund (9788)	274	0	0	0
Transit Enterprise Fund (9789)	723	0	0	0
Solid Waste Enterprise Fund (9790)	4,160	4,000	4,000	0
Library Fund (9793)	8,975	24,698	24,698	0
Sub-Total	\$51,201	\$79,616	\$79,616	\$0
Total Revenue	\$57,254	\$79,616	\$79,616	\$0
EXPENDITURE REIMBURSEMENTS:				
Cost Appl in General Fd (5611)	\$884,733	\$1,058,945	\$996,385	(62,560)
Cost Applied Total	\$884,733	\$1,058,945	\$996,385	\$(62,560)
Total Revenue & Cost Applied	\$942,027	\$1,138,561	\$1,076,001	\$(62,560)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(246,444)	\$(270,223)	\$(268,761)	\$1,462
Total	\$(246,444)	\$(270,223)	\$(268,761)	\$1,462

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue was underrealized by \$22,362 in FY93-94 due to fewer printing and copying job orders from revenue funds such as the Library Fund, APCD, and Purchasing/Revolving Fund than was budgeted. Budgeted Revenue in the 1994-95 Adopted Budget is the same as in 1993-94.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
PRINTING SERVICES					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Number of Forms Printed	31,300,528	35,278,649	36,059,467	35,300,000	37,000,000
Number of Copies Made	5,031,269	4,001,637	4,269,863	5,100,000	4,500,000
<u>EFFICIENCY/OUTPUT</u>					
Unit Program Cost (incl. overheads):					
Per Form Printed	\$0.0234	\$0.0204	\$0.0208	\$0.0245	\$0.0231
Per Copy Made	\$0.0247	\$0.0274	\$0.0271	\$0.0251	\$0.0267
<u>EFFECTIVENESS/OUTCOME</u>					
1. Cost effectiveness of providing in-house printing:					
a. Commercial rate per form	.0400	.0450	.0450	.0500	.0450
b. County rate per form	.0246	.0241	.0220	.0272	.0248
c. Approx. savings per form	.0154	.0209	.0230	.0228	.0202
d. Total approx. savings	\$482,028	\$737,324	\$829,367	\$804,840	\$747,400
2. Cost effectiveness of providing in-house copier:					
a. Commercial rate per copy	.0450	.0450	.0450	.0450	.0450
b. County rate per copy	.0350	.0350	.0350	.0350	.0350
c. Approx. savings per copy	.0100	.0100	.0100	.0100	.0100
d. Total approx. savings	\$50,313	\$40,016	\$42,699	\$51,000	\$45,000
3. Privatized Services provided by outside vendor:					
	\$15,507	**\$76,739	**\$76,412	**\$75,000	**\$94,500

* Revised to include equipment maintenance services.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
3004	Chief, Printing Services	1	1.00	1	1.00	\$41,843	\$41,842
3070	Printing Services Supervisor	1	1.00	0	0.00	25,554	0
3073	Sr. Offset Equipment Operator	4	4.00	4	4.00	100,504	102,216
3050	Offset Equipment Operator	3	3.00	3	3.00	66,797	67,769
3054	Print Shop Helper	3	3.00	3	3.00	52,251	52,254
2510	Sr. Account Clerk	1	1.00	1	1.00	23,950	23,949
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,669	20,670
Total		14	14.00	13	13.00	\$331,568	\$308,700
Salary Adjustments:						966	0
Premium/Overtime Pay:						0	0
Employee Benefits:						128,467	116,762
Salary Savings:						(15,089)	(14,308)
ILP Reductions:						(5,374)	0
Total Adjustments						\$108,970	\$102,454
Program Totals		14	14.00	13	13.00	\$440,538	\$411,154

PROGRAM: Mail Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 81502
MANAGER: SALLY B. HAZZARD-DIAZ, Director

ORGANIZATION #: 5500
REFERENCE: 1994-95 Proposed Budget - Pg. 51-27

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$517,453	\$497,244	\$507,967	\$491,207	\$494,141	0.6
Services & Supplies	69,380	80,983	92,259	7,473	77,558	937.8
Fixed Assets	319,571	12,808	0	0	0	0.0
TOTAL DIRECT COST	\$906,404	\$591,035	\$600,226	\$498,680	\$571,699	14.6
PROGRAM REVENUE	(23,659)	(44,607)	(41,813)	(47,063)	(47,063)	0.0
NET GENERAL FUND CONTRIBUTION	\$882,745	\$546,428	\$558,413	\$451,617	\$524,636	16.2
STAFF YEARS	17.32	16.63	16.80	17.00	17.00	0.0

PROGRAM MISSION

To provide efficient interoffice and U.S. Postal mail services to all County departments.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

1993-94 Net County Costs are \$106,796 higher than budgeted. This is partially due to the mid-year restoration of \$56,630 in appropriations removed due to a planned reduction in mail service routes. The Board of Supervisors directed mid-year that these appropriations be restored to maintain the same level of mail services as in 1992-93.

Other actual cost overruns relate to 1) continued use of two unfunded Mail Clerk Drivers and two temporary contract workers to maintain service levels; and 2) unfunded purchases of interoffice mail envelopes and work uniforms for Mail Clerk Drivers, and (3) higher-than-budgeted equipment maintenance costs. Revenue was \$5,250 less than budgeted.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. To increase machine-readability of letters processed through high volume letter sorter/barcoder from 72% to 85%.
 - Increasing machine-readability of letters processed through the County mail center's high-volume letter sorter/barcoder from 72% to 85% in order to further reduce postage costs, was not achieved due to the high number of handwritten letter addresses by the Department of Social Services, which accounts for 32% of mail metered at the COC Annex mail center.
2. Investigate the concept and feasibility of handling and sorting U.S. mail for other cities in San Diego County.
 - Investigating the feasibility of handling other cities' mail led to a 60-day pilot program with the City of San Diego that resulted in a lower percentage of machine-readable mail that had been projected. A similar study is now underway with the City of Carlsbad and other cities within the County that have expressed a similar interest.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Provide mail-related services to local government agencies for more cost-effective operations and increased revenue base.
2. Develop an outline of Division training needs as related to improving job performance and efficiency in providing services to customer departments.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Increased revenue to support cost of County mail operations.

2. Improved employee productivity and customer service.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Mail Services [17.00 SY; E = \$571,699; R = \$47,063] including support personnel is responsible for processing and delivering mail routed through the U.S. Postal Service and interoffice mail; and providing Zip+4 mail system services for client departments.:
 - o Discretionary/Discretionary Service Level.
 - o Privatizing \$50,000 in equipment preventive maintenance services.
 - o Increasing \$73,019 due to net effect of (1) restoration of \$56,630 to maintain existing mail service levels; (2) equipment maintenance contract COLA increases; (3) reduction in travel and (4) upward adjustment in Salary and Benefits primarily due to end of Integrated Leave Program (ILP) and increases in Workers Compensation appropriations; and (5) increases in public liability insurance premiums.
 - o Adding \$12,180 for Public Liability Internal Service Fund.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$6,494	\$24,596	\$24,596	\$0
APCD (9783)	4,567	4,000	4,000	0
Airport Enterprise Fund (9787)	3,483	568	568	0
Liquid Waste Enterprise Fund (9788)	2,927	1,763	1,763	0
Solid Waste Enterprise Fund (9790)	3,637	4,636	4,636	0
Library Fund (9793)	20,696	11,500	11,500	0
Sub-Total	\$41,804	\$47,063	\$47,063	\$0
MISCELLANEOUS REVENUE:				
Recovered Expenditures (9989)	9	0	0	0
Sub-Total	\$9	\$0	\$0	\$0
Total	\$41,813	\$47,063	\$47,063	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$558,413	\$451,617	\$524,636	\$73,019
Sub-Total	\$558,413	\$451,617	\$524,636	\$73,019
Total	\$558,413	\$451,617	\$524,636	\$73,019

EXPLANATION/COMMENT ON PROGRAM REVENUES

1993-94 Revenue was \$5,250 less than budgeted. Charges to enterprise funds for mail services to pickup, deliver and process U.S. and interoffice mail were lower than anticipated. FY94-95 Revenue is budgeted the same as FY93-94.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
MAIL SERVICES					
% OF RESOURCES:	100%				
<u>WORKLOAD</u>					
Pieces of Interdepartmental Mail	7,350,000	8,000,000	8,002,000	8,000,000	8,002,000
Pieces of U.S. Mail	6,886,269	7,324,797	7,303,547	7,600,000	7,305,000
County Offices with Mail Services	406	415	440	420	450
Mail Stops per Day	400	435	475	445	500
<u>EFFICIENCY/OUTPUT</u>					
Mail Pieces Processed per Direct Staff Position	1,067,187	978,595	995,807	866,667	850,389
<u>EFFECTIVENESS/OUTCOME</u>					
Cost of sending County inter-departmental mail through U.S. Postal Service (using standard rate per one ounce mail)	\$2,131,500	\$2,320,000	\$2,320,580	\$2,320,000	\$2,320,580
Cost of providing County Mail Services (including overhead)	\$569,885	\$689,544	\$809,752	\$726,524	\$788,524
Approximate Savings	\$1,561,615	\$1,630,456	\$1,510,248	\$1,593,476	\$1,531,852

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
3047	Mail Systems Specialist	1	1.00	1	1.00	30,442	30,443
3074	Senior Mail Clerk Driver	2	2.00	2	2.00	44,889	44,749
3039	Mail Clerk Driver	16	14.00	16	14.00	289,372	288,622
Total		19	17.00	19	17.00	\$364,703	\$363,814
Salary Adjustments:						984	0
Premium/Overtime Pay:						0	0
Employee Benefits:						147,233	145,384
Salary Savings:						(16,791)	(15,057)
ILP Reductions:						(4,922)	0
Total Adjustments						\$126,504	\$130,327
Program Totals		19	17.00	19	17.00	\$491,207	\$494,141

PROGRAM: Real Property

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82151

ORGANIZATION #: 5500

MANAGER: SALLY B. HAZZARD-DIAZ, Director

REFERENCE: 1994-95 Proposed Budget - Pg. 51-32

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).

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,679,544	\$1,500,516	\$1,366,287	\$1,500,121	\$1,578,069	5.2
Services & Supplies	65,553	63,060	62,664	55,476	152,470	174.8
Other Charges	0	0	10,000	0	0	0.0
Fixed Assets	0	0	12,502	12,600	0	(100.0)
TOTAL DIRECT COST	\$1,745,097	\$1,563,576	\$1,451,453	\$1,568,197	\$1,730,539	10.4
PROGRAM REVENUE	(801,114)	(865,438)	(888,599)	(914,500)	(866,600)	(5.2)
NET GENERAL FUND CONTRIBUTION	\$943,983	\$698,138	\$562,854	\$653,697	\$863,939	32.2
STAFF YEARS	32.45	28.56	25.27	28.0	29.0	3.6

PROGRAM MISSION

To acquire, sell and manage County real estate resources (i.e., general office facilities, roads, parks and landfills) and ensure that County real property transactions are accomplished in a legal, timely and cost-effective manner.

To provide 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. To contract services in the areas of appraisal, acquisition and land titles, as required.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

FY93-94 actual net County cost is \$90,843 less than budgeted. Salaries and Benefits expenditures are under budget by \$133,834 due to vacancies in three positions and underfilling seven positions. Services and Supplies expenditures are \$7,188 more than the adopted budget, but \$1,302 less than the adjusted appropriations due to various mid-year Board actions (10/5/94 MO #22 and 3/29/94 MO #56).

Revenues are \$25,901 under adopted budget. Mid-year Board action removed Vending Machine revenue of \$42,000 and Real Estate Commission revenue of \$50,000 (10/5/93 MO #22). These reductions in revenue were partially offset by an overrealization of revenue in various accounts.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. To improve response time to client departments by developing an Acquisition Relocation RFP and a formal Acquisition Settlement Committee procedure.
 - The anticipated workload has not been received from the Department of Public Works. Thus, the issuance of an RFP for contracted services has been delayed.
 - An Acquisition Settlement Committee (ASC), with representatives from Public Works, Parks & Recreation, County Counsel and General Services has been established and utilized informally during FY93-94 with positive results. The draft MOU to formalize the ASC procedures will be completed in FY94-95.
2. To develop procedures to sell uneconomic/unusable small and remainder properties through the Tax Collector.
 - Staff investigation with the Tax Collector revealed restrictions in the State Revenue and Tax Code which impede implementation of this objective.
3. To provide valuation and highest and best use data on all vacant or underutilized County-owned property.
 - A compilation of initial records has been developed. Further action will continue in FY94-95.

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.
 - The County-owned land and facility component was developed and put on-line. Further enhancements were developed and added to the Acquisition Leasing component. Additional modifications will be added to various components in FY94-95. Documentation and training will be provided by the Department of Information Services in FY94-95.
5. 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.
 - The vending machine cost recovery program has been implemented and has realized \$8,420 in revenue to the Public Services Utilities budget in FY93-94.
 - Discussions are on-going with the City of Santee on potential new revenue leases and permits at Edgemoor.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Renegotiate existing acquisition lease contracts to reduce rental costs.
 - Renegotiate at least 4 acquisition leases for approximately \$125,000 in annual rental savings.
2. Acquire real property at prices that are consistent with appraised value.
 - Acquire 90% of the properties purchased during FY94-95 at prices no more than 10% above appraised values in lieu of eminent domain.
3. Provide valuation and highest and best use data on 10% of all vacant or underutilized County-owned property in FY94-95.
4. Conduct "Exit Conferences" with two customer departments in FY94-95 at the conclusion of new lease acquisition activities to assess satisfaction with service.
5. Continue modifications, documentation and training for the space management system database.
 - Complete the rental adjustment module.
6. Develop an outline of Division training needs as related to improving job performance and efficiency in providing services to customer departments.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Reductions in annual rental payments.
2. Improved availability of space information and enhanced management decisions County-wide.
3. Replace leased space with County-owned properties.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration Real Property [6.0 SY; E = \$295,039; R = \$10,000]:
 - o Discretionary/Discretionary Service Level.
 - o Providing supervision (2.0 SY) and clerical support (4.0 SY) to all program direct service activities.
 - o Developing, managing and administering the Real Property Program and Countywide Rents and Leases Program, including over 800 real property projects and leases.
 - o Directing program policy development and implementation of standardized operational policies and procedures.
 - o Providing advisory support to the Capital and Space Committee and Real Estate Advisory Committee.
 - o Increasing the services and supplies appropriation by \$7,293 for the Public Liability Insurance Premium.
2. Property Management [4.0 SY; E = \$246,960; R = \$81,379]:
 - o Mandated/Discretionary Service Level.
 - o Providing centralized management and administration of 260 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.
 - Managing revenue leasing space management system database.
 - Increasing the services and supplies appropriation by \$6,076 for the Public Liability Insurance Premium.
3. Engineering [5.0 SY; E = \$284,668; R = \$282,121]:
- Mandated/Discretionary Service Level.
 - Providing technical engineering services to County departments and the public.
 - Responsible to describe parcels acquired for County departments; prepare new and/or revised right of way plans; and maintain the County-wide land inventory.
 - Increasing the services and supplies appropriation by \$6,654 for the Public Liability Insurance Premium.
4. Acquisition [7.0 SY; E = \$427,614; R = \$367,100]:
- 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.
 - Increasing the services and supplies appropriation by \$8,867 for the Public Liability Insurance Premium.
 - Increasing the services and supplies appropriation and revenue by \$20,000 for the services to property owners trust fund.
 - Increasing salaries and benefits by \$50,100 due the addition of 1.0 SY and funding for one Associate Real Property Agent position.
5. Valuation [2.00 SY; E = \$141,761; R = \$114,500]:
- Mandatory/Discretionary Service Level
 - Providing appraisal services for County land and facilities acquisition projects.
 - Managing appraisal consultant contracts.
 - Increasing the services and supplies appropriation by \$2,785 for the Public Liability Insurance Premium.
 - Increasing the services and supplies appropriation and revenue by \$30,000 for the services to property owners trust fund.
6. Acquisition Leasing [5.00 SY; E = \$334,497; R = \$11,500]:
- Mandated/Discretionary Service Level
 - Managing Countywide acquisition leasing activities for 31 County departments and offices and 197 leases.
 - Managing lease savings program.
 - Managing acquisition leasing space management system database.
 - Increasing the services and supplies appropriation by \$6,994 for the Public Liability Insurance Premium.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
TAXES OTHER THAN CURRENT PROPERTY:				
Sales and Use Tax (T.D.A.)(9061)	\$26,883	\$0	\$0	\$0
Sub-Total	\$26,883	\$0	\$0	\$0
USE OF MONEY AND PROPERTY:				
Rents and Concessions (9210)	\$3,165	\$42,000	\$0	\$(42,000)
Sub-Total	\$3,165	\$42,000	\$0	\$(42,000)
CHARGES FOR CURRENT SERVICES:				
Service to Prop Owners (9771)	\$15,525	\$0	\$52,500	\$52,500
Public & Government Plan & Eng-Plan Check & Field Inspection (9773)	77,600	105,000	64,121	(40,879)
Road Fund (9782)	446,267	426,000	466,100	40,100
Air Pollution Control District (9783)	0	5,000	6,500	1,500
Capital Projects (9785)	114,318	20,000	95,000	75,000
Airports Enterprise Fund (9787)	56,925	47,000	30,379	(16,621)
DPW Solid Waste Enterprise Fund (9790)	106,123	185,000	118,000	(67,000)
DPW Special Districts (9792)	11,397	24,500	19,000	(5,500)
Library Fund (9793)	22,464	5,000	5,000	0
Other Miscellaneous (9979)	0	50,000	0	(50,000)
Excess Cost (9998)	(2,103)	0	0	0
Sub-Total	\$848,516	\$867,500	\$856,600	\$(10,900)
OTHER FINANCING SOURCES:				
DPW Operating Transfer Other Special Dist (9812)	\$7,750	\$5,000	\$10,000	\$5,000
Other Miscellaneous (9995)	2,285	0	0	0
Sub-Total	\$10,035	\$5,000	\$10,000	\$5,000
Total	\$888,599	\$914,500	\$866,600	\$(47,900)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$562,854	\$653,697	\$863,939	\$210,242
Sub-Total	\$562,854	\$653,697	\$863,939	\$210,242
Total	\$562,854	\$653,697	\$863,939	\$210,242

EXPLANATION/COMMENT ON PROGRAM REVENUES

For FY93-94, overall adopted program revenues were underrealized by \$25,901 due primarily to the deletion of vending machine and leasing commission revenue. Revenues were overrealized primarily in Account 9061 by \$26,883, Account 9782 by \$20,267 and Account 9785 by \$94,318. Account 9785 revenue includes additional capital project support on Volcan Mountain, \$11,331, two transit centers, \$32,445, and two criminal justice facilities, \$47,918. Revenues were underrealized in Account 9210 by \$38,835; Account 9773 by \$37,400; Account 9790 by \$78,877; and Account 9979 by \$50,000. Underrealized revenue in Account 9790 is the result of the decision not to proceed to acquire optional buffer areas (Tiers II & III) for the San Marcos Landfill.

For FY94-95, overall program revenues are budgeted at \$47,900 less than FY93-94. This is due primarily to the deletion of Acquisition leasing commissions (Account 9979-\$50,000) and transfer of vending machine revenue (Account 9210-\$42,000) to the Public Services Utilities budget; and the reasons stated above for Account 9790-\$67,000.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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ACTIVITY A: PROPERTY MANAGEMENT

% OF RESOURCES: 17%WORKLOAD

# of Revenue Leases	240	256	261	250	260
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EFFICIENCY/OUTPUT

# of Leases/Staff Year (A)	48	51	66	62	65
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EFFECTIVENESS/OUTCOMECost Effectiveness of Providing
In-house Revenue Leasing:

Outside Contracting Estimates (B)	\$757,120	\$676,000	\$590,418	\$594,880	\$545,800
County Cost for Same Services	\$304,420	\$298,094	\$239,455	\$247,250	\$246,960
Approximate Savings	\$452,700	\$377,906	\$350,963	\$347,630	\$298,840

(A) Minus 1.0 SY in FY93-94.

(B) Based on a survey of hourly costs for comparable staff on an annual basis.

ACTIVITY B: ENGINEERING

% OF RESOURCES: 20%WORKLOAD

Parcels Prepared	403	704	640	800	700
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EFFICIENCY/OUTPUT

Parcels Prepared/Staff Year (A)	101	190	161	160	140
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EFFECTIVENESS/OUTCOMECost Effectiveness of Providing
In-house Engineering Services:

Outside Contracting Estimates (B)	\$466,200	\$466,200	\$459,929	\$577,800	\$556,200
County Cost for Same Services	\$232,431	\$228,168	\$235,658	\$287,626	\$284,668
Approximate Savings	\$233,769	\$238,032	\$224,271	\$290,174	\$271,532

(A) Adding 1.0 SY in FY93-94

(B) Based on a survey of hourly costs for comparable staff on an annual basis.

PERFORMANCE INDICATORS	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY C: ACQUISITION					
<u>% OF RESOURCES:</u> 30%					
<u>WORKLOAD</u>					
# of Parcels Purchased	62	93	59	65	65
<u>EFFICIENCY/OUTPUT</u>					
# of Parcels Purchased/Staff Year (A)	11	18.6	12	10.8	9
<u>EFFECTIVENESS/OUTCOME</u>					
Cost Effectiveness of Providing In-house Services to Purchase Parcels:					
Cost of Contracting Out Acquisition Services (B)	\$919,360	\$919,360	\$746,214	\$919,360	\$811,800
County Cost for Same Services	\$315,182	\$329,938	\$326,785	\$377,440	\$407,614 (C)
Approximate Savings	\$604,178	\$589,422	\$419,429	\$541,920	\$404,186
(A) Adding 1.0 SY in FY94-95					
(B) Based on a survey of hourly costs for comparable staff on an annual basis.					
(C) Cost minus \$20,000 Trust Fund appropriation.					

ACTIVITY D: VALUATION% OF RESOURCES: 10%WORKLOAD

Parcels Appraised In-house	89	144	76	160	110
Parcels Appraised by Contract	55	55	353(A)	200	200

EFFICIENCY/OUTPUT

# of All Parcels Appraised/Staff Yr. (B)	36	69	143	120	155
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EFFECTIVENESS/OUTCOMECost Effectiveness of Providing
In-house appraisal Services:

Cost Estimates to Contract Out In-house Appraisals (C)	\$302,600	\$236,360	\$128,288	\$248,800	\$185,680
County Cost for Same Services (D)	\$220,442	\$145,638	\$117,204	\$152,836	\$111,761(E)
Approximate Savings	\$82,158	\$90,722	\$11,084	\$95,964	\$73,919

(A) Includes 295 bond appraisals.

(B) Minus 1.0 SY in FY94-95.

(C) Based on averages of annual contract costs per parcel appraised.

(D) County Cost includes contract appraisal review time. Appraisal review cannot be contracted out per Caltrans regulations. Thus, approximate savings are actually greater than shown.

(E) Cost minus \$30,000 Trust Fund appropriation.

PERFORMANCE INDICATORS	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
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ACTIVITY E: ACQUISITION LEASING

% OF RESOURCES: 23%WORKLOAD

# of Acquisition Leases (A)	190	192	194	197	197
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EFFICIENCY/OUTPUT

# of Leases/Staff Year	38	49	47	49	39
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EFFECTIVENESS/OUTCOMECost Effectiveness of Providing
In-house Acquisition Leasing:

Outside Contracting Estimates (B)	\$759,166	\$804,938	\$803,079	\$779,688	\$824,566
County Cost for Same Services	\$314,117	\$224,739	\$213,493	\$229,186	\$334,497
Approximate Savings	\$445,049	\$580,199	\$589,586	\$550,502	\$490,069

(A) Adding 1.0 SY in FY94-95.

(B) 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	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2290	Deputy Director, Real Property	1	1.00	1	1.00	\$72,769	\$72,768
3728	Senior Land Surveyor	1	1.00	1	1.00	59,885	59,885
5585	Supervising Real Property Agent	4	4.00	4	4.00	211,538	218,912
3785	Land Surveyor	1	1.00	1	1.00	43,910	38,002
3780	Assistant Surveyor	1	1.00	1	1.00	37,035	38,129
5570	Senior Real Property Agent	5	5.00	5	5.00	241,025	230,543
5525	Associate Real Property Agent	10	9.00	10	10.00	351,595	379,524
3813	Engineering Technician II	2	2.00	2	2.00	65,189	62,756
2730	Senior Clerk	3	2.00	3	2.00	46,002	42,826
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,474
2756	Administrative Secretary I	1	1.00	1	1.00	22,052	22,052
Total		30	28.00	30	29.00	\$1,176,474	\$1,190,871
Salary Adjustments:						2,448	55,681
Employee Benefits:						407,110	382,753
Salary Savings:						(52,000)	(51,236)
ILP Reductions:						(33,911)	0
Total Adjustments						\$323,647	\$387,198
Program Totals		30	28.00	30	29.00	\$1,500,121	\$1,578,069

PROGRAM: Records Management

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82401

ORGANIZATION #: 5500

MANAGER: SALLY B. HAZZARD-DIAZ, Director

REFERENCE: 1994-95 Proposed Budget - Pg. 51-40

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$359,082	\$289,684	\$247,959	\$251,182	\$289,978	15.4
Services & Supplies	40,493	43,908	44,315	71,227	73,103	2.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	3,735	2,439	2,700	0	(100.0)
TOTAL DIRECT COST	\$399,575	\$337,327	\$294,713	\$325,109	\$363,081	11.7
PROGRAM REVENUE	(64,276)	(63,453)	(78,696)	(137,089)	(167,748)	22.4
NET GENERAL FUND CONTRIBUTION	\$335,299	\$273,874	\$216,017	\$188,020	\$195,333	3.9
STAFF YEARS	11.84	9.7	6.92	8.00	9.0	12.5

PROGRAM MISSION

To provide professional Records Management Services for County Government.

To enable County departments to identify, appraise and control all records required to conduct the affairs of the County of San Diego from creation through retention and disposal and disposal of those records.

To secure and protect the public interest by ensuring the promulgation of records retention schedules by all County departments which include the identification of critical operational and historical records for preservation.

To provide efficient, economical record storage services through the management of a private contract.

To provide microfilming and security storage for microfilm records.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

FY93-94 Actual Net Costs are \$27,997 more than budget, due to underrealized revenue of \$58,393.

FY93-94 expenditures were \$30,396 less than budget. This was due to savings in Salaries and Benefits that resulted from a hiring freeze and extended vacancies of a Microfilm Operator and an Accounting Technician.

FY93-94 revenues were underrealized due to the reduction in requests for services from other departments.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Assisted two departments (Housing and General Services) in developing records retention schedules.
2. Produced and distributed County Wide Records Management Manual.
3. Transferred 18,000 cubic feet of records from County Storage facility to a Contract facility.
4. Microfilmed 1.5 million documents; produced 100,000 microforms (aperture cards & microfiche); processed and duplicated 132,000 feet of film.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Microfilm 1,100,000 documents, produce 50,000 microforms (aperture cards & microfiche), process 60,000 feet of film (1.3 million documents), duplicate 50,000 feet of film (1.1 million documents).
2. Implement FY94-95 components of Countywide Records Management Program.

- Assist in the preparation of final departmental retention schedules by Public Works, General Services and Housing & Community Development by September, 1995.
 - Produce model departmental Records Management Desk manual by November, 1994.
 - Finalize global retention schedule for records applicable to all County Departments by October, 1994.
 - Initiate records review in five new departments by January, 1995.
3. Develop an outline of Division training needs as related to improving job performance and efficiency in providing services to customer departments.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Cost effective storage and retention of County records.
2. Maximum use of space and associated equipment.
3. Inexpensive duplication of records for distribution.
4. Secured off-site storage for vital records.
5. Permanence and admissibility as original records in a Court of Law when filmed according to ANSI standards.
6. Improved employee productivity and customer service.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Micrographics [5.0 SY; E = \$183,921; R = \$136,748] is:
 - o Discretionary/Discretionary Service Level.
 - o Increasing \$37,912 in revenue from the City of San Diego.
 - o Increasing \$6,331 for Public Liability Internal Service fund.
 - o Offset 74% by revenue.
 - o Servicing 25% of the County's microfilming needs as requested.
2. Records Center [3.0 SY; E = \$124,790; R = \$0] is:
 - o Discretionary/Discretionary Service Level.
 - o Able to service 100% of requested offsite storage needs through privatized services.
 - o Decreasing \$5,155 in Services & Supplies ; transfer to other County departments for contract Records Storage services.
3. Administration [1.0 SY; E = \$54,370; R = \$31,000] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Providing administration and clerical support to the Records program.
 - o Providing consulting services to County departments.
 - o Administering a privatized records storage contract.
 - o Offset 57% by revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES:				
Other Governmental Agencies (9971)	\$814	\$1,336	\$1,336	\$0
Road Fund (9782)	41,138	50,800	60,000	9,200
Solid Waste Enterprise Fund (9790)	29,659	1,000	1,000	0
APCD (9783)	1,185	2,231	0	(2,231)
Liquid Waste (9788)	1,596	4,594	4,000	(594)
Solid Waste (9911)	0	0	0	0
Aid From Other Gov't. Agency (9746)	0	25,000	62,912	37,912
Micrographics Fee (9864)	0	20,913	1,000	(19,913)
Sub-Total	\$74,392	\$105,874	\$130,248	\$24,374
OTHER REVENUE:				
Sale of Silver (9994)	\$0	\$500	\$500	\$0
Other Miscellaneous (9995)	4,304	30,715	37,000	6,285
Sub-Total	\$4,304	\$31,215	\$37,500	\$6,285
Total	\$78,696	\$137,089	\$167,748	\$30,659

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$216,017	\$188,020	\$195,333	\$7,313
Sub-Total	\$216,017	\$188,020	\$195,333	\$7,313
Total	\$216,017	\$188,020	\$195,333	\$7,313

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY93-94 revenue from Micrographics Fee (Account 9864), Road Fund (Account 9782), APCD (Account 9783), Liquid Waste Enterprise Fund (Account 9788) were underrealized by \$58,393 due to reduction in requests from the Assessor/Recorder and Department of Public Works; Grant revenue in account 9746 was underrealized because the Review Board of the National Historical Publications Commission (NHPRC) requested revisions to the Grant Application and resubmission for 1994-95.

FY94-95 revenue increased due to a request for micrographic services from the City of San Diego (Account 9746), increased services requested for Cal Trans (Account 9995) and for Road Fund projects (Account 9782).

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
MICROGRAPHICS					
% OF RESOURCES: 75%					
WORKLOAD					
DOCUMENTS FILMED:					
Rotary	267,155	409,000	1,396,624	350,000	900
Planetary	1,222,240	422,980	493,392	450,000	200,000
Engineer Drawing	10,025	5,799	10,275	8,000	6,000
TOTAL	1,499,600	838,000	1,900,291	808,000	1,106,000
MICROFORMS:					
Aperture Cards	35,954	39,516	56,917	27,000	30,000
Microfiche	17,490	13,711	44,678	10,000	20,000
TOTAL	53,444	53,227	101,595	37,000	50,000
Reels (100 ft.) Processed	835	650	647	600	600
Reels (100 ft.) Duplicated	740	438	680	350	500
EFFICIENCY/OUTPUT					
Number of Documents Requested for Filming	3,200,000	700,000	407,000	407,900	3,000,000
Number of Documents in Backlog	700,000	1,562,000	2,262,000	2,262,000	462,344
Total Number of Documents to be Filmed	3,900,000	2,262,000	2,669,900	2,669,900	3,462,344
EFFECTIVENESS/OUTCOME					
% of Documents filmed	38%	37%	72%	30%	31%

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY B: RECORDS CENTER					
<u>% OF RESOURCES: 25%</u>					
<u>WORKLOAD</u>					
Cubic Feet Stored	38,752	13,087	5,370	13,000	0
Items Serviced	45,372	15,000	5,370	15,000	0
<u>EFFICIENCY/OUTPUT</u>					
Number of Cubic Feet Requested for Storage	4,350	9,000	0	9,000	0
Number of Cubic Feet Currently Stored	38,752	16,000	2,714	16,000	0
Cubic Feet to be Stored by Contract	0	18,000*	32,000	32,000	32,000
Total Cubic Feet to Be Stored	43,102	43,000	34,714	57,000	50,000

*Actual cubic feet of records stored by contract facility is 14,000 less than budget due to departments' purging records.

EFFECTIVENESS/OUTCOME

% of Cubic Feet Stored by County	89%	37%	8%	28%	0
% Stored through Privatized Services	0	42%	92%	56%	100%
Private Contract Cost (County wide Blanket P.O.)	\$0	\$12,982	\$42,922	\$56,000	\$61,000

STAFFING SCHEDULE

Class	Title	1993-94	1993-94	1994-95	1994-95	1993-94	1994-95
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
2043	Accounting Technician	1	1.00	0	0.00	\$22,479	\$0
2425	Associate Accountant	0	0.00	1	1.00	0	31,291
2710	Junior Clerk/Typist	1	1.00	1	1.00	18,721	16,748
2730	Senior Clerk	1	1.00	0	0.00	23,950	0
3052	Chief, Records Mgt. Svcs.	1	1.00	1	1.00	37,223	39,096
3040	Microfilm Operator	5	4.00	5	5.00	88,809	104,977
8804	Records Mgt. Coordinator II	0	0.00	1	1.00	0	25,890
Total		9	8.00	9	9.00	\$191,182	\$218,002
Salary Adjustments:						(2,273)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						74,916	82,077
Salary Savings:						(8,662)	(10,101)
ILP Reduction:						(3,981)	0
Total Adjustments						\$60,000	\$71,976
Program Totals		9	8.00	9	9.00	\$251,182	\$289,978

PROGRAM: Support Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 92101

ORGANIZATION #: 5500

MANAGER: SALLY B. HAZZARD-DIAZ, Director

REFERENCE: 1994-95 Proposed Budget - Pg. 51-46

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,267,328	\$1,521,803	\$1,322,412	\$1,360,074	\$1,401,070	3.0
Services & Supplies	81,253	52,988	50,044	59,292	94,625	59.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	19,983	0	23,088	13,500	0	(100.0)
TOTAL DIRECT COST	\$1,368,564	\$1,574,791	\$1,395,544	\$1,432,866	\$1,495,695	4.4
PROGRAM REVENUE	(0)	(55)	(3,271)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,368,564	\$1,574,736	\$1,392,273	\$1,432,866	\$1,495,695	4.4
STAFF YEARS	22.17	27.55	19.75	25.00	26.00	4.0

PROGRAM MISSION

To provide overall management, policy direction and planning for the Department of General Services.

To provide personnel, payroll, budget and fiscal management, methods analysis/information systems and County-wide Space and Records management services.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Overall net costs were \$40,593 below adopted budget, primarily due to position vacancies and offsetting unanticipated revenue earned from Capital Projects.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. To review and restructure departmental administrative, automation, accounting and clerical services and service levels within Support Services to accommodate the reduction of 10 positions within the division and the addition of two positions to form a combined Methods Analysis/Information Services Section.
 - Ten positions were removed from the division in the FY93-94 budget process. All at-risk employees were placed in appropriate, available, vacant positions within the County prior to lay-off deadlines. Efforts continue concerning resource and service leveling within the division. Many support activities have been discontinued.
 - A new series classification - Principal Industrial Engineer, Industrial Engineer I & II - was approved for addition to the County's Compensation Ordinance by the Board of Supervisors in August, 1994 and became operative on September 16, 1994. Job specifications, exams and employment lists for these positions will be promulgated by the Department of Human Resources in FY94-95. Combined Methods Analysis/Information Services activities will be implemented at the conclusion of recruitment efforts for the section.
2. To continue the implementation of the FY92-93 segment of the three year Business Automation Plan. Activities include:
 - o Participate in testing and implementation of the County "enterprise network" at the COC.
 - The Department's LAN has full access to the County "enterprise network" at the COC.
 - o Implement LAN database applications for Capital Space Project Planning Management.
 - Implementation of this objective is on hold as it is contingent upon the funding of necessary hardware and software identified in the FY92-93 and FY93-94 component of the department's approved Business Automation Plan and carried forward to FY94-95.

- o Participate in the development of Minority Women & Business Enterprises (MWBE) mainframe inventory access.
 - A "windows based" application has been developed by the Department of Information Services that includes an automated CALTRANS and County MWBE directory database. Implementation of this application within the department is contingent upon the funding of necessary hardware and software identified in the FY92-93 and FY93-94 component of the department's approved Business Automation Plan. When available, the department expects to conduct a "test" of the product on a stand-alone workstation in FY94-95.
- o Develop requirements for Phase III of the Mainframe Inventory System.
 - The Department of Information Services contract with Data Builders for implementation of Phase II of the Mainframe Inventory System was extended through November, 1994. As a result, this objective will carry-over for initiation in FY94-95.
- 3. To test and implement an on-line Capital and Space Budget Request process in FY93-94.
 - The on-line Capital and Space Budget Request process was successfully tested by the Sheriff and the departments of Information Services and Social Services in FY93-94. Full implementation will occur in FY94-95.
- 4. To implement an action plan for assessing and assuring the accuracy of valuations of County property and facilities.
 - A report on facility audit needs was developed, a proposal was presented in the 1994-95 budget and a Facility Audit unit was approved, with staffing to commence in the last quarter of the fiscal year.
- 5. To develop a Cultural Sensitivity training plan for all department staff.
 - A departmental Mentorship Program was developed and implemented in January, 1994, as a first phase to this objective. Planning for sensitivity training began in FY93-94. The first cultural sensitivity training session for all department supervisors was conducted at the end of FY93-94. This objective will carry forward into FY94-95.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Design and present to the CAO and Board of Supervisors a comprehensive work program (Directions 2000) taking the department into the 21st century.
2. Develop a plan to implement Directions 2000 and report progress to the Board of Supervisors.
3. Develop a strategy for continuous total quality management.
 - o Establish a Director's Advisory Committee comprised of members representative of each organization level and service type provided by the Department.
 - Develop and implement an Internal/External Customer Survey for the Fleet Division in FY94-95 and use as a model for other divisions in FY95-96.
 - Establish a Methods Analysis/Information Services Management Improvement Unit in FY94-95.
4. Establish a resource and information center for supervisor and management training and learning.
 - Develop an outline of Department training needs as related to improving job performance and efficiency in providing services to customer departments.
 - Define need for and acquire space and training and educational materials; assign staff resource and establish procedures for implementation in 1995.
 - Develop a mutual understanding of cultural diversity and it's importance to our Department.
 - Develop Cultural Sensitivity Training Plan by June, 1995.
5. Develop a coherent Space Management System.
 - o Initiate Phase III Space Database for the Rents & Leases budget.
 - Complete customer requirements/scope of work for Acquisition and Revenue Leasing budget forecasting and development by April, 1995.

- Complete County-wide implementation of On-line Capital & Space Budget Request Process by June, 1995.
 - Review and revise current space standards by April, 1995.
 - Develop space standards for new positions by June, 1995.
6. Implement the FY92-93, FY93-94, FY94-95 components of the Department's three year Business Automation Plan contingent on the availability of funding.
- Identify hardware/software solution to support a comprehensive, automated Facilities Maintenance Management system.
 - Identify possible enhancements to the County's Mail Distribution Center and replace various existing manual efforts with automated solutions.
 - Provide automated accessibility to both the County and CALTRANS MWBE directories by February, 1995.
 - Replace or upgrade all automation equipment to meet current minimum DIS standards for a graphical user interface (GUI) operating environment and to enable installation of software on the Department LAN as recommended by the PAS consultant.
 - Acquire, install and configure/equip software for newly combined Fleet Operations LAN in anticipation of implementation of new FMIS to be operational by beginning of FY95-96.
7. Replace the Fleet Management Information system by July, 1995.
8. Establish a General Fund Internal Service Fund (ISF) for Fleet Services for Implementation in FY95-96 with additional departmental ISF's to follow.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Improved employee productivity and enhanced customer service delivery.
2. Increased capacity of Space Management to effectively utilize all space available to the County. Maximized use of County-owned property and minimized cost of occupancy for County functions.
3. Increased ability to reengineer business processes, streamline work flow and support the automation of manual efforts through implementation of software products and services currently available in the private market and recommended by the PAS consultant.
4. Improved over-all access of MWBE information to County departments; increased MWBE participation in public contracting and departments ability to meet 15% goal.

1994-95 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Director's Office [3.0 SY; E = \$290,514; R = \$0] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Providing overall department management and direction to four operating divisions and five budget units totaling over \$66 million/year - General Services, Public Services Utilities, Countywide Rents and Leases, Major Maintenance, and Countywide Vehicle Equipment.
 - o Coordinating the delivery of support services to all County departments, courts and offices.
2. Administration/Secretarial Support [4.0 SY; E = \$198,053; R = \$0] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Providing overall management direction and clerical support for department support functions: fiscal, budget, personnel and payroll, methods analysis/information systems services, and Countywide records management and space utilization.
 - o Coordinating legislative analysis and DIBBS suggestions for the department.
 - o Coordinating policies and procedures and service awards for the department.
3. Budget/Space [4.0 SY; E = \$222,010; R = \$0] including support personnel is:
 - o Discretionary/Discretionary Service Level.

- o Decreasing by 1.0 SY Administrative Assistant II.
 - o Responsible to develop and prepare the department budget and four additional budget units, including thirteen program budgets totaling over \$66 million.
 - o Providing direct budget support to the Architecture and Engineering, Real Property and Support Services Divisions, and the Records Management Program.
 - o 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.
 - o Providing administrative support to Capital Project implementation.
4. Methods Analysis/Information Systems Services Unit [5.0 SY; E = \$257,580; R = \$0] including support personnel is:
- o Discretionary/Discretionary Service Level.
 - o Adding 2.0 SY Industrial Engineer positions to implement PAS consultant study recommendations.
 - o Providing LAN hardware support to the department.
 - o Providing FOCUS application and PC support.
 - o Establishing alpha & beta testing for a LAN based "Windows" (Graphical User Interface) environment.
 - o Coordinating preparation and implementation of annual department business automation plans.
 - o Coordinating departmental project and service requests with the Department of Information Services.
 - o Leading the Phase III mainframe space inventory development process.
 - o Replacing the Fleet Management Information System with a state of the art system for improved fleet management and control.
5. Personnel/Payroll [4.0 SY; E = \$231,690; R = \$0] including support personnel is:
- o Discretionary/Discretionary Service Level.
 - o Performing payroll time accounting and general personnel functions.
 - o Administering the Affirmative Action Plan, Omnibus Plan, Prevention of Workplace Violence and discipline cases.
 - o Providing staff support to Central Administrative Services Center (CASC).
 - o Increasing by \$33,129 for division share of Public Liability Internal Service Fund.
 - o Merging personnel from the Department of Public Works fleet program into the Department of General Services.
6. Fiscal [6.0 SY; E = \$295,848; R = \$0] including support personnel is:
- o Discretionary/Discretionary Services Level.
 - o Leading and conducting year end fiscal processes and maintaining department inventories for fixed assets, minor equipment and materials and supplies.
 - o Processing training and travel requests and supplies purchases.
 - o Providing accounting support to Capital Project implementation.
 - o Providing direct fiscal monitoring support to the Support Services, Architecture and Engineering and Real Property Divisions, and the Records Management Program.
 - o Providing development and preparation of departmental fund balances for five budget units.
 - o Administering MWBE Goals.
 - o Developing a General Fund vehicle maintenance Internal Service Fund (ISF) as a model for additional departmental ISF's to be added in subsequent fiscal years.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
Capital Outlay Fund (9785)	\$725	\$0	\$0	\$0
Other Miscellaneous (9995)	\$2,546	\$0	\$0	\$0
Total	\$3,271	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$1,392,272	\$1,432,866	\$1,495,695	\$62,829
Sub-Total	\$1,392,272	\$1,432,866	\$1,495,695	\$62,829
Total	\$1,392,272	\$1,432,866	\$1,495,695	\$62,829

EXPLANATION/COMMENT ON PROGRAM REVENUES

The Support Services Division does not budget revenue. Miscellaneous revenue was earned in FY93-94 from support to Capital projects.

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
<u>DIRECTOR'S OFFICE</u>							
2125	Director, General Services	1	1.00	1	1.00	\$99,224	\$99,224
2219	Asst. Director, General Svcs.	1	1.00	1	1.00	88,174	96,988
2758	Admin. Secretary III	1	1.00	1	1.00	29,678	30,774
	Subtotal	3	3.00	3	3.00	\$217,076	\$226,986
<u>ADMINISTRATION/SECRETARIAL SUPPORT</u>							
2280	Deputy Dir., Admin. Services	1	1.00	1	1.00	74,872	74,873
2757	Admin. Secretary II	1	1.00	1	1.00	25,474	25,474
3009	Word Processing Operator	1	1.00	1	1.00	23,739	20,670
2730	Senior Clerk	1	1.00	1	1.00	23,950	23,949
	Subtotal	4	4.00	4	4.00	\$148,035	\$144,966
<u>BUDGET/SPACE SECTION</u>							
2367	Principal Admin. Analyst	1	1.00	1	1.00	52,156	49,160
2302	Administrative Assistant III	2	1.00	1	1.00	46,268	46,163
2303	Administrative Assistant II	3	3.00	2	2.00	120,753	76,734
	Subtotal	6	5.00	4	4.00	\$219,177	\$172,057
<u>METHODS ANALYSIS/INFORMATION SYSTEMS SERVICES SECTION</u>							
3788	Principal Industrial Engineer	1	1.00	1	1.00	48,502	48,679
3787	Industrial Engineer II	0	0.00	1	1.00	0	45,046
3786	Industrial Engineer I	0	0.00	1	1.00	0	34,432
2432	Systems Support Analyst II	1	1.00	1	1.00	37,524	44,515
3120	Dept. Computer Specialist II	1	1.00	1	1.00	35,447	33,011
	Subtotal	3	3.00	5	5.00	\$121,473	\$205,683
<u>PERSONNEL/PAYROLL SECTION</u>							
2307	Dept. Personnel Officer III	1	1.00	1	1.00	52,156	52,156
2302	Administrative Assistant III	1	1.00	1	1.00	46,268	46,163
2511	Senior Payroll Clerk	2	2.00	2	2.00	50,112	50,112
	Subtotal	4	4.00	4	4.00	\$148,536	\$148,431
<u>FISCAL SECTION</u>							
2367	Principal Admin. Analyst	1	1.00	1	1.00	52,156	48,159
2303	Administrative Assistant II	1	1.00	1	1.00	40,251	38,366
2405	Assistant Accountant	1	1.00	1	1.00	33,741	33,741
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,666
2510	Senior Account Clerk	1	1.00	1	1.00	23,950	23,949
2730	Senior Clerk	1	1.00	1	1.00	23,950	23,949
	Subtotal	6	6.00	6	6.00	\$200,714	\$194,830

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
UNFUNDED DEPARTMENT POSITIONS							
2758	Admin. Secretary III	1	0.00	1	0.00	0	0
2700	Intermediate Clerk Typist	1	0.00	1	0.00	0	0
	Subtotal	2	0.00	2	0.00	\$0	\$0
	Total	28	25.00	28	26.00	\$1,055,011	\$1,092,953
	Salary Adjustments:					15,019	0
	Premium/Overtime Pay:					0	0
	Employee Benefits:					371,356	352,117
	Salary Savings:					(47,406)	(44,000)
	ILP Reductions:					(33,906)	0
	Total Adjustments					\$305,375	\$308,117
	Program Totals	28	25.00	28	26.00	\$1,360,074	\$1,401,070

DEPARTMENT OF HUMAN RESOURCES

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Human Resources	\$8,446,796	\$8,460,526	\$6,414,067	\$7,373,335	\$7,406,663	\$33,328	0.5
TOTAL DIRECT COST	\$8,446,796	\$8,460,526	\$6,414,067	\$7,373,335	\$7,406,663	\$33,328	0.5
PROGRAM REVENUE	(3,420,214)	(3,840,273)	(3,083,682)	(3,808,668)	(3,888,264)	(79,596)	2.1
NET GENERAL FUND COST	\$5,026,582	\$4,620,253	\$3,330,385	\$3,564,667	\$3,518,399	\$(46,268)	(1.3)
STAFF YEARS	124.65	118.58	103.33	111.34	111.17	(0.17)	(0.2)

MISSION

To provide leadership in fulfilling the human resource requirements of the County of San Diego with vision, integrity, and the highest standards of professional performance by serving as human resource consultants to the Chief Administrative Officer and executive staff, County departments and program managers; by acting as policy advisors on County human resource issues; and by insuring consistency with County, State and Federal requirements in all human resource matters.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

To provide human resource services to County departments and County employees.

To initiate/implement cost savings, cost avoidance programs, identify injury patterns and institute prevention techniques which minimize and mitigate County exposure and losses.

To continue ongoing organizational analyses as a County priority.

To conduct executive searches with maximum outreach efforts at improving representation of underutilized group members.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

To assist County departments in hiring and retaining excellent employees; and to provide Workers' Compensation, Unemployment Insurance, Employee Assistance, and Employee Benefit services to County employees.

To maintain cost containment in Risk Management.

To achieve more cost effective and efficient ways of conducting County business by streamlining County operations through organizational analysis, job classification and compensation review.

To obtain through the County selection process the most competent executives and improve representation of underutilized group members.

DEPARTMENT OF HUMAN RESOURCES

Headquarters Location: County Administration Center (CAC)

DIRECTOR
ETHEL M. CHASTAIN

ADMINISTRATION		
Class	Title	SY
2132	Director, DHR	1.0
2212	Deputy Director, DHR	1.0
0354	Personnel Services Manager	1.0
2303	Administrative Assistant II	1.0
2758	Administrative Secretary III	1.0
2759	Administrative Secretary IV	1.0
TOTAL		6.0

SUGGESTION AWARDS		
Class	Title	SY
2365	Staff Development Spec.	0.50
2748	Human Resources Asst. II	1.00
TOTAL		1.50

CAO ADMINISTRATIVE SVCS.		
	Personnel	
	Payroll	
	Purchasing	
	Word Processing	

PERSONNEL MANAGEMENT

CLASSIFICATION/COMPENSATION		
Class	Title	SY
0354	Personnel Services Mgr.	1.00
2364	Sr. Personnel Analyst	2.00
2373	Assoc. Pers. Analyst	4.00
2374	Sup. Pers. Analyst	1.00
2748	Human Resources Asst. II	1.00
TOTAL		9.00

PERSONNEL STANDARDS & POLICY REVIEW		
Class	Title	SY
0352	Chief, Personnel Standards and Policy Review	1.00
2374	Sup. Pers. Analyst	1.00
TOTAL		2.00

AFFIRMATIVE ACTION		
Class	Title	SY
0361	Affirmative Action Mgr.	1.00
TOTAL		1.00

RECRUITMENT & ASSESSMENT		
Class	Title	SY
0354	Personnel Services Mgr.	1.00
2320	Personnel Aide	2.00
2364	Sr. Pers. Analyst	2.00
2373	Assoc. Pers. Analyst	7.00
2374	Sup. Pers. Analyst	2.00
2700	Int. Clerk Typist	6.00
2725	Principal Clerk	1.00
2748	Human Resources Asst. II	1.00
2749	Human Resources Asst. III	3.00
3009	Word Processor Operator	1.00
3048	Publications Technician	1.00
TOTAL		27.00

RECOGNITION & DEVELOPMENT		
Class	Title	SY
2361	Career Counselor	0.50
2394	Mgmt. Academy Coord.	1.00
2700	Int. Clerk Typist	1.00
TOTAL		2.50

TRAINING & DEVELOPMENT		
Class	Title	SY
2380	Staff Dev. Manager	0.50
2747	Human Resources Asst. I	1.00
TOTAL		1.50

RISK AND BENEFITS

EMPLOYEE BENEFITS		
Class	Title	SY
0357	Employee Benefits Mgr.	1.00
2320	Personnel Aide	4.00
2398	Emp. Benefits Coord.	1.00
2403	Accounting Technician	1.00
2412	Analyst II	1.00
2493	Int. Account Clerk	1.00
2748	Human Resources Asst. II	1.00
3029	Employee Benefits Spec.	1.00
TOTAL		11.00

RISK MANAGEMENT		
Class	Title	SY
0353	Risk Manager	1.00
2212	Deputy Director	1.00
2344	Insurance Coordinator	1.00
2411	Analyst I	1.00
2758	Admin. Sec. III	1.00
3118	Dept. Comp. Specialist I	1.00
3120	Dept. Comp. Spec. III	1.00
TOTAL		7.00

EMPLOYEE ASSISTANCE		
Class	Title	SY
0367	Emp. Assist. Prog. Mgr.	1.00
0797	Assistant Proctor	0.17
2332	Medical Standards Coord.	1.00
2700	Intermediate Clerk	1.00
2747	Human Resources Asst. I	1.00
2748	Human Resources Asst. II	2.00
5211	Employee Assist. Spec. I	1.00
5214	Employee Assist. Spec. II	2.00
TOTAL		9.17

INSURANCES		
Staff in Risk Management		

LOSS PREVENTION		
Class	Title	SY
2441	Risk Analyst I	0.50
2442	Risk Analyst II	1.00
2443	Senior Risk Analyst	1.00
2700	Int. Clerk Typist	1.00
TOTAL		3.50

WORKERS' COMPENSATION		
Class	Title	SY
2322	Claims Aide	12.00
2333	Sup. WC Examiner	1.00
2341	WC Examiner II	8.00
2343	WC Examiner III	2.00
2493	Int. Acct. Clerk	1.00
2700	Int. Clerk Typist	2.00
2714	Int. Transcriber	2.00
2749	Human Resources Asst. III	1.00
TOTAL		29.00

UNEMPLOYMENT INSURANCE		
Class	Title	SY
2346	UI Claims Aide	1.00
TOTAL		1.00

PROGRAM: Human Resources

DEPARTMENT: HUMAN RESOURCES

PROGRAM #: 81201
MANAGER: Ethel M. Chastain

ORGANIZATION #: 0500
REFERENCE: 1994-95 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 III; 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 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).

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,693,710	\$5,564,329	\$5,057,389	\$5,222,844	\$5,331,975	2.1
Services & Supplies	2,640,647	2,813,465	1,330,220	2,121,592	2,045,789	(3.6)
Other Charges	62,922	39,227	26,458	28,899	28,899	0.0
Fixed Assets	49,517	43,520	0	0	0	0.0
TOTAL DIRECT COST	\$8,446,796	\$8,460,541	\$6,414,067	\$7,373,335	\$7,406,663	0.5
PROGRAM REVENUE	(3,420,214)	(3,840,275)	(3,083,682)	(3,808,668)	(3,888,264)	2.1
NET GENERAL FUND CONTRIBUTION	\$5,026,582	\$4,620,266	\$3,330,385	\$3,564,667	\$3,518,399	(1.3)
STAFF YEARS	124.65	118.58	103.33	111.34	111.17	(0.2)

PROGRAM MISSION

See department mission on the green sheet.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

FY 93-94 actual expenditures were \$1.1M less than budget due to savings from vacant positions and savings in contracted services (medical and psychological exams). Realized revenues were \$720K less than budget.

Mid-year appropriation changes:

- 2/15/94 (44) Compensation Ordinance 8357 - Deletion of Systems Support Analyst II, class # 2432 and addition of a Departmental Computer Specialist III, class # 3120.
- 3/29/94 (56) Transfer of \$5,597 in appropriations from the Sheriff to DHR to pay insurance premiums for the newly acquired Hughes 500D helicopter through the remainder of the year.
- 3/29/94 (56) Transfer of \$103,393 in appropriations from Teeter Funds to the Department to cover Salary and Benefit costs for the remainder of the year after the discontinuation of the Integrated Leave Program (ILP).
- 4/19/94 (42) Transfer of \$27,000 in Department appropriations from Services and Supplies to Fixed Assets to purchase computer hard drives, a photocopier, and a document shredder for the Workers' Compensation program.
- 4/26/94 (12) Transfer of \$10,416 in Department Salary and Benefit appropriations to fixed assets for the purchase of three computers for the July 1 implementation of the Position Control System developed by the Department of Information Services.

6/15/94 (19) Transfer of \$ 1,454 in appropriations from Teeter Funds to cover Department Salary and Benefit costs after Voluntary Time Off (VTO) buy back.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. **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.**

Streamlined the application process for examinations which traditionally have large filings, e.g. entry level/lateral law enforcement. Applicants submit applications to test sites rather than through Department of Human Resources (DHR) to reduce DHR paper work/clerical time and Department of Information Services data entry input time.

Completed a study of DHR examination/certification clerical processes and procedures. Began implementation of a workload reorganization to enhance operations, improve timeliness of promulgated employment lists and improve effectiveness and efficiency of the unit.

Performed costing analyses of proposals in support of the employee negotiation process.

Conducted several major salary review studies in support of the employee negotiation process.

Performed 70 classification studies affecting 500 County and Court positions.

Deleted approximately 600 positions according to Board of Supervisors direction.

Classified approximately 500 positions approved by the Board of Supervisors.

Participated in: 11 layoff meetings to explain resources available and to serve as a sounding board for those at risk of layoff; 12 job clubs with 116 participants to assist with job search efforts and the provision of emotional support toward better handling change; and 5 two hour sessions at various work sites to facilitate staff discussion around the layoff process with coworkers of those employees at risk of layoff. These meetings generated at least a dozen individual requests for Employee Assistance Program counseling services.

2. **Establish ongoing organizational analyses as a County priority to examine more cost effective and efficient ways of conducting County business.**

Integrated managed care of workers' compensation with health insurance benefits by participating in the Kaiser-on -the-Job pilot program.

Provided staff to complete an analysis of over 200 positions in the newly consolidated County Auditor/Controller department with recommendations for improving efficiency and effectiveness. This included the restructuring of executive and management classes as a result of the merger of Revenue & Recovery, Purchasing and Financial Management activities with the Auditor Office.

Completed the development of the ballot issue concerning the reform of the Civil Service system.

Implemented the Countywide Family/Medical Care leave provisions for the purpose of complying with the state and federal laws governing family/medical leave.

Implemented the County's Interactive Telephone enrollment system for health benefits.

Provided staff support to the Organizational Assessment Panel, a citizen oversight group, convened to review the County's organizational assessment activities and make recommendation to the Board of Supervisors.

Provided project management to the training consultant project resulting from the Organizational Assessment Panel recommendation concerning development of a supervisory/management training program.

Reorganized the Alcohol and Drug Services Division of the Department of Health Services.

Conducted classification and organizational studies on the administrative support positions in the Air Pollution Control District and Environmental Health Services (EHS) departments to determine the staffing and costs for the proposals to consolidate the two entities or establish EHS as a department.

Established job classifications and prepared the initial report for the merger of the County automobile fleets from the departments of General Services and Public Works.

Contributed staff in support of the Position Control reengineering project. This will result in improved County data management and reporting.

Conducted a reassessment of departmental staffing percentage information using the same criteria as in the original 1992 DHR Organizational Study.

Prepared the annual publication of the County Organization & Functions Handbook.

Under Salary Ordinance, 4.3.8, Compulsory Leave and Mandatory Evaluation, a segment of last fiscal year's psychological cases was analyzed--January through June, 1994, with the following findings:

- There were 32 mandatory evaluations (fitness-for-duty) performed and 12 return-to-work evaluations (total 44).
- Restrictions accommodated from the 44 cases was 23
- Retirement for 3 cases
- 7 cases are still in process. These cases usually require time off work for rehabilitation.
- 6 cases were returned to work without restrictions

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 under utilized group members.
- Support reasonable accommodation for qualified employees or applicants and remove artificial barriers to career success for under utilized group members.
- Support a discrimination free environment.
- Support and promote diversity in the workplace.

Staff participated in more than 30 job fairs and other recruitment endeavors.

Provided career counseling and lay-off support to more than 1,000 County employees.

Continued meetings of the Americans with Disability Act (ADA) Task Force.

Coordinated the Countywide Diversity Training Workshop.

Conducted sexual harassment training for all DHR staff.

Completed recruitment for Management Academy VII. Over fifty percent of the 27 participants are employees from under utilized groups.

Staff participated in cross-training endeavors through involvement in the Branch Office operations, a generalists configuration.

Implemented a Department Selection Policy that reflects the County's commitment to affirmative action, training, career guidance/development and promotion.

Continued to hire/promote individuals in DHR in keeping with the County commitment to support a diverse work force.

4. Continue executive search with maximum outreach efforts at improving representation of under utilized group members.

Completed the executive search and selection of eleven executive and unclassified management positions resulting in the improved representation of under utilized group members within the County work force.

Conducted the selection process for the hiring of the County Affirmative Action Manager.

Initiated executive search activity and executed outreach efforts to improve the representation of under utilized group members on fourteen County executive and unclassified management positions.

5. Complete a comprehensive review of the County's Risk Management function.

Established the Loss Prevention Committee, which consists of Department Heads. The focus of the Committee is to identify strategies to mitigate the exposure for liability and workers' compensation losses.

Conducted a thorough review of all County insurance policies in accordance with the Blue Ribbon Insurance Task Force recommendations.

Assigned the Acting Risk Manager the responsibility to prepare the initial design for the comprehensive review of the County's risk management function.

6. Complete departmental training to prevent violence in the workplace.

Prepared 33 Departments to deliver a uniform presentation to front line supervisors on "Reducing The Potential For Violence. Of the 16 remaining departments to receive a train-the-trainer sessions a follow-up plan is being devised.

Developed a Handbook on Workplace Violence for front line supervisors in conjunction with a County-wide task force.

Organized a Policy Management Team and convened several meetings to establish a plan of action beyond the ongoing effort of raising supervisory awareness of the potential for violence in the workplace.

Adopted Board policy on zero tolerance and a DHR policy to implement the mandates of the Board Policy on Reducing the potential for violence.

Provided consultation on situation specific situations on an average of at least one time per week during the past fiscal year.

Established an ongoing Threat Assessment Team.

1994-95 ADOPTED PROGRAM OBJECTIVES

- To establish and maintain 100 personnel standards, policies, and procedures as mandated by federal, state, and local laws.
- To conduct the selection process and recruitment for 20 executive-level positions.
- To propose a complete set of personnel rules to replace the Civil Service Rules if the Charter is amended in Nov. 1994.
- To coordinate 550 suggestion evaluations and 10 suggestion award ceremonies.
- To establish an alternate source of funding to support suggestion awards.
- To complete four major organizational assessment studies.
- To maintain 2,000 job class specifications.
- To implement the County's position control system.
- To establish and maintain viable employment lists for 2,000 job classes.
- To process 50,000 applications for County employment and approximately 4,000 requisitions for employment.
- To maintain personnel records for 17,000 active County employees as well as historical files on former employees.
- To consult with 45 County departments on employment issues at various times during the year.
- To coordinate with the County's 45 departments Countywide, executive-level policies in support of the County's Affirmative Action Plan and design and carry out special-effort programs to enhance the representation of women, minorities, and disabled individuals within the County's 17,000 employee work force.
- To conduct two Management Academy programs during the year.
- To create and implement a recruitment process that focuses on the successful participation of under utilized groups within the Management Academy program, e.g. African American males, etc.
- To provide individual career counseling services to 500 of the County's 17,000 employees.
- To conduct career counseling workshops for 450 County employees, thus assisting employees to remain effective, productive members of the County work force.
- To provide training or training materials/information to County employees in the areas of Interaction Management, Information Mapping, Fundamentals of Supervision, and Progressive Discipline.
- To process benefit enrollment for 17,000 County employees.
- To implement the Family and Medical Leave Act of 1993.
- To negotiate with health care organizations (HCO), Aetna/Health Net.
- To provide employee assistance counseling, medical and psychological support services to the County work force, including: pre-employment and periodic exams, psychological screening, mandatory medicals and drug screening.
- To implement the County Alcohol and Drug Policy and initiate Violence in the Workplace awareness/training.
- To pursue suitable grants to provide county-wide safety training to further prevent work-related injuries.
- To provide a central focus for County-wide loss prevention and safety pursuits.
- Establish a Countywide Risk Management Committee to effectively manage risk exposures.
- To provide workers' compensation benefits to all 17,000 County employees; including the evaluation and processing of 2400 workers' compensation claims, 150 vocational rehabilitation referrals, and represent the County at 325 Workers' Compensation State Appeals Board hearings.
- To implement the 24 Hour Managed Care Workers' Compensation Pilot Project.
- To coordinate an effective workers' compensation program with the County's 45 departments via Department Personnel Officers.
- To administer all Unemployment Insurance and State Disability claims activity for the County, processing and monitoring 4,032 claims annually.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- To ensure consistent and uniform employment practices to mitigate the County's exposure to lawsuits.
- To hire 20 executives to fill vacancies.
- To ensure personnel rules exist to replace the Civil Service Rules if the Charter is amended in November 1994.
- To award suggestors for their contributions and verify implementation of cost effective policies and procedures thereby generating Countywide savings.
- To ensure adequate funding is available to support suggestion awards.
- To continue to streamline the County organization.
- To ensure compliance with American with Disabilities Act and to provide the necessary job criteria and educational and experience requirements for the job class.
- To establish accountability of employee positions Countywide.
- To ensure viable employment lists exist for 2,000 job classes.
- To form a viable work force.
- To ensure adequate information on County employees is available to County departments.
- To provide consistent and reliable information to the 45 County departments on employment.
- To enhance the representation of women, minorities, and disabled individuals within the County's work force.
- To create an eligible pool of County employees with the skills and experience necessary to function in management/supervisory positions.
- To ensure successful participation of under utilized groups within the Management Academy program, e.g. African American males, etc.
- To ensure career counseling services are available to affect positive employee morale.
- To ensure employees remain effective and productive members of the County work force.
- To ensure supervisors and managers are provided with the information needed to effectively supervise or manage. To increase effectiveness of documents produced by County employees.
- To ensure that County employees are provided with their entitled benefits.
- To reduce the County's costs for workers' compensation.
- To ensure that departments can process leaves and employees are informed of their rights under the Family and Medical Leave Act of 1993.
- To maintain a healthy County work force and reduce County losses.
- To promote a safer, more productive workplace through the implementation of the County Alcohol and Drug Policy and Violence in the Workplace awareness/training.
- To establish Countywide safety training to prevent work-related injuries.
- To centralize data collection for Countywide loss prevention.
- To effectively manage risk exposures.
- To provide workers' compensation benefits to all 17,000 County employees; including the evaluation and processing of 2400 workers' compensation claims, 150 vocational rehabilitation referrals, and represent the County at 325 Workers' Compensation State Appeals Board hearings.
- To implement the 24 Hour Managed Care Workers' Compensation Pilot Project with Kaiser and maximize health care coverage while minimizing the cost to the County.
- To coordinate an effective workers' compensation program with the County's 45 departments via Dept. Personnel Officers.
- To administer all Unemployment Insurance and State Disability claims activity for the County, processing and monitoring 4,032 claims annually.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [6.00 SY; E = \$456,704; R = \$0] includes the Director's Office and is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for establishing and implementing County policies regarding human resources.
 - o Responsible for coordinating all department responses to County Executives and the Board of Supervisors referrals (Executive/Board presentations, administrative studies and program inquiries).
 - o Responsible for budget development and administration, personnel and payroll services, purchasing and receiving, facilities and equipment management.
 - o Responsible for development and administration of County-wide Temporary Help Contracts.
 - o Responsible for economic forecasting of personnel costs and executive compensation studies.
 - o Responsible for obtaining and managing department resources.
 - o Responsible for automation planning and coordination which includes the development and implementation of the Department Business Automation Plan.
2. Personnel Standards & Policy Review [2.00 SY; E = \$153,894; R = \$23,327] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for the Human Resources Policy and Procedures Manual.
 - o Responsible for consulting with County Counsel, representatives from County departments and other agencies.
 - o 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.
 - o Responsible for responding to interrogatories and subpoenas; and testifying at legal administrative hearings and trials.
 - o Responsible for executive recruitment.
 - o Offset approximately 14% by A-87 revenue.
3. Suggestion Awards [1.5 SY; E = \$74,946; R = \$0] is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for coordinating suggestions evaluations, award payments and ceremonies.
 - o Achieved \$750,000 County savings through the Do It Better By Suggestion (DIBBS) Program.
4. Classification/Compensation [9.00 SY; E = \$539,883; R = \$78,615] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for the classification and salary setting of all County positions as required by Civil Service Rules and the County Charter.
 - o Responsible for required annual salary surveys in support of County negotiations with employee labor unions.
 - o Responsible for the maintenance of the Compensation Ordinance and Compensation Plan in conformance with the County Charter.
 - o Responsible for implementing Board-directed staff reductions, consolidations, new programs, and reorganizations.
 - o Responsible for providing staff support for personnel analysis of County department reorganizations, restructuring, rightsizing reviews and other special studies, referrals.
 - o Responsible for providing staff support and analysis for labor relations process during negotiations with employee labor unions.
 - o Offset approximately 14% by A-87 revenue and salary survey sales revenue.
5. Recruitment and Assessment [27.00 SY; E = \$1,261,889; R = \$166,993] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for designing test instruments and job descriptions with subject matter experts, conducting job interviews and administering written examinations.
 - o Responsible for accepting and evaluating applications.
 - o Responsible for evaluating and establishing Personnel Policy recommendations related to hiring freeze and layoff activities.
 - o Responsible for providing staff support and analysis for labor relations process during negotiations with employee labor unions.
 - o 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.
 - o Responsible for representing the County with community organizations and special boards relating to major personnel issues.
 - o Offset approximately 13% by A-87 revenue.

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6. Employee Benefits [11.00 SY; E = \$718,879; R = \$248,061] is:
- o Mandated/Discretionary Service Level.
 - o Responsible for administering employee health insurance and life insurance plans, and other benefits pursuant to the Memorandums of Agreements (MOAs) with employee labor unions.
 - o Responsible for providing staff support and analysis for labor relations process during negotiations with employee labor unions.
 - o Decreased \$85,939 in contract expenditures as part of the 10% reduction proposal.
 - o Offset approximately 34% by A-87 revenue and Flexible Spending Account (FSA) revenue. FSA forfeitures offset the cost of flexible spending account administration.
7. Affirmative Action [1.00 SY; E = \$85,324; R = \$0] is:
- o Mandated/Discretionary Service Level.
 - o Responsible for designing and implementing affirmative action programs and special efforts to enhance the County's commitment to work force diversity.
 - o Responsible for providing consultation services to departments in meeting affirmative action goals.
 - o Responsible for developing and conducting local, regional and national outreach recruitment activities to expand recruitment of under utilized group members.
8. Recognition & Development [2.5 SY; E = \$123,727; R = \$24,897] is:
- o Mandated/Discretionary Service Level.
 - o Responsible for developing, implementing and coordinating procedures to implement the County Career Development and Management Academy Programs, providing career counseling, administering Career Development Assessment Centers.
 - o Responsible for overseeing the County's Training and Development program.
 - o Responsible for developing and administering selection work simulations.
 - o Decreased \$54,097 and 0.67 SY Personnel Services Manager as part of the 10% budget reduction.
 - o Offset approximately 19% by A-87 revenue.
9. Training and Development [1.5 SY; E = \$68,046; R = \$0] is:
- o Discretionary/Discretionary Service Level.
 - o Responsible for new employee and executive orientation.
 - o Responsible for limited organizational training and development.
 - o Decreased responsibility for all centralized training programs due to prior year reduction in staff and funding.
10. Employee Assistance [9.17 SY; E = \$1,322,892; R = \$1,322,892] is:
- o Mandated/Discretionary Service Level.
 - o Responsible for the coordination of services with medical industrial contractor for pre-employment and periodic exams, psychological screening for Peace Officers, mandatory medicals (fitness-for-duty), Americans with Disability Act compliance and drug screening.
 - o Responsible for implementation of County Alcohol and Drug Use Policy.
 - o Responsible for case management of employees receiving rehabilitation as a result of referral through the Alcohol and Drug Use Policy, often a "last chance agreement".
 - o Responsible for the provision of transitional services for those facing layoff.
 - o Responsible for the provision of organizational interventions for stress and potentially volatile worker relationships.
 - o Responsible for pre-authorization of mental health benefits.
 - o Responsible for counseling employees experiencing personal problems and for referring them to appropriate community-based services.
 - o Offset by revenue from the Employee Benefits Internal Service Fund.
11. Loss Prevention [3.5 SY; E = \$171,301; R = \$171,301] is:
- o Mandated/Discretionary Service Level.
 - o Responsible for County operations safety services, including coordination between departments of Cal-OSHA citation correction, inspections and training.
 - o Responsible for implementing the Injury and Illness Prevention Program.
 - o Offset by revenue from the Employee Benefits Internal Service Fund.

- 12. Risk Management [7.00 SY; E = \$1,018,220; R = \$441,220] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for evaluation and administration of the County's risk management system.
 - o Responsible for insurance needs related to: real and personal property; aircraft & hull liability; airport premises & hangarkeepers' liability; boiler & machinery; faithful performance bond; money & securities bond; and evaluation of insurance requirements for contracts.
 - o Partially offset by revenue from the Employee Benefits Internal Service Fund.

- 13. Workers' Compensation [29.00 SY; E = \$1,371,809; R = \$1,371,809] is:
 - o Mandated/Mandated Service Levels.
 - o Responsible for evaluating and paying claims, processing vocational rehabilitation referrals, and representing the County before the Workers' Compensation State Appeals Board.
 - o Offset by revenue from the Employee Benefits Internal Service Fund.

- 14. Unemployment Insurance/SDI [1.00 SY; E = \$39,149; R = \$39,149] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for overseeing all Unemployment Insurance and State Disability Insurance (SDI) claims activity for the County.
 - o Offset by revenue from the Employee Benefits Internal Service Fund.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
A-87 CHARGES FOR CURRENT SERVICES:				
Road Fund	\$176,000	\$176,000	\$174,255	\$(1,745)
Air Pollution Control District	40,516	40,516	45,263	4,747
Airport Enterprise Fund	6,561	6,561	7,249	688
Liquid Waste Fund	22,206	22,206	21,635	(571)
Solid Waste Fund	46,537	46,537	55,867	9,330
Library Fund	57,461	57,461	53,107	(4,354)
Other Service to Government Agencies	7,183	4,000	4,000	0
Sub-Total	\$356,464	\$353,281	\$361,376	\$8,095
OTHER REVENUE:				
Workers' Compensation Administrative Cost	\$2,501,514	\$3,251,674	\$3,307,222	\$55,548
Unemployment Insurance Administrative Cost	32,062	23,713	39,149	15,436
Flex Plan Forfeitures	180,000	180,000	180,517	517
Rev. App. Pr. Yr.	0	0	0	0
Recovered Exp.	11,391	0	0	0
Other Miscellaneous	2,250	0	0	0
Sub-Total	\$2,727,217	\$3,455,387	\$3,526,888	\$71,501
Total	3,083,681	3,808,668	3,888,264	79,596

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$3,330,374	\$3,564,667	\$3,518,399	\$(46,268)
Total	3,330,374	3,564,667	3,518,399	(46,268)

EXPLANATION/COMMENT ON PROGRAM REVENUES

- FY 94-95 A-87 Charges for Current Services budgeted revenue reflects changes in the Auditor/Controller's A-87 cost plan.
- Workers' Compensation (WC) and Unemployment Insurance (UI) administration cost revenue increased in direct relation to increased WC and UI budget unit costs.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Classification Studies Completed	3,631	2,300	2,505	1,400	1,400
Applications received	18,556	32,000	29,800	20,000	20,000
Counter Inquiries	56,492	71,000	47,119	40,000	40,000
Eligibility Lists Established	263	365	287	250	250
Request to Fill Positions	1,761	2,800	3,180	2,500	2,500
Candidates Certified to Position	12,249	19,000	21,014	15,000	15,000
Employee Assistance Assessment	625	775	883	800	1,046
Suggestions Received	607	450	298	600	400
Incoming Salary Surveys completed	98	185	185	110	110
Military Leave Requests completed	399	325	451	480	450
Workers' Compensation Claims Received	2,492	2,216	2,267	2,400	2,350
Bi-Weekly Payroll Benefits Changes	47,463	31,266	34,628	30,000	30,000
<u>EFFICIENCY/OUTPUT</u>					
Processing Days Per Exam	61	52	58	60	60
Eligible Lists/Analysts	20	30	29	25	25
Closed Cases	2,022	2,082	1,959	2,000	2,000
<u>EFFECTIVENESS/OUTCOME</u>					
Estimated First Year Savings/ Suggestion Awards	938,000	275,000	723,350	600,000	600,000
Settled/Closed Cases Indemnity Claims	2,175	2,230	2,139	2,180	2,180

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0352	Chief, Personnel Standards	1	1.00	1	1.00	\$65,001	\$65,001
0353	Risk Manager	1	1.00	1	1.00	71,974	71,973
0354	Personnel Services Mgr.	4	3.67	3	3.00	229,583	187,603
0357	Employee Benefits Manager	1	1.00	1	1.00	62,284	62,285
0361	Affirmative Action Manager	1	1.00	1	1.00	60,241	60,240
0367	Employee Asst. Prog. Mgr.	1	1.00	1	1.00	63,245	63,244
2132	Director, Human Resources	1	1.00	1	1.00	99,806	99,806
2212	Deputy Dir., Human Resources	2	2.00	2	2.00	150,125	150,126
2303	Administrative Assistant II	1	1.00	1	1.00	40,355	41,842
2320	Personnel Aide	6	6.00	6	6.00	162,041	164,626
2322	Claims Aide	12	12.00	12	12.00	320,840	324,455
2332	Medical Serv. Coord.	1	1.00	1	1.00	45,443	46,163
2333	Supervising WC Examiner	1	1.00	1	1.00	53,200	53,200
2341	Workers' Comp. Examiner II	8	8.00	8	8.00	314,426	303,585
2343	Workers' Comp. Examiner III	2	2.00	2	2.00	91,437	92,326
2344	Insurance Coordinator	1	1.00	1	1.00	41,342	43,930
2346	UI Claims Aide	1	0.50	2	1.00	18,136	31,651
2361	Career Counselor	2	0.50	1	0.50	19,234	19,365
2364	Senior Personnel Analyst	4	4.00	4	4.00	184,648	184,652
2365	Staff Development Specialist	2	0.50	1	0.50	21,161	21,161
2373	Associate Personnel Analyst	11	11.00	11	11.00	425,849	436,065
2374	Supervising Personnel Analyst	5	4.00	4	4.00	212,800	212,800
2380	Staff Development Manager	1	0.50	1	0.50	26,905	26,905
2394	Management Academy Coord.	1	1.00	1	1.00	46,185	46,185
2398	Employee Benefits Coord.	1	1.00	1	1.00	41,843	41,842
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,666
2411	Analyst I	1	1.00	1	1.00	29,730	29,730
2412	Analyst II	1	1.00	1	1.00	35,447	34,787
2432	Systems Support Analyst	1	1.00	0	0.00	39,359	0
2441	Risk Analyst I	1	0.50	1	0.50	16,184	17,094
2442	Risk Analyst II	1	1.00	1	1.00	34,434	41,842
2443	Senior Risk Analyst	1	1.00	1	1.00	37,986	46,163
2493	Intermediate Account Clerk	2	2.00	2	2.00	37,363	41,468
2700	Intermediate Clerk Typist	13	11.00	11	11.00	222,264	222,840
2714	Intermediate Transcriber	2	2.00	2	2.00	40,020	38,634
2725	Principal Clerk I	1	1.00	1	1.00	31,465	31,465
2747	Human Resources Asst. I	2	2.00	2	2.00	43,560	41,189
2748	Human Resources Asst. II	6	6.00	6	6.00	138,349	142,935
2749	Human Resources Asst. III	4	4.00	4	4.00	109,160	103,300
2758	Administrative Secretary III	2	2.00	2	2.00	57,481	57,915
2759	Administrative Secretary IV	1	1.00	1	1.00	33,135	33,135
3009	Word Processor Operator	1	1.00	1	1.00	20,602	16,847
3029	Employee Benefits Spec.	1	1.00	1	1.00	29,950	31,452
3048	Publications Technician	1	1.00	1	1.00	21,107	21,552
3118	Dept. Computer Spec. I	1	1.00	1	1.00	52,523	24,449
3120	Dept. Computer Spec. III	0	0.00	1	1.00	0	28,074
5211	Employee Assist. Spec.	1	1.00	1	1.00	35,807	35,269
5214	Employee Asst. Specialist II	2	2.00	2	2.00	78,798	78,798
0796	Head Proctor	2	0.00	2	0.00	0	0
0797	Assistant Proctor	6	0.17	6	0.17	2,945	2,945
0942	Student Worker	3	0.00	2	0.00	0	0
0948	Student Worker V	1	0.00	1	0.00	0	0
9999	Extra Help	6	0.00	2	0.00	41,621	41,621
Total		137	111.34	127	111.17	\$4,084,060	\$4,041,201
Salary Adjustments:						(11,893)	1,736
ILP:						(109,679)	0
Extraordinary Pay (Suggestion Awards):						15,000	15,000

STAFFING SCHEDULE

Class Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
Premium/Overtime Pay:					0	0
Employee Benefits:					1,386,094	1,383,092
Salary Savings:					(114,360)	(109,054)
Total Adjustments					\$1,165,162	\$1,290,774
Program Totals	137	111.34	127	111.17	\$5,249,222	\$5,331,975

INFORMATION SERVICES

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Account Management	1,060,303	1,007,514	1,050,864	991,835	1,014,178	22,343	2.3
Application Systems	6,799,995	5,774,513	5,682,640	5,428,063	5,545,178	117,115	2.2
Operations	7,738,022	7,319,990	6,674,929	7,486,781	7,492,458	5,677	0.1
Telecommunications	3,038,948	3,056,706	2,694,324	2,825,858	3,528,160	702,302	24.9
Dept. Administration	\$1,474,191	\$1,203,741	\$1,005,962	\$1,199,934	\$1,122,197	\$(77,737)	(6.5)
TOTAL DIRECT COST	\$20,111,459	\$18,362,464	\$17,108,719	\$17,932,471	\$18,702,171	\$769,700	4.3
PROGRAM REVENUE	(1,309,856)	(1,028,618)	(1,032,990)	(805,317)	(1,073,879)	(268,562)	33.3
NET GENERAL FUND COST	\$18,801,603	\$17,333,846	\$16,075,729	\$17,127,154	\$17,628,292	\$501,138	2.9
STAFF YEARS	302.40	269.66	240.66	272.17	275.17	3.00	1.1

MISSION

To deliver value added information through the application of technology to design, develop, implement, maintain and enhance information systems which assist all levels of County government in (1) providing public services, (2) minimizing County response time to citizen needs, (3) providing automation support to mandated services, and (4) controlling the cost of County government.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. Provide a sustaining DIS service improvement and operations philosophy leading to enhanced efficiency and service delivery to DIS customer departments.
2. Maximize DIS employee and computing resources to ensure their efficient and effective utilization in meeting county-wide customer service needs.
3. Support and enhance County services on a regional basis via the application of multi-agency automation efforts.
4. Continue to identify and implement cost savings opportunities and programs.
5. Enhance the DIS work atmosphere to align the organization toward job fulfillment and satisfaction.
6. Improve the DIS employee working environment.
7. Establish an employee and management environment that embraces cultural diversity, thereby building a more professional, productive and well rounded employee.
8. Establish an operational environment that is based on a planned direction that lays the foundation for the future, that is both interactive and proactive in its approach to customer services and needs, that when fully implemented represents a systems based collaborative model that empowers the employees to be and do their best such that "doing the right thing" consistently becomes the objective.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

- 1A. 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.
- 1B. Define, identify and prototype Client/Server Technology for the purpose of evaluating and recommending the products to accomplish the strategic objective.
- 1C. 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.

- 2A. Continue to emphasize service level objectives across all programs with formal reporting and result publication.
- 2B. Finalize the report management information project on computer resources usage and on forecasted capacity required to provide continuous availability of resources for future growth.
- 2C. 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.
- 2D. 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.
- 2E. Develop the capability to provide a path to the Automatic (robotics) Tape Library System for the DEC/VAX platform.
- 2F. Develop and determine network management alternative solutions, in order to implement the most effective, centralized network management capability in the DEC environment.
- 2G. Develop a Disaster Recovery Plan based on an understanding of the fiscal constraints but formulating steps to be taken in case of a major disaster.
- 3A. 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.
- 3B. Continue the DIS role as facilitator/project leader for the successful implementation of the IJIS system and operational concepts.
- 4A. Obtain approvals and coordinate the first year's implementation of a County-wide Five-Year Investment in Information Technology Plan.
- 4B. 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.
- 4C. 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.
- 5A. Ensure every DIS employee has a current/updated training plan.
- 5B. Improve and sustain the DIS Employee Recognition Program awards and ceremonies.
- 5C. Continue the Focus Program to discuss important departmental issues, directions, etc., and to listen to employee concerns and recommendations for change/improvement.
- 5D. Ensure that all employee service awards are presented in a manner that clearly honors the employee.
- 6A. 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.
- 6B. Until DIS is able to move from the CAC basement, take all opportunities to improve the physical environment in the CAC basement.
- 7A. Continue support for the established DIS Cultural Diversity Committee and promote a departmental training program on this topic.
- 7B. 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.
- 7C. Continue to provide DIS personnel with all EOMO training programs.
- 8A. Continue to support the development, consolidation and management presentation of County-wide automation activities.
- 8B. Continue to improve communications with the Board of Supervisors and coordination of County/DIS automation directions, plans and actions.
- 8C. Improve DIS staff communications to ensure employees are better informed of technical, procedural and administrative directions.
- 8D. 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.
- 8E. 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.
 - Replace application security with ACF2 security.

DEPARTMENT OF INFORMATION SERVICES

OFFICE OF THE DIRECTOR
5 Positions 2.58 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 13.00 SY

ACCOUNT MANAGEMENT

- ACCOUNT MANAGEMENT**
- o Customer Support
 - o Customer & County-wide Business Automation Plans
 - o Strategic Directions
 - o Application & Hardware Customer Consulting
 - o Product Evaluation
- 18 Positions 15.58 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
- 105 Positions 90.33 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
- 105 Pos. 91.43 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.
- 70 Positions 62.25 SY

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,034,722	\$997,531	\$1,041,551	\$979,135	\$1,001,678	2.3
Services & Supplies	25,581	9,983	9,313	12,700	12,500	(1.6)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,060,303	\$1,007,514	\$1,050,864	\$991,835	\$1,014,178	2.3
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,060,303	\$1,007,514	\$1,050,864	\$991,835	\$1,014,178	2.3
STAFF YEARS	16.35	15.31	14.96	15.00	15.58	3.9

PROGRAM MISSION

To ensure DIS customer satisfaction, the Account Management Division works with all County Departments, Courts and Agencies, in a partnership role, to appropriately re-engineer business processes and to facilitate an orderly process for the appropriate information system definition, planning, acquisition, placement, and disposition.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 actual expenses in Salaries and Benefits are higher than budgeted due to reimbursement of Integrated Leave Plan (ILP) forfeitures.

ACHIEVEMENT OF 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.

This objective was fully met and completed. 44 departments, courts and agencies submitted their Business Automation Plans to AMD by the end of October 1993. DIS executive review was completed by the end of November 1993.
- Publish the IBAP and County Automation Accomplishments Report:** Develop and publish the 1993 Integrated Business Automation Plan and County Automation Accomplishments Report by November, 1993.

This objective was fully met and completed. The 1993 Integrated Business Automation Plan and County Automation Accomplishments Report was completed at the end of December 1993 and published for County executive management review in January 1994.
- Revise the County Computing Manual:** Coordinate the revision and publication (via Inquire/Text) of the County Computing Manual.

This objective was not met and is not scheduled for accomplishment until the County's Information Technology Strategic Directions document is updated, which is included in the 1994-95 Adopted Program Outcome Results.
- 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 within 7 working days.

This objective was fully met and completed.

5. Develop and Implement a County Microcomputer Request for Proposal (RFP): Develop and implement an RFP for County-Wide Microcomputer acquisition and maintenance with the approval of the DIS Director and Purchasing.

This objective was fully met and completed. A contract for the purchase and service of microcomputers was awarded in January 1994.

6. Revise Requisition Processing Procedures in DIS: Review and streamline the requisition processing procedures in the Department of Information Services in light of the new Microcomputer Products and Services Contract.

This objective was fully met and completed. The new procedures were presented to Customers in January 1994.

7. Revise the Microcomputer Equipment Repair Process: Revise and streamline the microcomputer equipment repair process for all County departments, courts and agencies.

This objective was fully met and completed. A contract for the purchase and service of microcomputers was awarded in January 1994.

8. Provide Microcomputer Management Information: Provide DIS Executive Management with information on different aspects of the County microcomputer acquisition and maintenance processes through the vendor management mechanism.

This objective was fully met and completed. Management reports and charts are being produced monthly.

9. 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.

Progress continues to be made with this long-term objective. Account Managers are working with all departments to review their printed output and develop more cost effective alternatives. Use of RMS SOFTCOPY has increased significantly. The number of RMS users has increased from 200 to 535 and the number of RMS SOFTCOPY reports has increased to 250 from 100. Print on the IBM 3800 has been reduced to less than 2 million pages monthly while the "click" charges have been reduced by 50% to \$55,944. Between 2-2 1/2 million pages of print monthly is accomplished on the Xerox 9790. Between 2-4 million pages of microfiche is produced monthly. This objective has been carried forward into the 1994-95 Adopted Program Outcome Results.

10. Reduce Data Entry Requirements: Work with customer departments to develop alternatives for entering data at the point of collection. Reduce DIS data entry by 500 hours annually.

Progress continues to be made with this long-term objective. Health Services programs were modified to accept a file from the Recorder System in lieu of the DIS data entry file. Staff in the Road Division of Public Works were trained on the procedure for entering data on Falcon screens at their site. As soon as Public Works staff is comfortable with using the Falcon screens, data entry of the Sanitation & Flood Control data (SD01) will be discontinued by DIS. Currently, County Counsel is studying an alternative method of entering data for the Opinions Index. Due to a reduction in staff in many of the departments, departments have been reluctant to do their own data entry and continue to rely on DIS for data entry. This objective has been carried forward into the 1994-95 Adopted Program Outcome Results.

11. Implement the County Virus Policy: Implement the County Virus Policy in all County departments, courts, and agencies.

This objective was fully met and completed with the publication and distribution of a policy during 1993.

12. Implement Enterprise Electronic Mail (E-mail): Provide the customer interface for the implementation of multi-platform enterprise-wide e-mail.

Progress continues to be made with this long-term objective. 570 customers were added to existing DEC platforms. 50 new SYSM customers were added to the IBM Mainframe. 600 customers were added to existing LAN Platforms.

Completed New Platforms:

General Services	106 customers
Purchasing	59 customers
Agriculture	49 customers
Account Management	15 customers
Human Resources Beech St	109 customers
Planning & Land Use San Marcos	39 customers
Medical Examiner	34 customers
Municipal Courts	300 customers
Revenue & Recovery	150 customers
Social Services	200 customers

San Diego City	(Susan Golding)
Library	97 customers
GTE	16 customers
Housing & Community Dev.	97 customers

This objective has been carried forward into the 1994-95 Adopted Program Outcome Results.

13. Implement Computer Associates' ACF2 Access Control Software: Provide the customer interface for the implementation of ACF2.

Progress continues to be made with this long-term objective as 32 Departments, Agencies and Branch Offices were converted to ACF2 during FY 1993-94. As of 10/1/94, there were 9,852 registered users; the remaining departments to be converted are: Sheriff, Health, Social Services and Superior Court. This objective has been carried forward into the 1994-95 Adopted Program Outcome Results.

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.

Progress continues to be made with this long-term objective. Due to elimination of on-site Focus training, staff have received off-site Advanced training in Focus Report Writing. The Focus User Group has been reactivated. Through the Focus User Group, employees are sharing and learning techniques in writing ad hoc reports. The Focus User Group committee is planning to maintain a library of sample Focus programs. This objective has been carried forward into the 1994-95 Adopted Program Outcome Results.

15. Continue Implementation of the On-line Requisition System: Assist the Department of Purchasing and Contracting with continuing the implementation of the On-line Requisition System.

Eleven County departments obtained the capability to access the On-Line Requisition System last fiscal year. At the end of FY 93/94, all County departments had access to the OLR system except the Library. The Library needs only PCOX card software capable of supporting both a terminal and a printer session to have OLR access. This objective has been carried forward into the 1994-95 Adopted Program Outcome Results.

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.

Progress continues to be made with this long-term objective. The following applications have been added to Inquire/Text in 1993: County Administrative Code for the Board of Supervisors, Bulletin Board for the Department of Purchasing and Contracting and Security Standards and Procedures for the Department of Information Services. This objective has been carried forward into the 1994-95 Adopted Program Outcome Results.

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.

This objective was not met due to budgetary constraints and is included in the 1994-95 Adopted Program Outcome Results.

18. Upgrade Account Management LAN: Upgrade Account Management Division's workstations and LAN servers to meet minimum DIS standards.

This objective was not met due to budgetary constraints and is included in the 1994-95 Adopted Program Outcome Results.

19. Implement Personal Training Plans: 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.

This objective was not met due to a vacancy in the DIS Training Coordinator position and is included in the 1994-95 Adopted Program Outcome Results.

20. 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.

Progress continues to be made with this long-term objective. From January through September, various Account Managers have attended 18 free vendor demonstrations and presentations in the San Diego area. This objective has been carried forward into the 1994-95 Adopted Program Outcome Results.

21. Provide Cultural Diversity Training for AMD: Schedule all AMD staff to attend a class in communicating in a

culturally diverse society.

This objective was fully met and completed. A seminar was held in December 1993.

22. Develop AMD Policies and Procedures: Develop AMD policies and procedures for routine tasks to ensure efficiency and consistency.

Progress continues to be made with this long-term objective as AMD routine tasks have been defined and assignments have been made to develop written procedures for each of them. 50 of 76 procedural tasks were completed FY 1993-94. The remainder will be completed in FY 1994-95.

23. Continue Training AMD Staff in Marketing: 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.

Progress continues to be made with this long-term objective. The Manager of AMD, who has an extensive information systems marketing background, has presented concepts and techniques at biweekly staff meetings. AMD continues to subscribe to publications relating to customer relations, support and service. This objective has been carried forward into the 1994-95 Adopted Program Outcome Results.

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.

Progress continues to be made with this long-term objective. AMD has given several presentations at staff meetings in other DIS divisions. A formal presentation was developed and presented to Board of Supervisors' staff aides in August 1993. Account Managers are expected to be in the customers locations more than half of their work hours, calling on all staff levels within the organization. This objective has been carried forward into the 1994-95 Adopted Program Outcome Results.

25. Develop Performance Metrics: Develop measurable and reportable metrics that reflect AMD's service delivery and effectiveness as the primary DIS representative to our customers.

This objective was met and completed with the inclusion of the metrics in the 1994-95 Budget Performance Indicators.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. In conjunction with customer organizations, establish short- and long-term plans to maximize the investment in information systems technology County-wide.
2. Improve end-user automation capabilities through the introduction of global County automation products.
3. Ensure an optimum operational environment for Account Management Division staff to improve customer service, and to improve employee productivity and morale.
4. Market DIS services at the right customer levels of all County customer departments, courts and agencies.
5. Maintain an effective service level during this period of reduced resources.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- 1A. Assist all customer departments, courts and agencies in the development of annual Business Automation Plans.
- 1B. Develop and publish the Integrated Business Automation Plan and County Automation Accomplishments Report.
- 1C. Coordinate the revision and publication of the County of San Diego Information Technology Strategic Directions.
- 1D. Complete, present, obtain approvals and coordinate the first year's implementation of a County-wide Five-Year Investment in Information Technology Plan.
- 1E. Revise, streamline and monitor the microcomputer equipment repair process for all County departments, courts and agencies in light of the new Microcomputer Products and Services Contract.
- 1F. Provide DIS Executive Management with information on different aspects of the County microcomputer acquisition and maintenance processes through the vendor management reports.
- 1G. Continue to 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 with emphasis on online reporting.

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- 1H. Make a concerted effort with customer departments to develop alternatives for entering data at the point of collection.
 - 2A. Continue to provide the customer interface for the implementation of multi-platform enterprise-wide e-mail.
 - 2B. Continue to provide the customer interface for the implementation of ACF2.
 - 2C. Continue to consult with customer departments to encourage the use of FOCUS to produce ad hoc reports as much as possible.
 - 2D. Continue to assist the Department of Purchasing and Contracting with the implementation of the On-line Requisition System.
 - 2E. Coordinate and support the DIS role as facilitator and project leader for the successful implementation of the IJIS system and operational concepts within the County of San Diego Administration of Justice Departments, Agencies and Courts.
 - 3A. Relocate the Account Management Division to the CAC to improve communication with other DIS divisions.
 - 3B. Upgrade Account Management Divisions's workstations and LAN servers to meet minimum DIS standards.
 - 3C. Enhance individual training plans for all AMD staff that are goal/performance based, clearly defined in annual performance reviews.
 - 3D. Continue to provide training for all account managers to maintain and enhance technical competence in order to assist customers in defining automation solutions.
 - 4A. Continue to provide training to all account managers in marketing skills in 1994. Focus the efforts of account managers on marketing DIS services to County and Non-County customers, as well as ensuring that DIS continues to provide quality service.
 - 4B. Continue to market AMD's services to all County departments, courts, and agencies as well as to DIS direct service divisions.
 - 5A. Review Customer generated requisitions for hardware and software acquisitions to insure compliance with customer Business Automation Plans, County strategic direction and DIS standards.
 - 5B. Review, streamline and monitor the requisition processing procedures in the Department of Information Services in light of the new Microcomputer Products and Services Contract.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [2.58 SY; E = \$156,549; R = \$0] is responsible for planning, directing, coordinating and monitoring the Account Management Division that provides computer related support to all levels of County government. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Increased by .58 SY of Extra Help (\$10,451) to reflect expenditures in the appropriate program.
2. Account Management [13.00 SY; E = \$857,629; 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
MISCELLANEOUS:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$1,050,864	\$991,835	\$1,014,178	\$22,343
Sub-Total	\$1,050,864	\$991,835	\$1,014,178	\$22,343
Total	\$1,050,864	\$991,835	\$1,014,178	\$22,343

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

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Account Management					
% OF RESOURCES: 100%					
WORKLOAD					
Customer Support Hours	11,001	17,666	18,983	18,000	18,500
EFFICIENCY/OUTPUT					
Customer Agencies/Support Staff	5.2	4.6	4.3	4.3	4.3
EFFECTIVENESS/OUTCOME					
Business Automation Plans Drafted	42	46	44	45	43
Executive Conferences Coordinated	23	9	23	25	30
Automation Board Ltrs. Processed	N/A	33	22	35	50
Automation Requisitions Processed	N/A	384	418	390	450
Customer Mgmt Contacts/Meetings	N/A	N/A	1248	NEW	1500
Network Service Requests Completed	N/A	N/A	878	NEW	900
Business Processes Re-engineered	N/A	N/A	0	NEW	10
Customer Projects Managed/Coord.	N/A	N/A	10	NEW	35
Training Classes/Seminars Attended	N/A	N/A	18	NEW	20

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0971	Info Systems Mgr	1	1.00	1	1.00	\$71,659	\$71,659
0983	Data Security Admin	1	1.00	1	1.00	\$45,037	\$45,037
2539	DIS Account Spec II	12	12.00	12	12.00	657,697	656,514
2700	Intermed Clerk Typist	1	1.00	1	1.00	20,669	20,670
9999	Extra Help	0	0.00	3	0.58	0	10,451
Total		15	15.00	18	15.58	\$795,062	\$804,331
Salary Adjustments:						(4,852)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						249,206	234,314
ILP Reduction						(23,661)	0
Salary Savings:						(36,620)	(36,967)
Total Adjustments						\$184,073	\$197,347
Program Totals		15	15.00	18	15.58	\$979,135	\$1,001,678

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,855,312	\$5,564,550	\$5,316,694	\$5,404,332	\$5,490,988	1.6
Services & Supplies	924,513	180,897	365,515	23,731	54,190	128.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	20,170	29,066	431	0	0	0.0
TOTAL DIRECT COST	\$6,799,995	\$5,774,513	\$5,682,640	\$5,428,063	\$5,545,178	2.2
PROGRAM REVENUE	(110)	(411,101)	(457,888)	(437,165)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$6,799,885	\$5,363,412	\$5,224,752	\$4,990,898	\$5,545,178	11.1
STAFF YEARS	95.97	87.53	80.32	88.00	90.33	2.6

PROGRAM MISSION

To meet the challenges of the 90's, the Application Systems Division will be required to do "more with less" while simultaneously improving service levels as measured by customer satisfaction. It is our mission to create a dynamic Information Systems (IS) environment, utilizing a balance of current and advanced technologies to provide expanded, timely, and cost-effective business solutions to our customers.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 actual expenses in the Services and Supplies account are more than budgeted due to expenditures for Temporary Contract Analyst staff in support of critical and time sensitive projects. The actual expenses in the Fixed Assets accounts include payment of prior year encumbrances. Actual expenses in the Salaries and Benefits Account include reimbursement of Integrated Leave Plan (ILP) forfeitures.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Department of Human Resources (DHR) Automation Planning: Continue to provide an outstationed analyst to implement automation requirements leading to improved DHR operational efficiency and service delivery.

This objective was fully met and completed.

2. Purchasing NIGP System: Implement the On-line National Institute of Government Procurement commodity identification system by 05/31/94.

In process and scheduled for a 10/1/94 implementation.

3. Purchasing Automation Planning: Continue to provide outstationed analysts to implement automation requirements leading to improved departmental operational efficiency and service delivery.

This objective was fully met and completed.

4. Accounting Automation Planning: Implement phase II of the system requirements for the Controller Branch Office Trust Fund Accounting system.

This objective was fully met and completed.

5. County Payroll System: Continue modification of the Payroll System to comply with FLSA changes.

This objective was fully met and completed.

6. Treasurer/Tax Collector: Convert pension payroll to the Human Resources Management system.
This objective was fully met and completed.
7. Treasurer/Tax Collector: Provide Human Resource Management System interfaces for the new Retirement Imaging System by 09/30/94.
This objective is on schedule for completion.
8. Auditor and Controller Apportionment System: Complete implementation for the Auditor and Controller's replacement Apportionment system by 03/30/94.
This objective was fully met and completed.
9. 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.
This objective was fully met and completed.
10. 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.
This objective is on schedule for completion.
11. Chief Administrative Office: Implement phase III of the Space Management System for the Chief Administrative Office by 12/01/94.
This objective is on schedule for completion.
12. 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.
This objective was fully met and completed.
13. Telecommuting: Register staff, with microcomputers and modems, to Defender. Long range goal to have 15-20% of staff telecommuting.
This objective was fully met and completed.
14. County-wide Email: Complete the Enterprise-wide Electronic Mail Project for LAN and DEC platforms by 06/30/94.
This objective was fully met and completed.
15. Inquire/Text Applications: Implement Inquire/Test functions for Civil help files for the Marshall
This objective was fully met and completed.
16. Contract Programmer: 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.
This objective was fully met and completed.
17. Computer Aided Software Engineering: Continue development of a cohesive CASE strategy and identify supporting products that will improve systems development timeliness and product quality.
This objective was fully met and completed.
18. Departmental Service Objectives: Maintain DIS Service Level Satisfaction in all categories as perceived by customer departments at the current overall rating of 4.4.
This objective was fully met and completed. Current rating of 4.5 out of 5.0.
19. Establish and Support County-wide Database Environments: 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.
This objective was fully met and completed.
20. Improve Operational Efficiency: Continue to improve the operational efficiency of the DIS application production portfolio through the application of software tools.

This objective was fully met and completed.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Provide outstationed analysts to implement automation requirements leading to improved Purchasing operational efficiency and service delivery.
2. Provide direct analyst support to implement customer requirements leading to improved Accounting Automation.
3. Establish database security through a centralized ACF2 security system administration control point.
4. Provide direct analyst support to implement automation requirements leading to improved Treasurer/Tax Collector departmental operational efficiency and service delivery.
5. Continue a sustaining DIS service improvement and expansion philosophy leading to enhanced operational efficiency and service delivery to DIS customer departments.
6. Continue to facilitate and manage the County-wide PC training program to ensure its maximum effectiveness. Expand the in-house application system training program.
7. Improve DIS Service Level Satisfaction in all categories as perceived by the DIS customers.
8. 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.
9. Improve the operational efficiency of the DIS application production job portfolio through the utilization of software tools.
10. Continue to ensure the operational effectiveness and efficiency of the existing Property System through the completion of planned system improvements.
11. 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 District Attorney, Public Defender, City Attorney, Alternate Defense Council and Alternate Public Defender; continued improvement of the processing capability within the REJIS system. DIS will work with the District Attorney and Justice Services Administrative Council (JSAC) in developing a formal policy and procedure supporting the sharing of electronically stored and presented justice information in a multi-agency integrated justice information system.
12. Develop ties to non-mainframe processors for input to the DIS KOMAND cost accounting chargeback system.
13. Upgrade and extend the usage of the Service Tracking and Reporting System (STARS).
14. Provide management of the Municipal Courts Information Services Unit.
15. Provide management of the Recorder Information Services Unit.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- 1A. Re-design the Purchasing Security System to automate terminal security.
- 1B. Implement expanded procurement descriptions, and tie a new Requisition Management System with the Online Requisition System so that buyers will receive and complete requisitions electronically.
- 1C. Implement the capability of using the National Institute of Government Procurement (NIGP) data within the Purchasing Stores System.
- 1D. Develop a system to keep track of bidders by commodity types and tie into the Online Requisition System.
- 1E. Implement online Purchase Order change requests, added online suborder types, and multiple and third party departmental requisition approvals.
- 1F. Implement ties to an electronic bulletin board for soliciting and receiving bid quotations.
- 2A. Complete defining system specifications for re-designing the Clerk of the Board's Assessment Appeals System.
- 2B. Implement SDG&E to Accounts Payable ties in order to facilitate more timely payments of claims.
- 2C. Complete the expansion of the Account Number in the Probation Accounting System. The expansion will keep the

- REJIS and Probation Accounting System account numbers consistent to enable improved cross-referencing between the two systems.
- 2D. Complete the Minority/Women Business Enterprise inquiry system. This system will be created using "Client-Server" technology.
 - 2E. Complete the roll-out of Electronic Receiving to all County Departments.
 - 2F. Complete Phase I of the Accounts Payable System renovation.
 - 2G. Assist the County Budget Office in reviewing alternatives available to reduce the manual effort involved in preparing the County budget.
 - 2H. Assist the County Budget Office in studying the possibility of increasing the functionality of the Budget Preparation System to include data modeling and related interactive capabilities.
 - 2I. Automate the "control" card driven aspect of HRMS. The control cards provide calendaring information and other event controlling data to production programs.
 - 2J. Modify the Calendar Year End process to create an online inquiry of the W-2 file.
 - 3A. Register all County staff who access County mainframe information with the ACF2 Security System.
 - 3B. Establish a local NATURAL Security administration capability to allow the Sheriff (for Time Collection) and other departments to manage security access to their systems.
 - 3C. Develop and implement an automated procedure to integrate ACF2 and NATURAL Security which will provide customers a single logon point to their applications.
 - 4A. Convert the Retired Payroll System to the HRMS.
 - 4B. Develop HRMS ties and indices for the Retirement Imaging System.
 - 5A. Identify and provide PC access for telecommuting by selected application analysts.
 - 5B. Develop and implement a facility to control production migration of NATURAL objects that is tied to the current DIS Production Library Control System.
 - 5C. Coordinate implementation of ties for all Courts and the Marshal to the County-wide enterprise electronic mail system.
 - 5D. Perform a systems analysis of the current Warrant Reconciliation System and develop a systems design document.
 - 5E. Update the Online Manual Warrant System to tie to the Human Resources Management (HRMS) employee master file.
 - 6A. Provide training to analysts in use of the FOCUS menu system and FOCUS products.
 - 6B. Implement monthly brown-bag in-house FOCUS training for staff.
 - 6C. Conduct quarterly DIS justice roundtables on current County issues for the Law and Justice, REJIS, and AMD staffs.
 - 6D. Continue the 4Front systems methodology training.
 - 7A. Sustain service level objectives: completion rate of "50 @ 30" service requests at 99%; completion rate of non "50 @ 30" service requests at 94%; minimum overall satisfaction rating of 4.4.
 - 7B. Move the Lead Card/Control Record system to production for DIS Quality and Production Control (QPC) Section roll-out to DIS Applications and DIS customers.
 - 8A. Establish and support the production VMS Rdb database system for the County's Public Works Department.
 - 8B. Establish and support the production Informix database system for the Municipal Courts.
 - 8C. Establish a standardized mainframe disk storage forecasting procedure to project application systems growth and assist in the management and acquisition of disk storage resources.
 - 8D. Ensure the most current PLCS/ENDEVOR software for application program migration is installed and capable of managing Cross-System Product and NATURAL objects.
 - 9A. Establish and support a production AS/400 application development and customer system access environment for the Assessor's Office using Software AG Client/Server technology.

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- 9B. Establish and support a production County mainframe application development environment for DIS analysts using Software AG NATURAL workstation technology.
 - 9C. Convert the SMART DB2 database system to ADABAS to conserve system resources and reduce product maintenance costs.
 - 10A. Begin the process of transferring production Property System applications from the County mainframe to the AS/400.
 - 10B. Implement the new Tax Apportionment system for the Auditor and Controller.
 - 10C. Complete a systems design plan and begin development of a Five (5) Year Payment Plan control system for the Treasurer/Tax Collector's Office.
 - 10D. Complete modifications to the Defaulted Secured system to enable processing for more than 10 special assessments.
 - 10E. Convert all existing Property Systems applications to enable data entry requirements to be performed online by customer personnel.
 - 10F. Establish a voice response telephone inquiry system for Assessor's Office business functions.
 - 10G. Convert all large Property System reporting functions to online systems to improve information access and reduce paper costs.
 - 10H. Redesign the Assessor's Office Homeowners Exemption claim process for the AS/400 to add required data control edits and enable online access.
 - 10I. Eliminate the Carryover Roll and all associated production processing jobs that are duplicates of those now used to manage the regular roll.
 - 10J. Complete necessary changes to the Tax Apportionment and Defaulted Secured Tax systems in support of Teeter Plan accounting requirements.
 - 11A. Assist the Sheriff and Probation departments in determining Inmate Booking Information System replacement system requirements to include booking, classifications, medical, and accounting functions.
 - 11B. Assist with the replacement of the Jury Summons System to a PC/LAN based application.
 - 11C. Enhance the Municipal Courts' Minor Offense System to tie to the Municipal Courts' Fiscal Accounting System.
 - 11D. Assist with replacement of the Animal Management Information System to a PC/LAN based application.
 - 11E. Implement an Inmate Booking Information System tie to the Sheriff's Department Live Scan Fingerprint system.
 - 11F. Work with DIS QPC to move the San Diego Users' Network (SUN) System online program libraries to the production library control system.
 - 11G. Implement two satellite Juvenile Court Departments, currently planned for North County/Oceanside California, into the REJIS Dependency automated system.
 - 12A. Implement ties to FOCUS under the County mainframe's operating system Multiple Session Option.
 - 12B. Implement automatic DEC VAX computer utilization charging under the KOMAND System Universal Charging component.
 - 12C. Implement Internal Service Fund modifications to the KOMAND chargeback system.
 - 13A. Implement FOCUS release 6.5 and STARS version E.
 - 13B. Implement DIS Systems Software and DIS Operations service request tracking modules under STARS.
 - 14A. Coordinate installation of the next release of the UNIX Operating System.
 - 14B. Coordinate installation of the next release of the UNIFY database.
 - 14C. Convert all Municipal Courts to the new Fiscal Accounting System.
 - 14D. Implement County mainframe connectivity through the BULL DPX2 processors for all Municipal Courts and the Marshal's Office.
 - 14E. Implement the Viking data entry package for all Municipal Courts.
 - 14F. Complete removal of the BULL DPS/6 processors.
 - 14G. Complete installation of software fixes to the System Service Interface (SSI) on the BULL DPX/2 processors.

- 14H. Implement support for the traffic citation Amnesty program.
- 14I. Assist with the selection and implementation of an imaging system for San Diego Municipal Court and the Marshal.
- 14J. Develop data exchange methods with the collection agency vendor for San Diego Municipal Court.
- 14K. Convert San Diego Municipal Court to the ISD Civil System, release 2.25 or higher.
- 14L. Coordinate development of the Marshal's Civil Law Enforcement System ties to the ISD Civil System.
- 15A. Provide day-to-day management of Information Services activities in the Recorder's Office.
- 15B. Provide project management for the Recorder Project with Digital Equipment Corporation.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [5.33 SY; E = \$195,176; R = \$0] including support personnel is responsible for planning, directing and coordinating its divisions which provide and maintain the availability of application systems at specified operating levels. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Increased 3.33 SY of Extra Help (\$60,616) to reflect expenditures in the appropriate program.
2. Application Programs [76.00 SY; E = \$4,802,609; R = \$0] develops, enhances and supports all centrally-managed County application systems and maintains the availability of these systems at specified operating levels. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Decreased \$437,165 in revenues due to change in the Property Tax Administrative Fee Classification from Program Revenue to General Revenue.
 - o Decreased 1 DIS Systems Programmer II position (Class 2522) transferred to Operations Program to reflect current reporting structure.
3. Information Resources [9.00 SY; E = \$547,393; R = \$0] develops and manages County data resources, including systems design and planning, data and database administration and management of program libraries, documentation and automated quality assurance review tools. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
MISCELLANEOUS:				
9918 AB2890 - Recovered Costs	\$457,888	\$437,165	\$0	\$(437,165)
Sub-Total	\$457,888	\$437,165	\$0	\$(437,165)
Total	\$457,888	\$437,165	\$0	\$(437,165)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$5,224,752	\$4,990,898	\$5,545,178	\$554,280
Sub-Total	\$5,224,752	\$4,990,898	\$5,545,178	\$554,280
Total	\$5,224,752	\$4,990,898	\$5,545,178	\$554,280

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues for AB2890 have been transferred out of program due to change in the Property Tax Administrative Fee Classification from Program Revenue to General Revenue.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Application Systems					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Service Requests Received	3,054	2,794	2,625	2,873	2,785
Development Activity	10,129	8,288	10,235	9,120	11,955
New/Modified Programs	5,483	4,168	5,347	4,585	7,990
New/Modified Jobs	4,646	4,120	4,888	4,535	3,965
Shared Property System Development	1,976	4,499	4,715	4,700	4,865
New/Modified Programs	1,113	3,321	3,491	3,400	3,550
New/Modified Jobs	863	1,178	1,224	1,300	1,315
Database System Development	4,310	6,624	6,422	6,425	6,500
New/Modified NATURAL Programs	3,875	6,331	6,026	6,100	6,115
New/Modified CSP Programs	435	293	396	325	385
<u>EFFICIENCY/OUTPUT</u>					
40 Hr Requests Complete w/i 30 Days	99%	N/A	N/A	N/A	N/A
Over 40 Hr Complete w/i Target	80%	N/A	N/A	N/A	N/A
50 Hr Requests Complete w/i 30 Days	N/A	97%	97%	99%	99%
Over 50 Hr Complete w/i Target	N/A	87%	85.7%	94%	90%
Avg Cost to Complete Request	2,113	2,023	1,940	2,000	1,760
<u>EFFECTIVENESS/OUTCOME</u>					
Total Service Requests Completed	2,503	2,462	2,485	2,512	2,525
Customer Satisfaction Rating (1-5)	4.3	4.5	4.5	4.4	4.5
Reduction of Production Job Application Errors	N/A	32%	0	25%	25%

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0971	Info Systems Mgr	1	1.00	1	1.00	\$61,762	\$61,763
0972	Data Base Administrator	1	1.00	1	1.00	58,298	58,297
2231	Deputy Director, DIS	1	1.00	1	1.00	83,793	83,793
2427	Assoc Systems Analyst	52	51.00	52	51.00	2,507,707	2,487,931
2499	Principal Syst Analyst	5	5.00	5	5.00	294,432	294,710
2522	DIS Systems Programmer II	1	1.00	0	0.00	50,907	0
2525	Senior Systems Analyst	17	17.00	17	17.00	911,952	910,939
2527	Data Base Specialist III	3	3.00	3	3.00	155,873	164,241
2528	Data Base Specialist II	2	2.00	2	2.00	91,749	90,262
2529	Data Base Specialist I	1	1.00	1	1.00	41,418	43,491
2533	DIS QA Analyst III	1	1.00	1	1.00	52,426	52,427
2700	Intermed Clerk Typist	2	2.00	2	2.00	41,098	41,095
2730	Senior Clerk	1	1.00	1	1.00	22,655	20,774
2757	Admin Sec II	1	1.00	1	1.00	22,992	20,670
9999	Extra Help	0	0.00	17	3.33	0	60,616
Total		89	88.00	105	90.33	\$4,397,062	\$4,391,009
Salary Adjustments:						1,456	0
Premium/Overtime Pay:						0	0
Employee Benefits:						1,349,763	1,301,271
ILP Reductions:						(145,490)	0
Salary Savings:						(198,459)	(201,292)
Total Adjustments						\$1,007,270	\$1,099,979
Program Totals		89	88.00	105	90.33	\$5,404,332	\$5,490,988

PROGRAM: Operations

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81403

ORGANIZATION #: 0750

MANAGER: Vicky Pion, Deputy Director

REFERENCE: 1994-95 Proposed Budget - Pg. 53-19

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,339,891	\$4,096,404	\$3,727,782	\$3,902,527	\$4,046,071	3.7
Services & Supplies	3,051,605	2,778,798	2,587,008	3,170,889	3,158,022	(0.4)
Other Charges	94,974	298,597	253,564	288,365	288,365	0.0
Fixed Assets	251,552	146,191	106,575	125,000	0	(100.0)
TOTAL DIRECT COST	\$7,738,022	\$7,319,990	\$6,674,929	\$7,486,781	\$7,492,458	0.1
PROGRAM REVENUE	(423,402)	(248,649)	(409,850)	(192,150)	(242,845)	26.4
NET GENERAL FUND CONTRIBUTION	\$7,314,620	\$7,071,341	\$6,265,079	\$7,294,631	\$7,249,613	(0.6)
STAFF YEARS	99.41	87.40	77.79	86.00	91.43	6.3

PROGRAM MISSION

The mission of the Operations' Division of the Department of Information Services is to manage, operate and maintain a large mainframe computer system, minicomputers and a teleprocessing network of computer terminals, microcomputers and printers within SNA and LAN environments throughout the County of San Diego. The division also provides mission critical data processing services, including: 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.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The FY 1993-94 estimated actuals are less than budgeted in the Salaries and Benefits Account due to a hiring freeze. Services & Supplies actuals do not reflect \$700,000 in encumbrances incurred in fourth quarter of FY 1993-94 which will be paid in first quarter of FY 94-95.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Telecommuting: Implement the technical and supporting network infrastructure for supporting the Telecommuting project.

The Defender II upgrade hardware has been acquired and will be installed with the corresponding infrastructure for supporting the Telecommuting project by December 31, 1994.

2. Automated Operations: 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.

The software product AF/Operator and the latest version of Omegamon Monitor product have been acquired and are installed. The products are in a 'check-out process' prior to completing the migration of existing ACO and ANO functions by December 20, 1994.

3. 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 years.

The process has been developed to report computer resources usage on a monthly basis and on demand for ad-hoc reporting. The process has been developed for generating forecasted capacity reporting to occur annually based on historical resource usage and the County's Business Automation Planning documents.

4. Improve Analyst and Operator Productivity: Install the Quick-REF message text translator product to enhance the productivity of mainframe console operators and applications systems analysts.

The objective was fully met and completed. Quick-REF was installed and brought up as a service offering.

5. Identify Enterprise Client/Server Solutions: Define, identify and prototype Client/Server Technology for the purpose of evaluating and recommending the products to accomplish the strategic objective.

The objective has been redefined. Client/Server Products in the market proved to be in such an immature state that it was deemed inappropriate for the County to make substantial investments in this area. The project was redefined to take a more conservative approach to Client/Server directions.

6. 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.

The objective was fully met and completed. A project was completed with a final report containing recommendations on the feasibility of using TCP\IP on the host.

7. Extend the useful life of the IBM 3090 mainframe: Extend the useable 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.

The installation of CSP V4.1 has been completed. The installation of CICS V3.3 is scheduled for completion by October 30, 1994. ACF2 Release 6.0 is scheduled for implementation by November 30, 1994.

8. Identify poor performing applications: Assist the Applications Division in identification of poor performing applications so they may be re-engineered to use less system resources.

A monthly report is prepared listing high resource intensive applications. The Applications Division reviews each application for opportunities to re-engineer the program code for efficiencies in resource consumption.

9. Provide for automated VSAM file recovery: Implement the BMC Recovery Plus system to facilitate automatic recovery of VSAM data base systems without having applications develop and maintain local developed recovery sub-systems.

The BMC Recovery Plus system has been installed and is scheduled for implementation by January 31, 1995.

10. Maintain all DIS software products at prudent currency: Install new versions and upgrades on all the DIS software portfolio as soon as they are proven to be stable and beneficial.

All versions and releases of DIS software products are maintained at a prudent currency.

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.

Completed the implementation of ACF2 facilities into all CICS regions. ACF2 will be implemented in all County Departments, except the Sheriff's Office, by 12/31/94. Departmental Security Administrators have been established in all County departments. Application security is being replaced with ACF2 security where appropriate.

12. 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.

Completed the installation of the Assessor's AS400 and will continue to provide technical and operational support for the AS400 platforms.

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.

Completed the consolidation of the Department of Public Works DEC/VAX system into the DIS DEC/VAX operating environment. Completed the integration of the Municipal Courts DPX2 mini-computers into the DIS operating environment. Completed the assignment, training and development of two UNIX operations and administration DIS staff.

14. CD ROM Documentation: Begin to convert all Operating Systems software documentation from hard copy to CD ROM.

The conversion of Operating Systems software documentation from hard copy to CD ROM has been initiated and is anticipated to be completed by 6/30/95.

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 microfiche output, and the conversion of paper output to

softcopy.

The average number of printed pages has been decreased by 10% over last year.

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.

Work is continuing in this area. Naming Standards have been published and implemented, TSO LOGON PROCs have been reduced from 24 to 12, the DASD Management System has been enhanced to include storage forecast information.

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.

Computer room staff shift hours and equipment resources have been optimized by adjusting staff work schedules to peak load demands and/or rescheduling production job processing to non-peak periods with customer approval.

The Data Entry staff consisting of two shifts has been consolidated into a single shift to smooth out workload demands.

18. Automated Tape Library (ATL): Complete the installation and conversion to the Automatic Tape Library System for the DEC/VAX system.

The conversion to the Automatic Tape Library System for the DEC/VAX system is scheduled to be completed by 11/30/94.

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.

This objective was fully met and completed. 87 GB of DASD has been installed to provide storage for the County's growth in data files for the next three years.

20. Increase Solid State DASD capacity: Acquire additional solid state DASD capacity to maintain the current satisfactory level of service and performance from our 3090 processor.

This objective was fully met and completed. The Solid State Device was upgraded from 96 MB to 192MB of storage to off load the mainframe memory of high access data sets.

21. Disaster Recovery Plan: Develop a Disaster Recovery Plan based on an understanding of the fiscal constraints but formulating steps to be taken in case of a major disaster.

The development of a Disaster Recovery Plan which will formulate steps to be taken in case of a major disaster is scheduled for completion by 12/31/94.

1994-95 ADOPTED PROGRAM OBJECTIVES

Operations

1. Continue implementing Operations' service improvements resulting in enhanced operational efficiency, cost effectiveness, and service delivery to County departments.
2. Maximize DIS and computer resources to ensure their efficient and effective utilization in meeting County-wide customer service needs.
3. Support and enhance County services on a regional basis via the application of multi-agency automation efforts.
4. Improve Operations' staff work environment, and increase staff morale.

Operating Systems

1. Continue implementing Operations' service improvements resulting in enhanced operational efficiency, cost effectiveness, and service delivery to County departments.
2. Continue to produce the same or an improved level of operational support to both internal and external DIS customers within existing or reduced resources.
3. Support DIS customer department requirements through collaborative planning, project implementation and support

of global County automation products.

4. Improve Operating Systems' staff work environment, and increase staff morale.

Network Management

1. Continue to reorganize and restructure the technical administration and management of the Data & LAN units of the Data Communications Division with the commitment to fulfill DIS customer service and technical excellence goals.
2. Continue the improvement and expansion of Data Communications service delivery in support of County-wide network requirements, using the same or less staff and funding resources.
3. Continue to improve the overall level of customer satisfaction with Data Communications' services in both the host-based and LAN-based units.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Operations

- 1A. Continue the implementation of a system managed Operations' environment to fully establish a "lights-out" computer facility.
- 1B. Reduce the number of printed pages created by DIS by 10%; through the elimination of hard copy output, the conversion of paper output to microfiche output, and the conversion of paper output to softcopy.
- 1C. 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.
- 1D. Optimize staff time and equipment resources through more effective work shifts and workload balancing to better utilize the time available.
- 1E. Identify and install the necessary hardware and software management tools to allow the SCC to manage and monitor Enterprise-wide WAN activities.
- 1F. Migrate all documentation to Docutext, and remove manuals and binders located within the room 072 vault to recover the space for other uses.
- 1G. Complete the installation and conversion to the Automatic Tape Library System for the DEC/VAX platform.
- 2A. Continue to convert paper reports to a softcopy viewable format for County customers.
- 2B. Acquire and install an additional 40 GB of DASD to provide storage for the County's growth in data files.
- 2C. Acquire additional solid state DASD capacity to maintain the current satisfactory level of service and performance from our 3090 processor.
- 2D. Acquire and install the necessary equipment to support County-wide telecommuting while maintaining secure data access.
- 2E. Develop a Disaster Recovery Plan based on an understanding of the fiscal constraints but formulating steps to be taken in case of a major disaster.
- 3A. Complete the consolidation of the County DEC/VAX computing environments to maximize the reduction in hardware maintenance, software fees and County staff.
- 3B. Provide any support needed, up to and including moving the Bull processors to the DIS computer room, to stabilize the Municipal Court automation environment.
- 4A. Continue to ensure that every Computing Operations' employee has the necessary ergonomic features available to mitigate against injury.
- 4B. 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.
- 4C. Ensure staff is aware of and time is allowed to attend periodic Operations' Round Table Meetings.
- 4D. Continue to hold monthly staff meetings at all staff levels.

Operating Systems

- 1A. Implement the technical and supporting network infrastructure for supporting the Telecommuting project.
- 1B. 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.
- 1C. Finalize the report management information project on computer resources usage and on forecasted capacity required to provide continuous availability of resources for future growth.
- 1D. 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.
- 2A. 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 and implement ACF2 Release 6.0. With DSS complete the implementation of CSP V4.1.
- 2B. Assist the Applications' Division in identification of the poor performing applications so they may be re-engineered to use less system resources.
- 2C. Implement the BMC Recovery Plus system to facilitate automatic recovery of VSAM data base systems to eliminate having applications develop and maintain local backup and recovery systems.
- 2D. Support the migration of existing DB2 applications to ADABAS and de-install the product from both MVS/ESA and CICS.
- 2E. Install new versions and upgrades on all the DIS software portfolio as soon as they are proven to be stable and beneficial.
- 3A. 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.
Replace embedded application security with ACF2 security.
- 4A. DIS Software staff will attend division sponsored cross training seminars on LAN, NETWORK, CICS and MVS related subjects.
- 4B. DIS Software staff will develop and hold training classes on the following subjects:
CICS Version 3.3
ACF2 Technical Overview
SMS Overview
SLR Overview and Operation
- 4C. Provide all Operating Systems' staff with appropriately configured work stations and support devices.
- 4D. Ensure staff is aware of and time is allowed to attend periodic Operations' Round Table meetings.
- 4E. Begin to convert all Operating Systems' software documentation from hard copy to CD ROM.
- 4F. Establish and maintain an inventory of the skills and special interests of each Operating Systems' staff member and where possible make assignments based on that inventory.

Network Management

- 1A. Cross-train existing staff to bridge LAN/WAN technologies and maximize staff resources.
- 1B. Rename the Data Communications' Division to Network Management Division to reflect its current area of service/support activities.
- 1C. Plan, prepare and publish an annual LAN software upgrade schedule which targets currency of all versions of network-supported products County-wide.

Update/maintain the LAN Administration Reference Guide to reflect current standards; participate in applicable user's group meetings to support County standards.
- 2A. Implement plan to centralize network management capability in the LAN, and Token-Ring environments. Budget and maintain firmware upgrades for management by DIS staff.

- 2B. Prepare least-cost viable solution alternatives and complete implementation of appropriately sized backup hardware/software capability for CAC LAN file disaster recovery. Train and transfer daily responsibilities to Operations' staff.
- 2C. Continue to provide technical input to aid in the preparation of goals, objectives and operational guidelines to support the implementation and monitoring of PC and LAN/WAN installation and maintenance activities.
- 2D. Budget and maintain all standard LAN/WAN core software upgrades through DIS to ensure global compatibility, distribution and most advantageous vendor licensing and pricing plans.
- 2E. Continue expansion of the County Enterprise E-Mail service to include 75% of County departments by December 1994.
- 2F. Document the current SNA network for all locations servicing County departments. Identify unused circuits/equipment to continue to reduce network costs and increase network efficiency; conversion of Bi-synch to SDLC line protocols.
- 3A. Continue to improve the customer rating on SRSF in all categories to a 4.5 level.
- 3B. Participate in the customer-sponsored COC LAN Administrator's and WAN Standards monthly meetings to support the network customer base.
- 3C. Create, publish and implement a Network Management Operations' Guidebook which contains service timelines, a vendor listing, County computing standards, technical and administrative reference points, and general department operating procedures and information for division analysts.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [5.43 SY; E = \$192,698; R = \$0] is responsible for 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.
 - o Increased 3.43 SY Extra Help (\$61,313) to reflect expenditures in the appropriate program.
2. Computing Operations [55.00 SY; E = \$3,251,160; R = \$242,845] is responsible for processing the data submitted by our customers via reports that are key entered or received from online terminals located throughout the County. Its mission is to provide timely and accurate data processing services. Staff in this division provide data entry, report production and distribution services and 7 day, 24 hour computer access service. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Decreased \$125,000 in One-Time Fixed Assets costs.
 - o Increased One Assistant Manager EDP Operations position (Class 2488) transferred from Telecommunications program to reflect current reporting structure.
 - o Decreased one Telecommunications Manager position (Class 2819), transferred to Telecommunications program to reflect current reporting structure.
 - o Increased one DIS Systems Programmer I position (Class 2524) added to DIS as part of the consolidation of the Department of Public Works' Data Center. The \$50,695 Salary and Benefit expense will be revenue offset from Public Works' Enterprise Funds.
3. Operating System Software [16.00 SY; E = \$2,602,682; 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.
 - o Increased \$104,840 in the Services & Supplies Account to fund contractual increases related to ongoing software license charges.

- o Increased one DIS Systems Programmer II position (Class 2522) transferred from Applications program to reflect current reporting structure.
 - o Modified by reclass of one EDP Systems Manager position (Class 2471) to Information Systems Manager (Class 0971), and one DIS Systems Programmer I position (class 2524) to DIS Systems Programmer II (Class 2522).
4. Network Management [15.00 SY; E = \$1,445,918; R = \$0] including support personnel, designs, installs and maintains the data communications network; repairs network failures, and coordinates hardware repairs with vendors; supports design and implementation of distributed network; and designs, implements, and maintains Local Area Networks. This function is:
- o Discretionary/Discretionary Service Level. However, many of its functions are performed in support of mandated programs and mandated service levels in customer departments.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
9176 AB189 Criminal Justice	\$8,775	\$0	\$0	\$0
9782 Interfund Charges-Road Fund	76,869	23,000	68,695	45,695
9783 Interfund Charges-APCD	93	5,000	3,500	(1,500)
9786 Charges in Internal Service Fund	79,938	74,500	74,500	0
9787 Charges in Airport Ent Fund	83	0	0	0
9790 Charge in Solid Waste Ent Fund	260	0	0	0
9792 Charges in Spec Dists	15,595	8,500	3,900	(4,600)
9793 Charges in Library Fund	820	150	150	0
9864 Micrographics Fee	0	0	0	0
9971 Other Svcs to Other Govmt Agencies	227,417	81,000	92,100	11,100
9988 Rev App Pr Yr-Other Revenue	0	0	0	0
9996 Other Sales-Taxable	0	0	0	0
Sub-Total	\$409,850	\$192,150	\$242,845	\$50,695
Total	\$409,850	\$192,150	\$242,845	\$50,695

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$6,265,079	\$7,294,631	\$7,249,613	\$(45,018)
Sub-Total	\$6,265,079	\$7,294,631	\$7,249,613	\$(45,018)
Total	\$6,265,079	\$7,294,631	\$7,249,613	\$(45,018)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Variances between estimated actuals and budgeted in FY 93-94 include the following: Account 9176 reflects collection of prior year revenues; Account 9971 reflects significant increase in resource utilization; Account 9782 reflects additional revenue from Road Fund as reimbursement for the Salary & Benefit expense of a DIS System Programmer I position added to DIS mid-year as part of the consolidation of the Public Works' Data Center. The FY 94-95 proposed budget reflects \$50,695 in Account 9782 as a revenue reimbursement for this position.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Operations					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Disk Storage in Bytes (Billions)	190	190	190	230	287
CICS Transactions (Millions)	380.2	426.5	480.2	465.9	505.8
CPU Hours (Thousands)	16.9	20.1	25.6	24.0	27.7
Network Devices	8,976	10,528	12,787	11,474	13,880
<u>EFFICIENCY/OUTPUT</u>					
Devices supported/network staff	683.63	703.27	949.29	764.93	925.33
<u>EFFECTIVENESS/OUTCOME</u>					
% of Network Uptime	99.6	98.7	99.3	98.9	99.6
% of Production Runs w/o ABEND	99.9	99.3	99.9	99.3	99.7

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
0973	Info Systems Manager	0	0.00	1	1.00	\$0	\$64,917
2231	Deputy Director, DIS	1	1.00	1	1.00	78,051	78,051
2466	DIS LAN Sys Analyst II	6	6.00	6	6.00	272,395	256,359
2467	DIS LAN Sys Analyst III	1	1.00	1	1.00	54,748	54,747
2468	DIS LAN Sys Supervisor	1	1.00	1	1.00	58,942	58,942
2471	EDP Systems Manager	1	1.00	0	0.00	64,917	0
2487	EDP Distr Netwrk Coord	1	1.00	1	1.00	49,673	49,672
2488	Asst Mgr EDP Ops	0	0.00	1	1.00	0	49,590
2518	DIS Systems Programmer IV	2	2.00	2	2.00	123,644	123,646
2520	DIS Systems Programmer III	7	7.00	7	7.00	396,524	388,489
2522	DIS Systems Programmer II	3	3.00	5	5.00	152,721	242,387
2524	DIS Systems Programmer I	1	1.00	1	1.00	45,081	39,134
2532	DIS QA Analyst II	2	2.00	2	2.00	82,064	81,432
2650	Stock Clerk	1	1.00	1	1.00	19,812	19,812
2700	Intermed Clerk Typist	3	3.00	3	3.00	60,753	62,010
2757	Admin Secy II	1	1.00	1	1.00	24,331	25,474
2819	Telecomm Net Mgr	1	1.00	0	0.00	49,590	0
2834	Datacomm Net Tech I	3	3.00	3	3.00	84,252	84,252
2842	Datacomm Net Spec II	4	4.00	4	4.00	128,869	132,677
2843	Datacomm Net Spec III	1	1.00	1	1.00	40,788	37,647
3026	Data Process Supvr II	2	2.00	2	2.00	81,722	81,722
3030	Data Entry Operator	10	10.00	10	10.00	200,268	198,513
3031	Data Control Tech IV	1	1.00	1	1.00	27,770	27,770
3032	Data Control Tech III	3	3.00	3	3.00	69,452	68,672
3033	Data Control Tech II	2	2.00	2	2.00	41,338	38,611
3035	Data Entry Supervisor	1	1.00	1	1.00	24,867	21,591
3036	EDP Operations Coord	1	1.00	1	1.00	43,931	43,930
3069	Senior Data Entry Oper	4	4.00	4	4.00	88,595	89,028
3111	Senior DIS Comp Oper	7	7.00	7	7.00	223,237	218,852
3112	Mainframe Computer Operator	14	14.00	14	14.00	389,226	387,381
3113	Dept Com Spec II	1	1.00	1	1.00	41,843	41,842
9999	Extra Help	0	0	17	3.43	0	61,313
Total		86	86.00	105	91.43	\$3,019,404	\$3,128,463
Salary Adjustments:						30,368	0
Premium/Overtime Pay:						90,700	90,700
Employee Benefits:						1,003,724	975,942
ILP Reductions:						(84,035)	0
Salary Savings:						(157,634)	(149,034)
Total Adjustments						\$883,123	\$917,608
Program Totals		86	86.00	105	91.43	\$3,902,527	\$4,046,071

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,730,620	\$2,603,232	\$2,401,908	\$2,508,423	\$2,666,225	6.3
Services & Supplies	308,328	453,474	292,416	317,435	861,935	171.5
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$3,038,948	\$3,056,706	\$2,694,324	\$2,825,858	\$3,528,160	24.9
PROGRAM REVENUE	(203,306)	(368,868)	(165,252)	(176,002)	(831,034)	372.2
NET GENERAL FUND CONTRIBUTION	\$2,835,642	\$2,687,838	\$2,529,072	\$2,649,856	\$2,697,126	1.8
STAFF YEARS	63.03	57.82	51.57	58.00	62.25	7.3

PROGRAM MISSION

It is the Telecommunication Program's charter to provide strategic, cost-effective, and quality telephone, mobile radio, and data network services for all County departments.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 estimated actual expenses in the Salaries & Benefits account are less than budgeted due to the hiring freeze.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- Software TSR's:** Complete 98% of all software Telephone Service Requests within 3 days.
Completed 98% of all software Telephone Service Requests within 3.58 days.
- Hardware TSR's:** Complete 90% of all hardware Telephone Service Requests within 10 days.
Completed 90% of all hardware Telephone Service Requests within 13.4 days.
- Urgency Repair:** 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.
Responded to 71% and cleared 72% of all telephone/microwave urgency 1 trouble within 2 hours, urgency 2 trouble within 4 hours, and urgency 3 trouble within 8 hours.
- Telephone Directory:** Update, print, and distribute a revised County telephone directory by February 1, 1994.
Updated, printed, and distributed a revised County telephone directory by May 2, 1994.
- Radio/Microwave Remodel:** Remodel work areas of the radio/microwave Technicians in Building 5,6, & 12 of the COC.
This objective is included in the 800 MHz system project approved by the Board of Supervisors in August, 1994, and is scheduled for completion in FY 94-95.
- Office Automation System:** Obtain portable PCs and bar-coding equipment to complete Radio/Microwave Office Automation System.
This objective has been met and fully completed.

7. Mobile Radio Troubleshooting Enhancement: Obtain a computerized Master Technician Mobile Radio Troubleshooting System.

This objective will be accomplished as a part of the 800 MHz system project approved by the Board of Supervisors in August 1994.
8. 800 MHz Radio System: Support and enhance County services on a regional basis.

This objective will be accomplished as a part of the 800 MHz system project approved by the Board of Supervisors in August 1994.
9. County Automation: Seek funding and start implementation of a County-wide Automation Project to expand INET and integrate departmental LANs.

The automation project proposals and recommendations have been developed, the project is currently pending funding.
10. Video Teleconferencing: Develop standards to meet the County's teleconferencing requirements.

The standards have been developed with the award for a teleconferencing system for the Probation and Public Defender. This system will operate using ISDN interfaces allowing any County Department to integrate into the County's existing INET infrastructure.
11. Voice Documentation: 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.

Reviewed and updated all voice and data documentation for CAC, COC, Courthouse and North County Regional Center.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Deliver the highest caliber of customer service.
2. Continue to reduce County telephone utility expense.
3. Improve the employee/management environment to increase productivity and morale.
4. Provide consistent service improvement and an operating philosophy resulting in enhanced efficiency and service delivery to DIS customer departments.
5. Support and enhance County services on a regional basis via the application of multi-agency automation efforts.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- 1A. Improve customer service level commitment by conducting field visits, reviews of existing department telecommunication application and user training to provide more efficient employee utilization of telephone and data services.
- 2A. Research new services and potential Pacific Bell contracts to reduce telecommunication utility expense.
- 3A. Replace Deputy Director position with an empowered collaborative management team to achieve staff confidence, support, and objectives.
- 3B. Actively seek ways to improve work areas for radio and microwave technicians.
- 4A. Design and develop a strategic and automated project plan that will expand the Intelligent Network and Departmental LANs to provide the office automation tools that will allow departments to improve service levels to the public.
- 4B. Replace the Board of Supervisors' audio system to avoid system failures caused by aging equipment.
- 4C. Install mobile radios in 325 replacement vehicles for the Sheriff, Marshal, D.A. and Department Public Works.
- 4D. Develop a strategic video conferencing plan to accommodate higher service standards for future department applications.
- 5A. Develop the technical direction and establish funding for a new 800 MHz Radio System Project, in concert with the Sheriff, supporting fire districts, and other agencies, both within the County and surrounding counties.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [4.25 SY; E = \$101,228; 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.
 - o Decreased one Intermediate Account Clerk position (Class 2493) transferred to Department Administration program to reflect current reporting structure.
 - o Increased 2.25 SY Extra Help (\$40,410) to reflect expenditures in the appropriate program.
2. Telecommunications Engineering [2.00 SY; E = \$137,375; R = \$0] including support personnel is responsible for the design of the San Diego County Telephone, Data, and Video Network. The function is:
 - o Discretionary/Discretionary Service Level.
3. Microwave/Radio Services [33.00 SY; E = \$2,328,156; R = \$702,500] 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 mobile radios; provides digital and voice pager service Countywide; and is responsible for installing and maintaining audio Board monitors. The function is:
 - o Discretionary/Discretionary Service Level.
 - o Increased \$546,000 in Services and Supplies appropriations to fund costs related to implementation of an 800 MHz Radio Communications System.
 - o Increased (1) System Manager position (Class 8802) and one Admin. Secretary II position (Class 2757) plus \$109,000 in Salaries and Benefits appropriations to fund these staff added to support the 800 MHz project.
 - o Increased Revenue designations by \$655,000 from proceeds of bonds issued to fund the 800 MHz project.
4. Telecommunications Services [23.00 SY; E = \$961,401; R = \$128,534] 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:
 - o Discretionary/Discretionary Service Level.
 - o Increased eleven (11) positions transferred from Telephone Network Management sub program which has been eliminated.
 - o Decreased one (1) Asst. Mgr. EDP Operations position (Class 2488) transferred to Operations program to reflect current reporting structure.
 - o Increased one (1) Telecomm Network Mgr. Position (Class 2819) transferred from Operations program, and one (1) Admin. Asst. II position (Class 2303) transferred from Department Administration program to reflect current reporting structure.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
FEES:				
9210 Rents and Concessions	\$54,200	\$50,725	\$58,825	\$8,100
9694 License Fee	0	0	0	0
9720 Communications Svcs	400	0	0	0
9746 Other Governmental Agencies	0	0	0	0
9784 Interfund Chgs	0	0	0	0
9786 Chg in Internal Service Funds	32,890	52,000	40,000	(12,000)
9787 Chg in Airport Ent. Fund	307	200	500	300
9788 Chg in Liquid Waste Ent. Fund	356	200	500	300
9790 Chg in Solid Waste Ent. Fund	0	200	500	300
9792 Chg in Other/Special Dist.	10,633	3,000	6,000	3,000
9804 Transfer from CATV	67,054	67,054	67,086	32
9816 TSFR From Asset Forftr	0	0	0	0
9964 Proceeds - Long Term Debt	0	0	655,000	655,000
9987 Rev App Prior Year	0	0	0	0
9989 Recovered Expenditures	300	0	0	0
9994 Other Sales Revenue	204	2,623	2,623	0
9998 Work Auth-Excess Cost	(1,092)	0	0	0
Sub-Total	\$165,252	\$176,002	\$831,034	\$655,032
Total	\$165,252	\$176,002	\$831,034	\$655,032

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$2,529,072	\$2,649,856	\$2,697,126	\$47,270
Total	\$2,529,072	\$2,649,856	\$2,697,126	\$47,270

EXPLANATION/COMMENT ON PROGRAM REVENUES

Proceeds from bond issuance related to funding for implementation of an 800 MHz Radio Communications System have been reflected in Account 9964.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Telecommunications Services					
% OF RESOURCES: 40%					
<u>WORKLOAD</u>					
Phone Service Requests & Orders	2,798	2,561	2,685	3,000	3,000
SanConTel Telephone System Numbers	17,032	17,910	18,696	18,000	19,500
Non-SanConTel Telephone Numbers	4,667	4,449	4,553	4,800	4,600
<u>EFFICIENCY/OUTPUT</u>					
Service Requests Per Direct Staff Year	466	640	671	700	680
Hardware Service Request/Direct Staff Year	490	390	454	420	400
Software Service Request/Direct Staff Year	420	250	441	280	400
<u>EFFECTIVENESS/OUTCOME</u>					
% Phone Equipment Serviced	100%	100%	100%	100%	100%
Customer Satisfaction Rating (1-5)	4.3	4.6	4.8	4.7	4.9
ACTIVITY B: Microwave Transmission Systems					
% OF RESOURCES: 35%					
<u>WORKLOAD</u>					
Equipment Installed/Maintained:					
Radio Control Consoles	78	80	88	85	92
Base Stations	351	371	398	378	405
Microwave Radios	73	74	77	77	77
Microwave Multiplex Units	773	778	793	810	800
Receiver Selection Modules	N/A	358	379	370	379
ACTIVITY C: Mobile Radio Electronics					
% OF RESOURCES: 35%					
<u>WORKLOAD</u>					
Audio/Office Electronics Maintained	805	830	855	840	870
Mobile Radios Maintained	2,150	2,280	2,333	2,300	2,375
Pager Receiver Maintained	1,760	1,785	1,850	1,830	1,830
Portable Hand Held Radios Maintained	1,670	1,760	1,890	1,825	1,825
Sirens/PA Systems Maintained	850	825	725	750	700

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2303	Admin Asst II	0	0.00	1	1.00	\$0	\$41,842
2360	Video Op Coord	1	1.00	1	1.00	52,156	52,156
2376	Telephone Sys Spec	4	4.00	4	4.00	147,553	148,344
2386	Telecomm Manager	1	1.00	1	1.00	53,455	45,284
2403	Accounting Technician	1	1.00	1	1.00	23,923	23,949
2488	Asst Mgr EDP Ops	1	1.00	0	0.00	54,748	0
2493	Intermed Account Clerk	5	5.00	4	4.00	96,549	80,269
2615	Electronics Pts Storekpr	1	1.00	1	1.00	21,968	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	23,950	20,774
2757	Admin Secretary II	1	1.00	2	2.00	22,960	43,602
2810	Telephone Switchbd Oper	4	4.00	4	4.00	81,640	82,398
2815	Telephone Supervisor	1	1.00	1	1.00	22,672	22,673
2816	Telecomm Customer Rep	2	2.00	2	2.00	54,146	51,927
2818	Telecomm Network Analyst	3	3.00	3	3.00	111,819	111,816
2819	Telecom Network Mgr	0	0.00	1	1.00	0	49,590
3119	Dept Comp Op Spec II	1	1.00	1	1.00	35,270	35,269
3670	Senior Electronics Engr	1	1.00	1	1.00	58,108	58,109
3672	Assoc Electronics Engr	1	1.00	1	1.00	50,738	50,738
6148	Telecomm Technician IV	2	2.00	2	2.00	93,206	93,206
6149	Telecomm Technician III	3	3.00	3	3.00	127,158	121,558
6150	Telecomm Technician II	20	20.00	20	20.00	734,145	724,109
6151	Telecomm Technician I	2	2.00	2	2.00	64,816	54,086
6153	Radio Comm Manager	1	1.00	1	1.00	53,455	53,454
8802	Systems Manager	0	0.00	1	1.00	0	63,515
9999	Extra Help	0	0.00	10	2.25	0	40,410
Total		58	58.00	70	62.25	\$2,008,636	\$2,115,247
Salary Adjustments:						4,864	0
Premium/Overtime Pay:						37,315	37,315
Employee Benefits:						609,112	608,547
ILP Reductions:						(51,256)	0
Salary Savings:						(100,248)	(94,884)
Total Adjustments						\$499,787	\$550,978
Program Totals		58	58.00	70	62.25	\$2,508,423	\$2,666,225

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,122,867	\$984,602	\$793,539	\$980,795	\$775,603	(20.9)
Services & Supplies	240,087	219,139	212,423	219,139	346,594	58.2
Other Charges	111,237	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,474,191	\$1,203,741	\$1,005,962	\$1,199,934	\$1,122,197	(6.5)
PROGRAM REVENUE	(683,038)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$791,153	\$1,203,741	\$1,005,962	\$1,199,934	\$1,122,197	(6.5)
STAFF YEARS	27.64	21.61	16.02	25.17	15.58	(38.1)

PROGRAM MISSION

To provide, through central management and administrative support, integration of County information systems resources into a County information system which will effectively and efficiently serve all levels of County government.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 estimated actual expenses in the Salaries & Benefits account are less than budgeted due to the hiring freeze.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- Training Plans:** Ensure every DIS employee has a current/updated training plan.

Employee training profiles have been summarized for all DIS staff. However, implementation of the training plans has been severely impacted by budget cutbacks in the DIS travel/training account. An effort has been made to supplement this account through an internal transfer of services and supplies funding, however, the funds are presently frozen pending a review by a subcommittee of the Board of Supervisors.

- Employee Recognition:** Improve and sustain the DIS Employee Recognition Program awards and ceremonies.

A Department-wide ceremony honoring employees was held on March 4, 1994. Photographs of those employees who were recognized have been displayed in the DIS-CAC hallway.

- 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.

Pursuant to a recommendation from a department performance appraisal conducted by Public Administration Service, a FOCUS group comprised of randomly selected staff was formed to bring recommendations for improvements to department management. Several meetings were held, and 10 specific recommendations for improvement have been selected for action. To supplement this activity, monthly "brown bag lunches" have been held between executive management and line staff to answer questions and solicit input for improvement.

- Employee Service Awards:** Ensure that all employee service awards are presented in a manner that clearly honors the employee.

The County service award program has been decentralized with each division responsible for administration

of its own program. Service awards are prepared and distributed to the employee's manager approximately one month prior to award date to ensure timely recognition.

5. Relocate DIS: 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.

Requests have been submitted to relocate the DIS facility. Both an external audit conducted by Public Administration Service and an internal audit conducted by EDP Audits have recommended that the facility be located to a safer site.

6. Improve Physical Environment: Until DIS is able to move from the CAC basement, take all opportunities to improve the physical environment in the CAC basement.

Requests have been submitted to General Services to fix a recurring sewage overflow problem, and to repair leaking windows that have resulted in mold growth in rugs. Staff have been cautioned to refrain from keeping foodstuffs near desk areas to discourage the rat and cockroach populations.

7. Cultural Diversity Committee and Training Program: Continue support for the established DIS Cultural Diversity Committee and promote a departmental training program on this topic.

A Diversity bulletin board was established and is updated monthly; diversity posters are displayed throughout the Department; Management attended a "Cross-Cultural Management for a Diverse Workforce" seminar on June 3, 1994. A Mexican potluck was held in celebration of Cinco de Mayo.

8. Community Involvement: 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.

DIS continues to encourage participation in community-based programs. For example, employees were asked to participate in the Share-Bear holiday toy drive.

9. EOMO Training Program: Continue to provide DIS personnel with all EOMO training programs.

Prevention of Sexual Harassment training and a Drug and Alcohol policy is given to all new DIS employees.

10. County-wide Business Automation Planning: Continue to support the development, consolidation and management presentation of County-wide automation activities.

This objective was fully met and completed. 44 departments, courts and agencies submitted their Business Automation Plans to AMD by the end of October 1993. DIS executive review was completed by the end of November 1993.

11. BOS Communication and Coordination: Continue to improve communications with the Board of Supervisors and coordination of County/DIS automation directions, plans and actions.

DIS conducted a presentation on County automation for the Board in May of 1994. DIS has recommended semi-annual technology briefings in a Board Conference format, and will schedule the next briefing prior to the end of December 1994.

12. DIS Staff Communications: Improve DIS staff communications to ensure employees are better informed of technical, procedural and administrative directions.

A department-wide survey was conducted to solicit suggestions for the best method of disseminating information to staff. The result has been the development of a schedule for divisional briefing which are tailored to meet the specific needs of each division.

13. DIS Staff Training: 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.

- Self-paced training modules were purchased to allow NMD staff to take the classes necessary to become Certified Network Engineers.
- Computer based training was purchased in Natural Elite for staff development.
- A free 1/2 day presentation was given by Information Builders, Inc. on Windows for focus.
- Workshop (three 1/2 days) on Client/Server by QuickStart Technologies for 23 Applications staff.
- On-going microcomputer training through Learnsoft Corporate Training, including NetWare training in 386 v.3.11 and v.4.0 for NMD.
- Additional NetWare training through Vortex for NMD.
- Various Client/Server presentations.
- DEC training in support of the DPW Rdb implementation project.
- DIS Data Security Analyst attended the 1994 Enterprise Security & Audit Conference.
- TCP/IP training for Software and NMD staff.
- Unix and SQL training in support of the Municipal Courts fiscal conversion.

14. Mainframe Security/ACF2: 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.

The implementation of ACF2 facilities into all CICS regions was completed. ACF2 will be implemented in all County Departments by 12/31/94. Departmental Security Administrators have been established in all County departments. Application security is being replaced with ACF2 security where appropriate.

15. Enterprise Electronic Messaging: 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.

Progress continues to be made with this long-term objective. Presently, 65% of County departments have been included. 570 customers were added to existing DEC platforms. 50 new SYSM customers were added to the IBM Mainframe. 600 customers were added to existing LAN Platforms.

Completed New Platforms:

General Services	106 customers
Purchasing	59 customers
Agriculture	49 customers
Account Management	15 customers
Human Resources Beech St	109 customers
Planning & Land Use San Marcos	39 customers
Medical Examiner	34 customers
Municipal Courts	300 customers
Revenue & Recovery	150 customers
Social Services	200 customers
San Diego City	(Susan Golding)
Library	97 customers
GTE	16 customers
Housing & Community Dev.	97 customers

This objective has been carried forward into the 1994-95 Adopted Program Outcome Results.

16. Identify Enterprise Client/Server Solutions: Define, identify and prototype Client/Server Technology for the purpose of evaluating and recommending the products to accomplish the strategic objective.

This objective has been redefined. Client/Server Products in the market proved to be in such an immature state that it was deemed inappropriate for the County to make substantial investments in this area. The project was redefined to take a more conservative approach to Client/Server directions.

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.

This objective was fully met and completed.

18. Department Service Level Objectives: DIS will continue to emphasis service level objectives across all programs with formal reporting and result publication.

TELECOMMUNICATIONS DIVISION: The Department of Information Services' credo is to provide superior value to our customers through quality products, timely support and customer service. To that end, the Telecommunications Services Division (TSD) has developed extensive performance metrics that measure our customer's satisfaction with our products, support and service. Commencing with FY94-95, all TSD divisions will utilize performance-based goals and objectives to measure and report the services they provide. These divisional performance metrics will roll up into the Departmental and the Executive level performance metrics. It is TSD's belief that these additional metrics will provide the management information necessary for DIS to continue the improvement of the quality of products and services.

ACCOUNT MANAGEMENT DIVISION: During the current BAP development process and upcoming customer meetings in August and September of 1994, Account Managers will brainstorm among themselves and with customers on possible candidate departmental metrics that would focus on measures of importance to customer departments, and review the findings with DIS executive management. AMD will be responsible for coordinating the development, dissemination, and maintenance of those adopted departmental metrics.

OPERATIONS DIVISION: The pressure to stay competitive with outside private companies and other Counties constantly drives the need for DIS to show positive results about its achievements and how it manages the use of its money resources to provide a viable computing service to the departments of the County and other government agencies. A project to determine approaches for developing Management Metrics, additional Departmental Metrics, Progress Metrics and using outside benchmarks derived from information collected from

CACDP will be scheduled for the period October 1994 through March 1995.

19. 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.

The process has been developed to report computer resources usage on a monthly basis and on demand for ad-hoc reporting. The process has been developed for generating forecasted capacity reporting to occur annually based on historical resource usage and the County's Business Automation Planning documents.

20. Increase Solid State DASD Capacity: Acquire additional solid state DASD capacity to maintain the current satisfactory level of service and performance from our 3090 processor.

This objective was fully met and completed. The Solid State Device was upgraded from 96 MB to 192MB of storage to off load the mainframe memory of high access data sets.

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%.

The installation of CSP V4.1 has been completed. The installation of CICS V3.3 is scheduled for completion by October 30, 1994. ACF2 Release 6.0 is scheduled for implementation by November 30, 1994.

22. 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.

This project is ongoing.

23. Install an Additional 40GB of DASD: Acquire and install an additional 40GB of DASD to provide storage for forecasted customer growth in data files.

This objective was fully met and completed. 87 GB of DASD has been installed to provide storage for the County's growth in data files for the next three years.

24. Automated Operations: 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.

The software product AF/Operator and the latest version of Omegamon Monitor product have been acquired and are installed. The products are in a 'check-out process' prior to completing the migration of existing ACO and AND functions by December 20, 1994.

25. Automated Tape Library (ATL): Develop the capability to provide a path to the Automatic (robotics) Tape Library System for the DEC/VAX platform.

The conversion to the Automatic Tape Library System for the DEC/VAX system is scheduled to be completed by 11/30/94.

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.

This objective was fully met and completed.

27. 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.

This objective has been met in the LAN and Token-Ring environments. Alternative solutions are still being explored for the DEC environment.

28. Disaster Recovery Plan: Develop a Disaster Recovery Plan based on an understanding of the fiscal constraints but formulating steps to be taken in case of a major disaster.

The development of a Disaster Recovery Plan which will formulate steps to be taken in case of a major disaster is scheduled for completion by 12/31/94.

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.

A plan for development of a Regional 800 MHZ Radio System was approved by the Board of Supervisors on June 21, 1994.

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.

On June 21, 1994, the Department of Information Services (DIS) presented the Board of Supervisors with a plan for IJIS RFP development to meet a goal of issuance within 90 days. That goal has been met, and two related IJIS RFP's have been issued with various lots/business components specified.

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.

DIS and Assessor staff completed the installation of the AS400 and will continue to provide technical and operational support for the AS400 platforms.

32. Network Prevention Strategies: Create a telecommunications network environment in which "Prevention Strategies" are the foundation of its operations.

This objective has been met and fully completed.

33. Five-Year Investment in Information Technology Plan: Complete, present, obtain approvals and coordinate the first year's implementation of a County-wide Five-Year Investment in Information Technology Plan.

A plan has been developed and recommendations for funding have been made to the Board of Supervisors.

34. PC/LAN Outsourcing Contract: Implement procedures for managing, monitoring and reporting on Contract to provide County-wide PC/LAN coordination, planning, setup, installation and maintenance.

This objective was fully met and completed.

35. Telecommuting: Obtain funding approval and implement a secure and controlled access capability which will allow DIS and non-DIS staff remote dial-up access to the County's computing networks and attached computing platforms.

This objective was fully met and completed.

36. Use of Contract Programmers: 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.

This objective was fully met and completed.

37. 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.

The consolidation of the Department of Public Works DEC/VAX system into the DIS DEC/VAX operating environment has been completed. The integration of the Municipal Courts DPX2 mini-computers into the DIS operating environment has been completed. The assignment, training and development of two UNIX operations and administration DIS staff has been completed.

38. Facilities Space Management System: 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.

This objective is on schedule for completion..

39. 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.

This objective has been placed on hold pending funding approval.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Maintain a business-like approach in Department management, operations, and customer service by requiring the use of metrics in all programs to track and portray performance and thereby foster positive competition in the Department.
2. Improve morale by formally recognizing exemplary work by our employees.
3. Facilitate growth and support for the established DIS Cultural Diversity Program.
4. Coordinate a planned training program that encompasses technical skills along with the necessary

supervisory/management and personal skills necessary for employees to be successful and excel in their jobs.

5. Pursue and obtain reliable and equitable funding for essential County services. Administer a Resource/Cost Management System to accurately obtain, equitably allocate, and fully recover all Department costs of providing data processing services; and encourage cost effective utilization of limited data processing resources by providing cost and utilization information to Department and Customer Executive Management.
6. Provide all administrative support necessary for the development and implementation of a budget which will provide sufficient resources for the Department to meet its goals and objectives.
7. Monitor department expenditures and provide information and recommendations to Executive and Division management to maximize available resources.
8. Provide support to the Department and its divisions in recruiting and retaining qualified personnel as necessary for the Department to meet its goals and objectives.
9. Provide counseling to managers and employees regarding rights and privileges under State and Federal Law, Civil Service Rules, and other County regulations.
10. Prepare and issue reports, policies, procedures and other information related to personnel and payroll functions.
11. Provide all administrative support necessary to procure and maintain equipment, materials, services, and supplies in accordance with established plans and priorities as necessary to allow the Department to meet its goals and objectives.
12. Provide all necessary administrative support to obtain and maintain department facilities necessary for housing of department equipment, materials, supplies, and personnel.
13. Provide support to the Department and its Divisions in ensuring the integrity of the department inventory of equipment, materials, and supplies.
14. Administer the Accounts Payable function for the Department (excluding the Telecommunications Division) and accurately monitor and report on department resource expenditures.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- 1A. Coordinate with managers to establish metrics for each program that are true representations of workload, efficiency, and effectiveness. Review and post metrics on a monthly basis.
- 2A. Coordinate Employee Recognition Program awards and ceremonies within timelines established by DIS Administrative Policy.
- 3A. Support the DIS Cultural Diversity Committee and establish a departmental training program on this topic.
- 4A. Provide support and guidance to Managers and Supervisors in the ongoing development of a departmental training plan for each employee. The plans will be updated by all supervisors and managers during yearly performance evaluations.
- 4B. Provide scheduling, coordination and quality control services for the training program for DIS and ensure that appropriate staff are technically current on all existing hardware and software.
- 4C. Manage, administer and coordinate County-wide microcomputer training services for our County-wide customer community.
- 5A. Coordinate and participate with Department and appropriate other County department, office and agency staff to investigate and develop additional revenue and funding sources based on Department data processing system and responsibility changes encountered during FY 94-95. Coordinate with Department Executive Management to develop FY 95-96 rates upon FY 94-95 budgeted costs and FY 95-96 forecasted utilization for data processing services and submit for approval to the Auditor and Controller by December 31. Notify customers of the change in rates by February 1.
- 5B. Coordinate with Department technical staff to issue accurate customer billings within ten (10) workdays of the close of each ARMS Period.
- 5C. Develop and submit, for Executive Management review, an analysis of cost recovery over/under distribution within ten (10) workdays of the issuance of each ARMS period billings.
- 5D. Develop and submit, for Executive Management review, graphs of period utilization and revenue distributions and projection comparisons within 10 workdays of the issuance of each ARMS period billings.
- 5E. Develop and negotiate customer agreements with all non-County customers before commencement of services.

- 5F. Develop and submit, to the Auditor and Controller, a yearly breakdown, by County Department and Division, of all Department of Information Services utilization and costs incurred, within thirty (30) days of Fiscal Year end.
- 5G. Within thirty (30) days of contract acceptance by the customer, develop and submit for approval to the Board of Supervisors all agreements with projected revenues in excess of \$10,000.
- 6A. Coordinate with Department Executive Management to develop and issue a Fiscal Year 1995-96 Budget Development Project Plan Milestone Chart (PPMC) prior to the start of the FY 95-96 budget cycle. Revise as necessary to conform with specific budget instructions issued by the CAO and/or Auditor and Controller.
- 6B. Coordinate execution of the Budget Plan to ensure submission of all budget documents in conformance with schedules established by the CAO and the Auditor and Controller.
- 7A. Complete and distribute Budget Binders summarizing the FY 94-95 Department Budget to Department Executive and Division Management within five (5) workdays of approval of the Final Program Budget by the Board of Supervisors.
- 7B. Develop and submit for Executive Management review, an Expenditure Status Report within ten (10) workdays of the end of each ARMS period.
- 8A. Provide initial budget cycle activity by developing projections of staffing needs within timelines established by the Auditor; complete required documentation to delete and/or classify added positions into the allocation of positions in the Compensation Ordinance within 30 days of adoption of the final budget.
- 8B. Develop exam bulletins, supplemental applications, testing procedures, and rating criteria to ensure the continual availability of eligible lists with qualified candidates in all classifications listed for DIS in the Compensation Ordinance.
- 8C. Provide standardized selection and interviewing procedures to enable hiring of qualified employees within six (6) weeks of receipt of request to fill vacancy when eligible list is in place and no affirmative action goals exist for class.
- 8D. Provide managers/supervisors performance appraisal forms at least one month before the probationary period has expired to ensure that only probationers meeting standard expectations are granted permanent status.
- 8E. Conduct classification studies as functional units emerge to ensure correct class for employees. Specific to this goal is the class study for most classes in the Operations Division to be completed within 5 months. The emphasis will be on a minimal fiscal impact.
- 8F. Formulate and implement by July 30 a classification maintenance program to keep class specifications current.
- 9A. Provide counseling to managers/supervisors on progressive discipline so that it is directed at remedy, correction, and rehabilitation rather than punishment. Investigate all potential disciplinary actions and recommend appropriate level of discipline. Prepare letters of warning, reprimands, notice of intent to discipline (where required), proposed order of charges, final order of charges.
- 9B. Ensure that all required time frames have been met when employees grieve a working condition.
- 9C. Ensure that required time frames have been met when an employee appeals a performance appraisal.
- 10A. Within five workdays of the end of the month, prepare and issue the Monthly Status Report for Personnel, Training and Payroll Unit. The report will include number of vacant positions, vacancy rate for department, personnel actions (hires, resignations, etc.), status of performance appraisals by division (distributed, received, overdue), number of training classes provided and number of attendees (both within DIS and County-wide).
- 10B. At least monthly, provide Deputy Directors with report of number of budgeted positions, number filled, and listing of incumbents.
- 10C. Provide current listing of all classes' respective eligible lists including promulgation and expiration.
- 10D. Prepare all policies and procedures pertaining to personnel, training and payroll; maintain and update Administrative Manual policies prior to expiration of sunset date.
- 10E. Within thirty (30) workdays of changes in hourly rates or additions of classes/positions to DIS, prepare and distribute updated Salary Schedule listing hourly rates by step of classes/positions allocated to DIS along with bargaining unit and performance appraisal frequency.
- 11A. To minimize the year-end impact of procurement activities and to ensure timely completion of all services and supplies acquisitions, develop with Department Executive Management a FY 93-94 Procurement Plan for all products and services costing in excess of \$500 within twenty (20) workdays of approval by the Board of Supervisors of appropriations for County-wide Critical Needs.
- 11B. To expedite the procurement of Departmental services and supplies, process requisitions on the Department of

Purchasing and Contracting within (5) workdays of receipt of approved requests.

- 11C. To insure no lapses in Departmental equipment maintenance coverage or lack of services and supplies, initiate contract renewal or replacement with adequate lead time such that contract award precedes contract expiration.
- 12A. Coordinate with Department Executive Management, the CAO and Department of General Services to redesign and structurally modify the DIS basement offices to provide for additional workstations to accommodate Account Management staff relocated to the CAC, and to improve working conditions for all DIS CAC employees.
- 13A. Perform random site inspections at least once each ARMS period as a check against the integrity of the Department Inventory System. Report results and recommendations to Executive Management.
- 13B. Accomplish the Tri-Annual Inventory directed by the Auditor and Controller in the most efficient manner within the given timelines.
- 14A. Coordinate payment of all invoices through DIS managers and Executive Management to insure all payments are processed to vendors within the County's Net 30 Day Payment Standard.
- 14B. Provide resource expenditure information to Fiscal/Budget section within (5) workdays of the end of each ARMS period for preparation of the Department's Expenditure Status Report.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Director [2.58 SY; E = \$204,325; 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 9.59 SY Extra Help (\$172,790) transferred to DIS programs to reflect expenditures in appropriate program.
2. Administrative Services [13.00 SY; E = \$917,872; R = \$0] The Administrative Services Division provides centralized support services to departmental divisions including: budget/fiscal, purchasing and contracting, facility management and capital planning, inventory control, personnel, training, and special studies. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Decreased one Administrative Assistant II position (Class 2303) transferred to Telecommunications program to reflect current reporting structure.
 - o Increased one Intermediate Account Clerk position (Class 2493) transferred from Telecommunications program to reflect current reporting structure.
 - o Increased \$100,000 in Services and Supplies appropriations transferred from Operations program to reinstate Travel/Training funds.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
MISCELLANEOUS:				
9918 Recovered Cost	0	0	0	0
9995 Other Miscellaneous	0	0	0	0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$1,005,962	\$1,199,934	\$1,122,197	\$(77,737)
Sub-Total	\$1,005,962	\$1,199,934	\$1,122,197	\$(77,737)
Total	\$1,005,962	\$1,199,934	\$1,122,197	\$(77,737)

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

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A:					
Administrative Services					
% OF RESOURCES: 52%					
WORKLOAD					
Line staff years supported	302.40	269.66	240.66	272.17	275.17
EFFICIENCY/OUTPUT					
Line staff/support staff	17.03	16.98	17.50	20.94	21.17
EFFECTIVENESS/OUTCOME					
Requisitions processed	641	633	627	600	690
Suborders processed	2,965	3,037	2,950	3,000	3,200
Payables processed	2,774	2,816	3,954	3,000	3,500
Work orders processed	133	118	91	100	120
Receivables processed	1,148	1,353	1,626	1,505	1,840
Direct Fiscal cust support hrs	1,828	3,000	3,657	3,656	3,700
Billing related cust contacts	300	550	555	590	610
Outside Agency Customers	42	53	59	60	65
Personnel exams processed	5	23	20	20	20
New hires/promotions	14	41	44	40	30
DIS training sessions	408	340	485	234	400

STAFFING SCHEDULE

Class	Title	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1993-94 Budget Cost	1994-95 Budget Cost
2123	Director, DIS	1	1.00	1	1.00	\$102,167	\$102,167
2302	Admin Assistant III	2	2.00	2	2.00	88,005	81,447
2303	Admin Assistant II	3	3.00	2	2.00	124,420	83,684
2307	Dept Personnel Ofc III	1	1.00	1	1.00	52,156	52,156
2369	Admin Services Mgr II	1	1.00	1	1.00	54,748	54,747
2383	Tech Training Coordinator	1	1.00	1	1.00	46,162	46,163
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,666
2413	Analyst III	1	1.00	1	1.00	39,108	46,163
2425	Associate Accountant	1	1.00	1	1.00	32,206	24,484
2493	Intermed Account Clerk	1	1.00	2	2.00	20,797	38,863
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	25,056
2700	Intermed Clerk Typist	0	0.00	0	0.00	0	0
2758	Admin Secretary III	1	1.00	1	1.00	26,911	28,268
9999	Extra Help	50	10.17	3	0.58	183,241	10,451
Total		65	25.17	18	15.58	\$821,643	\$620,315
Salary Adjustments:						8,730	(123)
Premium/Overtime Pay:						0	0
ILP Reductions						(18,780)	0
Employee Benefits:						209,288	183,761
Salary Savings:						(40,086)	(28,350)
Total Adjustments						\$159,152	\$155,288
Program Totals		65	25.17	18	15.58	\$980,795	\$775,603

MAJOR MAINTENANCE

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
MAJOR MAINTENANCE	\$2,345,209	\$2,233,766	\$1,777,213	\$1,911,594	\$4,771,997	\$2,860,403	149.6
MAJOR MAINTENANCE REMODELS	683,055	295,428	307,634	0	120,000	120,000	100.0
TOTAL DIRECT COST	\$3,028,264	\$2,529,194	\$2,084,847	\$1,911,594	\$4,891,997	\$2,980,403	155.9
PROGRAM REVENUE	(2,114,834)	(2,022,525)	(1,696,885)	(1,247,075)	(1,047,387)	199,688	(16.0)
NET GENERAL FUND COST	\$913,430	\$506,669	\$387,962	\$664,519	\$3,844,610	\$3,180,091	478.6
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To maintain and repair County facilities in order to carry out the work of County government.

To maintain County facilities free of health and safety concerns.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. To complete 80% of all health and safety projects in the same year in which they are budgeted.
2. To complete 50% of all programmatic-type projects in the same year in which they are budgeted.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Reduced health and safety risks from leaky roofs, inoperative or faulty mechanical systems and damaged parking lots.

53-2

PROGRAM: Major Maintenance

DEPARTMENT: MAJOR MAINTENANCE

PROGRAM #: 81900

ORGANIZATION #: 5590

MANAGER: SALLY B. HAZZARD-DIAZ, Director

REFERENCE: 1994-95 Proposed Budget - Pg. 54-1

AUTHORITY: State Administrative Code 25351, 25351.3, 25358: The Board may construct, lease, build, rebuild, furnish, refurbish or repair public buildings as necessary to carry out the work of county government. County Administrative Code #398.5: The Department shall provide project management, plans and specifications, inspection and supervision for the alteration or repair of County buildings and equipment on such property.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Services & Supplies	\$2,185,884	\$2,232,571	\$1,777,213	\$1,911,594	\$4,728,997	147.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	159,325	1,195	0	0	43,000	100.0
TOTAL DIRECT COST	\$2,345,209	\$2,233,766	\$1,777,213	\$1,911,594	\$4,771,997	149.6
PROGRAM REVENUE	(1,506,464)	(1,734,380)	(1,447,098)	(1,247,075)	(927,387)	(25.6)
NET GENERAL FUND CONTRIBUTION	\$838,745	\$499,386	\$330,115	\$664,519	\$3,844,610	478.6
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To maintain and repair County facilities in order to carry out the work of County government.

To maintain County facilities free of health and safety concerns.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual expenditures are \$134,381 less than the budgeted amount. Current year expenditures totaled \$1,035,878 and prior year expenditures were \$741,335. The total amount of revenue realized was \$1,447,098 and represents 81% of the total expenditures. The major mid-year budget changes were approval of \$3,100,000 in Teeter funding. This will be used to repair roofs (\$1,133,000), repair parking lots (\$600,000), repair air conditioning and mechanical systems (\$438,900), security and fire alarm repairs (\$515,600), and other miscellaneous projects for electrical repairs, door repairs and asbestos removal (\$412,500).

ACHIEVEMENT OF 1993-94 OBJECTIVES

On September 20, 1994 (#49) the Board of Supervisors established policy direction and methods to establish a separate and annual major maintenance fund balance designation to meet current and multi-year deferred maintenance requirements. Initial appropriations to the fund designation for 1994-95 were authorized from: 1) one time Teeter funds (\$1.5 million); 2) 1993-94 unappropriated fund balance (\$1.0 million); and 3) unrestricted capital project savings (no appropriation to date). Funding methods 2 and 3 above were approved for the future year deferred maintenance fund conditioned upon availability. A 5-year Building Maintenance and Renewal plan utilizing fund appropriations has been developed and was also accepted by the Board on 9/20/94 (M/O #49). First year projected costs are \$2,522,950. First year appropriations to the fund designation are \$2,500,000.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. To complete 80% of all health and safety projects in the same year in which they are budgeted.
2. To complete 50% of all programmatic-type projects in the same year in which they are budgeted.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Reduced health and safety risks from leaky roofs, inoperative or faulty mechanical systems and damaged parking lots.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The 1994-95 Adopted Budget has 55 projects totaling \$4,771,997. A list of these projects is attached.

The activities of this program are summarized as follows:

1. Craft Support [0.00 SY; E = \$1,288,439; R = \$250,394] including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
 - o Discretionary/Discretionary Service Level.
 - o Offset by 19.4% in program revenue.

2. Contracted Services [0.00 SY; E = \$3,483,558; R = \$676,993] including construction contract work in County-owned and operated facilities; administration of contracts, writing specifications, designing plans, monitoring contracted work and coordinating the work with a variety of contractors and County craft support, is:
 - o Discretionary/Discretionary Service Level.
 - o Providing an estimated \$3,483,558 (73% of budget) in privatized services.
 - o Offset by 19.4% in program revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
FINES, FORFEITURES & PENALTIES:				
Criminal Justice Facilities (9176)	\$479,447	\$551,056	\$319,000	\$(232,056)
Court Facilities (9177)	453,006	175,544	34,388	(141,156)
Marshal Writ Disbursement (9195)	50,384	20,000	0	(20,000)
Sub-Total	\$982,837	\$746,600	\$353,388	\$(393,212)
AID FROM OTHER GOVERNMENTAL AGENCIES:				
State Aid for Cr. Children (9342)	\$21,000	\$21,000	\$0	\$(21,000)
State Aid for Rec Areas (9444)	(29,438)	0	0	0
AB75 Cap Outlay Rev (9515)	9,840	10,000	0	(10,000)
Fed Aid-Comm.Develop Block Grant (9683)	94,731	137,525	77,589	(59,936)
Sub-Total	\$96,133	\$168,525	\$77,589	\$(90,936)
CHARGES FOR CURRENT SERVICES:				
Micro-Automation Fee (9834)	\$ 0	\$ 33,850	\$ 33,850	\$0
Micrographics Fee (9864)	7,118	13,000	10,613	(2,387)
Recording Fee-Modernization (9865)	26,213	50,000	17,404	(32,596)
Proceeds & Long Term Debt (9964)	100,000	0	0	0
Other-Employee Maintenance (9974)	65,209	80,000	80,000	0
Other Miscellaneous (9979)	152	3,500	3,348	(152)
Sub-Total	\$198,692	\$180,350	\$145,215	\$(35,135)
OTHER REVENUE :				
Inter-Service Fund Sales (9917)	\$4,314	\$140,000	\$149,000	\$9,000
Donation from Priv Party (9957)	879	0	0	0
Other Sales-Taxable (9996)	1,965	0	0	0
Sub-Total	\$7,158	\$140,000	\$149,000	\$9,000
OTHER FINANCING SOURCES:				
Road Fund (9802)	\$157,100	\$0	\$202,195	\$202,195
Parkland Dedication (9811)	5,178	11,600	0	(11,600)
Sub-Total	\$162,278	\$11,600	\$202,195	\$190,595
Total	\$1,447,098	\$1,247,075	\$927,387	\$(319,688)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$330,115	\$664,519	\$3,844,610	\$3,180,091
Total	\$330,115	\$664,519	\$3,844,610	\$3,180,091

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY93-94 revenue totaled \$1,447,098, and was overrealized by \$200,023. This reflects projects completed with prior year as well as current year funding. The major prior year projects completed include the following: The abatement of asbestos in various courthouses for \$43,381; the replacement of the roof and mechanical roof equipment at the San Diego Traffic Court for \$223,350; installation of a chilled water system and installation of security equipment at the Downtown Courthouse for \$201,606; repairs in road stations operated by the Department of Public Works for \$157,032; and replacement of two chillers at Las Colinas Detention Facility for \$67,454. The major current year projects completed were: boiler repairs at East Mesa Detention Facility for \$70,000; elevator repairs at Juvenile Court for \$42,148; handicapped modifications at the Oceanside Health Center for \$41,195; and emergency sewer repairs at Rancho Del Campo for \$79,552.

The major change in FY94-95 revenue is a \$373,212 reduction in Penalty Assessment revenue (revenue accounts 9176 and 9177), for the repairs of County jails, probation camps and courthouses.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Video Recorder	8	lot	\$15,000
Computers	2	lot	10,000
Network Controller	1	lot	18,000
Total			\$43,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

PROGRAM: Major Maintenance Remodels

DEPARTMENT: MAJOR MAINTENANCE

PROGRAM #: 82000

ORGANIZATION #: 5590

MANAGER: Sally B. Hazzard-Diaz, Director

REFERENCE: 1994-95 Proposed Budget - Pg. 54-1

AUTHORITY: State Administrative Code 25351, 25351.3, 25358: The Board may construct, lease, build, rebuild, furnish, refurbish or repair public buildings as necessary to carry out the work of county government. County Administrative Code #398.5: The Department shall provide project management, plans and specifications, inspection and supervision for the alteration or repair of County buildings and equipment on such property.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Services & Supplies	\$683,055	\$295,428	\$307,634	\$0	\$120,000	100.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$683,055	\$295,428	\$307,634	\$0	\$120,000	100.0
PROGRAM REVENUE	(608,370)	(288,145)	(249,787)	(0)	(120,000)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$74,685	\$7,283	\$57,847	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To provide space reconfigurations and installation of trailers in order to support County departments with programmatic space requirements.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 estimated actual expenses are \$307,634. This reflects expenditures for prior year encumbrances and mid-year projects in this program. The amount of revenue realized was \$249,787; this represents 81% of the total estimated expenditures. The largest expenditure was \$148,826 to remodel various health centers.

ACHIEVEMENT OF 1993-94 OBJECTIVES

Not applicable.

1994-95 ADOPTED PROGRAM OBJECTIVES

To complete 80% of all mandated and health and safety remodels in the same year in which they are budgeted.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Improve department operations and comply with mandated requirements, such as the Americans with Disabilities Act, as a result of completing space reconfigurations and alterations.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

The 1994-95 Adopted Budget has two projects, related to ADA requirements. A list of these projects is attached. The activities of this program are summarized as follows:

1. Craft Support [0.00 SY; E = \$12,000; R = \$12,000] including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
 - o Discretionary/Discretionary Service Level.
2. Contracted Services [0.00 SY; E = \$108,000; R = \$108,000] 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
FINES, FORFEITURES & PENALTIES:				
Criminal Justice Facilities (9176)	\$2,392	\$0	\$0	\$0
Court Facilities (9177)	2,094	0	0	0
Marshal's Writ Disbursement (9195)	57,090	0	0	0
Sub-Total	\$61,576	\$0	\$0	\$0
AID FROM OTHER GOVERNMENTAL AGENCIES:				
AB75 Capital Outlay Revenue (9515)	\$167,540	\$0	\$0	\$0
Fed Aid - Comm Develop Block Grant (9683)	0	0	120,000	120,000
Co Rtrmnt Tax Coll (9746)	17,206	0	0	0
Sub-Total	\$184,746	\$0	\$120,000	\$120,000
CHARGES FOR CURRENT SERVICES:				
Court Fees & Costs (9827)	\$3,465	\$0	\$0	\$0
Sub-Total	\$3,465	\$0	\$0	\$0
OTHER FINANCING SOURCES:				
CATV (9804)	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$249,787	\$0	\$120,000	\$120,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$57,847	\$0	\$0	\$0
Sub-Total	\$57,847	\$0	\$0	\$0
Total	\$57,847	\$0	\$0	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY93-94 reveue reflects revenue earned from prior year encumbered projects. A major portion of the revenue was earned from AB75 revenue, (Tobacco Tax revenue), for remodels in Public Health Centers. There are two community development block grant funded remodeling projects in the FY94-95 Adopted Budget. These projects will provide for the removal of impediments to the disabled at the El Cajon and Escondido Social Services District Offices.

ATTACHMENT

FY 1994-95 MAJOR MAINTENANCE REBUDGETED AND REVENUE PROJECTS

FACILITY/REQUEST	ESTIMATED COST	BENEFITTING DEPARTMENT	PROJECT NUMBER	FUNDING SOURCE
MAINTENANCE				
ADJUSTMENT IN 1994-95 CHANGE LETTER	540.00			
SPRING VALLEY STN 15 - Paint Interior and Exterior	13,500.00	DPW	MB5063	ROAD FUND
BORREGO ROAD STN - Seal Coat Paved Areas	7,620.00	DPW	MB5171	ROAD FUND
BONSALL-FALLBROOK RD STN - Install New A/C	2,000.00	DPW	MB5173	ROAD FUND
RAMONA RD STN/RESIDENCE - Install Central Heat/Air	11,000.00	DPW	MB5174	ROAD FUND
RAMONA RD STN #39 - Install HVAC System	10,500.00	DPW	MB5175	ROAD FUND
MT LAGUNA RD STN/RESIDENCE - Replace Carpet	3,100.00	DPW	MB5178	ROAD FUND
RAMONA RD STN/RESIDENCE - Replace Carpet	3,200.00	DPW	MB5179	ROAD FUND
RAMONA RD STN/RESIDENCE - Upgrade Windows	5,000.00	DPW	MB5183	ROAD FUND
RAMONA RD STN/RESIDENCE - Expand Laundry Room	17,700.00	DPW	MB5184	ROAD FUND
RAMONA RD STN/RESIDENCE - Remodel Bathroom	14,300.00	DPW	MB5185	ROAD FUND
SAN FELIPE RD STN - Replace Fence	3,125.00	DPW	MB5189	ROAD FUND
SAN FELIPE RD STN - Interior and Exterior Painting	6,250.00	DPW	MB5197	ROAD FUND
COC - Replace Asbestos Tile, Bldg 5, 2, and Rm 266	42,600.00	DPW	MB5198	ROAD FUND
COC - Install Overhead Cabinets in Material Lab	7,700.00	DPW	MB5201	ROAD FUND
COC - Reroof Bldg 2 Room 256	50,000.00	DPW	MB5202	ROAD FUND
SAN MARCOS RD STN - Reroof Office Area	4,600.00	DPW	MB5302	ROAD FUND
GENERAL FUND UMA	300,000.00	DPW	MB5800	GF
HILLCREST RECEIVING HOME - Asbestos Removal	100,000.00	DSS	MB4867	GF
EMPLOYEE HOUSING UMA	80,000.00	GS	MA5300	EMP HOUSING
COUNTYWIDE - Lighting Retrofit	50,229.00	GS	MB3884	SDGE REBATE
COUNTYWIDE - Lighting Retrofit	140,000.00	GS	MB4195	SDGE REBATE
ROOF REPLACEMENT UMA	1,112,000.00	GS	MB4400	GF
CAC - Roof Repairs	18,000.00	GS	MB4401	GF
PARKING LOT REPAIRS UMA	600,000.00	GS	MB4500	GF
DT CTHSE BOILER INSTL ASB	9,000.00	GS	MB4705	SB668
COC ANNEX - Replace HVAC Unit Phase III	88,000.00	GS	MB4803	GF
COUNTYWIDE - Security Install	386,523.00	GS	MB4894	GF
EAST SD HLTH CTR - Rmvl of Impedimnts to Disabled	16,000.00	HEALTH	MB3890	CDBG
SE HLTH CTR - Rmvl of Impedimnts to Disabled	31,252.00	HEALTH	MB3891	CDBG
ESCONDIDO HLTH CTR - Rmvl of Impedimnts to Disabld	30,337.00	HEALTH	MB3893	CDBG
HEALTH CENTER COMPLEX - A/C Repairs	3,348.00	HEALTH	MB4196	MHS FUND
ESCONDIDO CTHSE - Ceiling Tile Replacement	10,940.00	NCMC	MB2502	SB668
HEISE PARK RESIDENCE - Replace Siding	5,700.00	PARKS	MA4302	EMP HOUSING
CAMPO HOUSING - Bathroom Repairs	20,700.00	PROB	MA4307	EMP HOUSING
WORK FURLOUGH - Electrical Repairs	150,000.00	PROB	MB4862	GF
RANCHO DEL CAMPO - Sewer System Repairs Ph II	37,199.00	PROB	MB4863	GF
RANCHO DEL CAMPO - Fire Alarm System Repairs	206,619.00	PROB	MB4866	GF
JUVENILE HALL - Rplcmnt of View Windows in Doors	11,500.00	PROB	MB4876	GF
RECORDER - Repair/Modify Equipment and Lighting	10,613.00	RECRDR	MB3888	MICRO GRAPH
RECORDER - Carpeting Room 260	17,404.00	RECRDR	MB4194	RCDR FUND
SBRC - Facility Repairs	23,448.00	SBMC	MB2260	SB668
SDMC - Emergency Power Back-up for Computers	33,850.00	SDMC	MB3887	MCAUTO FUND
VISTA DF - Replacement of Control Panel	33,000.00	SHERIFF	MB4861	GF
SO BAY DF - Replacement of Deputy Alarm Systems	44,600.00	SHERIFF	MB4875	GF
ECRC - Parking Lot Reseal	60,000.00	VARIOUS	MB4709	SB668
SBRC - Repairs to Lobby Doors	16,000.00	VARIOUS	MB4864	GF
COC - Fire Alarm System Repairs	251,000.00	VARIOUS	MB4865	GF
COC - Centrifugal Chiller Overhaul	15,000.00	VARIOUS	MB4871	GF
CAC - Rebuild Entrance Doors	33,000.00	VARIOUS	MB4872	GF
SBRC - Cooling Tower Repairs	17,600.00	VARIOUS	MB4873	GF
COC - Replacement of Cooling Tower	26,400.00	VARIOUS	MB4874	GF
DT CTHSE - Rplcmnt of Air Handlers & Controls	300,000.00	VARIOUS	MB4877	GF
CAC - Overhaul of Condenser Pump	21,000.00	VARIOUS	MB4879	GF
CAC - Parking Lot Repair	9,000.00	VARIOUS	MB5890	GF
CRIMINAL JUSTICE UMA	250,000.00	VARIOUS	MB5900	AB189
MAINTENANCE TOTAL	4,771,997.00			
REMODELS				
EL CAJON DSS - Removal of Imped to the Disabled	60,000.00	GS	MR4892	CDBG
ESCONDIDO DSS - Removal of Imped to the Disabled	60,000.00	GS	MR4893	CDBG
REMODEL TOTAL	120,000.00			

PUBLIC SERVICES UTILITIES

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Public Services Utilities	\$14,222,853	\$16,581,736	\$15,485,445	\$16,951,826	\$17,074,362	\$122,536	0.7
TOTAL DIRECT COST	\$14,222,853	\$16,581,736	\$15,485,445	\$16,951,826	\$17,074,362	\$122,536	0.7
PROGRAM REVENUE	(46,866)	(257,270)	(137,337)	(208,559)	(150,895)	\$(57,664)	(27.6)
NET GENERAL FUND COST	\$14,175,987	\$16,324,466	\$15,348,108	\$16,743,267	\$16,923,467	\$180,200	1.1
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0	0.0

MISSION

To provide the payments for power and water, postage and related utility services necessary to support County programs and operations.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

1. Complete the installation of back-up boilers at the Downtown Courthouse and Law Library.
2. Continue to investigate water conservation methods and implement when feasible.
3. Establish a comprehensive self-funding energy management program.
4. Continue energy conservation initiatives utilizing achieved savings to offset added energy costs associated with rate increases and added facilities. Apply net utility cost savings as a funding source to finance major maintenance programs for the restoration and rehabilitation of County facilities.
5. Increase revenue to the General Fund through implementation of vending machine utility cost recovery.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Provision of reliable utility services and support County departments in meeting their program mission.

1PROGRAM #: 82104

ORGANIZATION #: 5610

MANAGER: Sally B. Hazzard-Diaz, Director

REFERENCE: 1994-95 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Gas & Electric	\$9,376,639	\$11,489,971	\$10,382,314	\$11,609,290	\$11,251,676	(3.1)
Cogeneration Leases	0	0	0	0	0	0.0
Postage	4,441,335	4,467,778	4,357,259	4,068,120	4,548,270	11.8
Water and Sewage	1,097,842	1,398,910	1,553,709	1,933,098	1,933,098	0.0
Bottled Gas	85,872	85,197	95,375	90,000	90,000	0.0
Fixed Assets	0	0	0	0	0	0.0
Less Reimbursements	(778,835)	(860,120)	(903,212)	(748,682)	(748,682)	0.0
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$14,222,853	\$16,581,736	\$15,485,445	\$16,951,826	\$17,074,362	0.7
PROGRAM REVENUE	(46,866)	(257,270)	(137,337)	(208,559)	(150,895)	(27.6)
NET GENERAL FUND CONTRIBUTION	\$14,175,987	\$16,324,466	\$15,348,108	\$16,743,267	\$16,923,467	1.1
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To provide the payments for power and water, postage and related utility services necessary to support County programs and operations.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

FY93-94 Actual Net Costs are \$1,395,159 less than budgeted. Savings of \$1,606,365 were achieved through conservation measures in gas and electricity and water and sewer costs. These savings offset postage overexpenditures of \$289,139. Revenues were underrealized by \$71,222 due to the loss of revenue from Health Services Topaz facility and an adjustment of revenue from the City of San Diego to reflect actual costs versus budgeted costs.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Evaluate performance based energy management contracts to achieve economical operating schedule and implement upgrades for the cogeneration plants.
 - The Request For Proposal (RFP) for private operation or purchase of cogeneration equipment was issued. Review of the RFP specifications by contractors and offers of operation/purchase are in progress.
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.
 - This project is 80% complete. The boilers and piping are installed and the installation of the stack and exhaust system are in progress.
3. Continue to investigate water conservation methods and implement when feasible.
 - Water conservation policies for the use of water conservation appliances have been applied to all capital construction and remodel projects.
4. Establish a comprehensive self funding energy management program.
 - The Board approved the third party financing agreement to fund energy management programs. The cost of the program will be offset by direct energy savings.

5. 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.
 - This objective was not achieved due to the high volume of handwritten addresses by the Department of Social Services.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Complete the installation of back-up boilers at the Downtown Courthouse and Law Library.
2. Continue to investigate water conservation methods and implement when feasible.
3. Establish a comprehensive self-funding energy management program.
4. Continue energy conservation initiatives utilizing achieved savings to offset added energy costs associated with rate increases and added facilities. Apply net utility cost savings as a funding source to finance major maintenance programs for the restoration and rehabilitation of County facilities.
5. Increase revenue to the General Fund through implementation of vending machine utility cost recovery.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Provision of reliable utility services and support County departments in meeting their program mission.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Gas and Electricity [0.00 SY; E = \$10,639,642; R = \$121,960] is:
 - o Discretionary/Discretionary Service Level.
 - o Providing for payments to SDG&E (\$10,611,676) and contracted chilled water services at the downtown Courthouse (\$360,000); and allocating funds for the maintenance of utility equipment (\$280,000).
 - o Reducing annual steam purchase cost by \$750,000.
 - o Decreasing by \$357,614.
 - o Offset by \$612,034 in costs applied.
2. Postage [0.00 SY; E = \$4,443,570; R = \$0] is:
 - o Discretionary/Discretionary Service Level.
 - o Providing funding to process County U.S. metered, bulk and business reply mail.
 - o Increasing by \$480,150 due to net effect of 1) correcting prior year underfunding; 2) providing additional appropriations for a projected 10% postage rate increase effective February 1, 1995; and 3) transferring \$104,850 in postage appropriations to the Superior Court. The transfer will pay for contracted mailings of jury notices in 1994-95.
 - o Offset by \$104,700 in costs applied.
3. Water and Sewage [0.00 SY; E = \$1,901,150; R = \$28,935] is:
 - o Discretionary/Discretionary Service Level.
 - o Providing for the water and sewage costs of operating over 6 million square feet of County facilities.
 - o Offset by \$31,948 in costs applied.
4. Bottled Gas [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	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES FOR CURRENT SERVICES				
Internal Service Fund (9786)	\$6,242	\$4,500	\$4,500	\$0
Employee Maintenance (9974)	7,073	21,500	10,000	(11,500)
Cogeneration Sales (9976)	0	0	0	0
Sub-Total	\$13,315	\$26,000	\$14,500	\$(11,500)
OTHER REVENUE:				
Rents and concessions (9210)	\$8,820	\$0	\$10,500	\$10,500
Aid From City of San Diego (9741)	102,378	125,395	125,395	0
Aid From Other Govt. Agencies (9746)	0	56,664	0	(56,664)
Other Miscellaneous (9995)	12,824	500	500	0
Recovered Expenditures (9989)	0	0	0	0
Sub-Total	\$124,022	\$182,559	\$136,395	\$(46,164)
Revenue Total	\$137,337	\$208,559	\$150,895	\$(57,664)
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Rd. Fund (5682)	\$495,640	\$339,122	\$339,122	0
APCD (5683)	23,430	61,292	61,292	0
Airports (5687)	77,787	55,608	55,608	0
Liq. Waste (5688)	10,200	9,175	9,175	0
Solid Waste (5690)	83,991	54,485	54,485	0
Library Fund (5693)	272,004	229,000	229,000	0
Cost Applied Excess Cost (5998)	(59,840)	0	0	0
Costs Applied Total	\$903,212	\$748,682	\$748,682	\$0
Total Revenue & Cost Applied	\$1,040,549	\$957,241	\$899,577	\$(57,664)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$15,348,108	\$16,743,267	\$16,923,467	\$180,200
Total	\$15,348,108	\$16,743,267	\$16,923,467	\$180,200

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY93-94 revenues were underrealized by \$71,222. This is primarily due to the inability to realize revenue from Health Services Topaz buildings, Account 9746; and the adjustment of revenue to be realized from the City of San Diego to reflect actual costs versus budgeted costs, Account 9741.

FY93-94 Costs Applied was overrealized by \$154,530. This was primarily due to increased offsets realized from the Road Fund, Account 5682, Solid Waste Enterprise Fund, Account 5690 and the Library Fund, Account 5693.

FY94-95 Budget revenue is \$57,664 less than FY93-94 Budget. This is due to the correction and deletion of Health Services Topaz revenue, Account 9746.

FY94-95 Costs Applied remains unchanged from FY93-94.

PERFORMANCE INDICATORS

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget
ACTIVITY A: Gas and Electric & Water and Sewer					
<u>% OF RESOURCES:</u> 73%					
<u>WORKLOAD</u>					
Sq.ft. County Owned & Leased Space	6,495,992	6,522,992	6,434,142	6,614,992	6,601,142
Electricity purchased (1,000 KWH)	103,183	112,007	101,483	120,000	105,519
Gas purchased (1,000 Therms)	1,355	1,558	1,809	1,700	1,880
Steam purchased (1,000 lbs)	25,079	12,153	0 ¹	0 ¹	0 ¹
Water Units Purchased (1 unit = 748 Gallons)	424,690	515,898	487,249	460,000	506,812
<u>EFFICIENCY/OUTPUT</u>					
Unit Cost All Facilities:					
Electricity per 1,000 KWH	\$ 80.76	\$ 78.54	\$ 88.52	\$ 81.00	\$ 90.00
Gas per 1,000 Therms	\$516.79	\$532.98	\$551.43	\$534.00	\$555.00
Steam per 1,000 lbs.	\$ 39.16	\$ 95.35	\$ 0 ¹	\$ 0 ¹	\$ 0 ¹
Water per unit	\$ 1.23	\$ 1.40	\$ 1.52	\$ 1.50	\$ 1.55
Sewer & Fees per unit	\$ 1.34	\$1.29	\$ 1.36	\$1.34	\$ 1.40
<u>EFFECTIVENESS/OUTCOME</u>					
Electricity (KWH) Energy Savings* (Retrofit Rebates)	N/A	131,046	0	0	0
KWH Saved (1000 KWH)*	N/A	\$ 1,484	\$ 0	\$ 0	\$ 0
Conservation Program Results:					
Water Units Saved From Base Year 1989-90 (536,498 units)	111,808	20,600	49,249	76,498	29,686
Water & Sewer Cost Avoidance	\$287,347	\$55,414	\$141,837	\$217,254	\$ 87,573
ACTIVITY B: Postage					
<u>% OF RESOURCES:</u> 27%					
<u>WORKLOAD</u>					
Number of Pcs. U.S. Mail	14,101,790	15,354,113	15,558,573	16,400,000	15,585,000
Postage Cost	\$4,441,335	\$4,467,778	\$4,357,259	\$4,068,120	\$4,548,270
<u>EFFICIENCY/OUTPUT</u>					
U.S. Postal Rate/First Class/1 oz only	\$.2900	\$.2900	\$.2900	\$.2900	\$.2900
County Cost when presorted & barcoded by Zip Code/First Class/1 oz.	\$.2330	\$.2330	\$.2330	\$.2330	\$.2330
Differential	\$.0570	\$.0570	\$.0570	\$.0570	\$.0570
<u>EFFECTIVENESS/OUTCOME</u>					
Cost Avoidance Percentage	19.65%	19.65%	19.65%	19.65%	19.65%

¹Converted to County owned steam boilers in April, 1993. Additional natural gas cost is included in FY94-95 Budget estimates.

*New work load indicator beginning FY92-93; moved to Major Maintenance in FY93-94.

AUDITOR AND CONTROLLER

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Auditing	\$1,566,641	\$1,590,345	\$1,566,599	\$1,554,707	\$1,546,907	\$(7,800)	(0.5)
County Budget Planning and Implementation	0	0	0	0	1,050,043	1,050,043	100.0
Accounting and Fiscal Control	5,492,769	5,613,774	6,743,247	6,623,179	5,890,662	(732,517)	(11.1)
Purchasing and Contracting	2,219,720	2,207,130	1,908,238	2,025,769	2,027,710	1,941	0.1
Revenue and Recovery	8,355,121	8,311,814	7,838,921	7,930,069	8,535,561	605,492	7.6
Administrative Support	1,326,270	1,161,130	1,036,350	812,506	722,554	(89,952)	(11.1)
TOTAL DIRECT COST	\$18,960,521	\$18,884,193	\$19,093,355	\$18,946,230	\$19,773,437	\$827,207	4.4
PROGRAM REVENUE	(3,131,877)	(3,436,335)	(4,360,670)	(3,909,972)	(3,245,879)	664,093	(17.0)
NET GENERAL FUND COST	\$15,828,644	\$15,447,858	\$14,732,685	\$15,036,258	\$16,527,558	\$1,491,300	9.9
STAFF YEARS	475.85	460.88	454.78	488.00	513.50	25.50	5.2

MISSION

Maximize and control the financial resources under the jurisdiction of the Board of Supervisors, and apply professional audit standards and techniques in the independent review of County records and operations to maintain the public's confidence in the fiscal integrity of the County of San Diego.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

Control and account for expenditures as directed by the Board of Supervisors.

Monitor and maximize County revenues.

Develop and integrate meaningful performance measures into the County budget process.

Perform audits of County records and operations utilizing professional auditing standards and techniques.

Minimize the County-wide cost of acquiring goods and services through professional management of the purchasing and contracting function.

Maintain current collection levels in the recovery of monies owed to the County to help mitigate the cost of General Fund operations.

Develop and coordinate the County budget process in accordance with Board of Supervisors policies.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Receive an unqualified opinion from the independent audit firm on the County's Comprehensive Annual Financial Report.

Complete the fiscal year with County-wide expenditures within appropriation levels approved by the Board of Supervisors.

Disburse timely and accurate payments to County employees, vendors, and other recipients of County funds.

Develop a budget document including meaningful performance measures and present periodic reports to the Board of Supervisors indicating progress towards accomplishing planned outcomes.

Verify that County management accepts and implements, to the extent possible, audit recommendations made in the course of the audits completed during the year.

Maximize the streamlining and automation of County-wide acquisition and related processes affecting the purchasing and contracting functions.

Continue to collect in excess of \$100 million per year in debts owed to the County.

Note: The County Budget Planning and Implementation Program was a subunit of the Chief Administrative Office prior to 1993-94, and its costs, staff years and other program elements were contained within the Accounting and Fiscal Control Program as a interim measure during the 1993-94 consolidation process.

AUDITOR AND CONTROLLER

AUDITING	
EDP Audits	
Efficiency and Effectiveness Audits	
Fiscal and Compliance Audits	
Special Request Audits	
Permanent	Staff Years
Senior A & C Manager	1.0
A & C Manager	1.0
EDP Audit Specialist II	2.0
EDP Audit Specialist I	3.0
Senior Auditor/Accountant	5.0
Associate Accountant	15.0
Word Processor Operator	1.0
Intermediate Clerk	2.0
Total	30.0

COUNTY BUDGET PLANNING AND IMPLEMENTATION	
Budget Analysis and Review of Major County Issues	
Capital Improvement Budget Preparation	
Coordinate Program Budget Preparation	
Financial and Economic Analysis for Program Budget Development	
Permanent	Staff Years
County Budget Director	1.0
Division Chief, County Budget Office	1.0
Senior County Budget Analyst	4.0
County Budget Analyst	7.0
Administrative Secretary IV	1.0
Confidential Office Assistant	1.0
Word Processor Operator	1.0
Total	16.0

ACCOUNTING AND FISCAL CONTROL	
Accounting: Enterprise, Special Districts, Grant, Probation, Various COC Departments and Redevelopment	
Accounts Receivable	
Board Letter Review	
Capital Project Control	
Cash Management	
Contract Review & Fiscal Certification	
County Payroll Processing	
Financial Reporting	
Fiscal Control of Real and Unsecured Property Tax System	
Fund Balance Projections	
General Ledger Control	
Interest Apportionment	
Line Item Budget Preparation	
Payment of County Claims	
Proposition 4 Compliance	
Revenue Analysis/Forecasting	
Tax Apportionment	
Permanent	Staff Years
Acctg. & Fis. Cont. Dir.	1.0
Senior A & C Manager	3.0
A & C Manager	2.0
A & C Manager II	1.0
Compensation/Systems Coordinator	2.0
A & C Compensation Specialist	1.0
Revenue & Budget Accountant	2.0
Analyst III	3.0
Senior Systems Analyst	1.0
Senior Auditor/Accountant	14.0
Associate Accountant	20.0
Principal Clerk I	1.0
Supervising Clerk	1.0
Accounting Technician	18.0
A & C Payroll Technician	9.0
Senior Account Clerk	24.0
Senior Clerk	2.0
Senior Data Entry Operator	1.0
Intermediate Account Clerk	22.0
Data Entry Operator	4.0
Intermediate Clerk	15.0
Sub-Total	147.0
Non-Permanent	0.5
Total	147.5

PURCHASING AND CONTRACTING	
Centralized Purchasing and Contracting	
Inventory Maintenance of Common Use Items	
Property Redistribution and Disposal	
Permanent	Staff Years
Purchasing & Contr. Director	1.0
Manager of Contracting	1.0
Purch. Mgr., Proc. & Plng.	1.0
Mat. Mgr., Mat & Res.	1.0
Accounting Technician	1.0
Analyst II	2.0
Intermediate Account Clerk	1.0
Senior Account Clerk	1.0
Buyer II	10.0
Procurement Contracting Off.	5.0
Buyer III	2.0
Warehouse Materiel Handler	3.0
Materiel Storekeeper I	2.0
Materiel Storekeeper III	2.0
Supv. Materiel Storekeeper	1.0
Intermediate Clerk Typist	2.0
Senior Clerk	4.0
Admin. Secretary III	1.0
Data Entry Operator	2.0
Data Entry Supervisor	1.0
Department Computer Specialist III	1.0
Stores Delivery Driver	3.0
Sub-Total	48.0
Non-Permanent	0.0
Total	48.0

REVENUE AND RECOVERY	
Child and Spousal Support Collection, Enforcement, and Account Maintenance.	
Collection and Enforcement for Juvenile and Adult Probation, Welfare, Hospital, Mental Health and Various Other County Departments.	
Mental and Physical Health Care Billing, Payment Processing and Control, Fund Disbursement and Financial Reporting	
Permanent	Staff Years
Revenue & Recovery Director	1.0
Admin. Services Mgr II	1.0
Division Chief, Revenue & Recovery	4.0
Administrative Assistant I	1.0
Personnel Aide	1.0
Departmental Personnel Off II	1.0
Cashier	6.0
Section Chief, Revenue & Recovery	10.0
Revenue & Recovery Off III	24.0
Revenue & Recovery Off I	9.0
Revenue & Recovery Off II	55.0
Revenue & Recovery Officer Trainee	19.0
Intermediate Account Clerk	31.0
Senior Accountant	1.0
Senior Account Clerk	6.0
Senior Payroll Clerk	1.0
Senior Cashier	1.0
Storekeeper I	1.0
Intermediate Clerk Typist	51.5
Departmental Clerk	2.0
Senior Clerk	1.0
Supervising Clerk	1.0
Administrative Secretary III	1.0
Legal Procedures Clerk I	1.0
Legal Procedures Clerk III	2.0
Legal Procedures Clerk II	4.0
Mail Clerk Driver	1.0
Department Computer Specialist II	1.0
Senior Field Investigator	1.0
Field Investigator	3.0
Sub-Total	242.5
Non-Permanent	12.0
Total	254.5

ADMINISTRATIVE SUPPORT	
Executive/Administrative Support to the Auditor and Controller Department	
Other Departmental Support	
Storeroom	
Controlled Financial Mailings	
Permanent	Staff Years
Chief Fin. Officer/Auditor and Controller	1.0
Ass't Auditor/Controller	1.0
Admin. Services Mgr. II	1.0
Administrative Assistant III	1.0
Administrative Assistant I	1.0
Administrative Secretary IV	1.0
Sr. Word Proc. Operator	1.0
Word Processing Operator	2.0
Mail Processing Technician	3.0
Storekeeper II	1.0
Senior Clerk	2.0
Cashier	1.0
Group Secretary	1.0
Sub-Total	17.0
Non-Permanent	0.5
Total	17.5

COUNTY WIDE RENTS AND LEASES

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
RENTS AND LEASES	10,640,429	\$11,266,999	\$10,844,343	\$10,891,762	\$11,229,903	\$338,141	3.1
TOTAL DIRECT COST	\$10,640,429	\$11,266,999	\$10,844,343	\$10,891,762	\$11,229,903	\$338,141	3.1
PROGRAM REVENUE	(2,217,575)	(2,421,479)	(2,727,164)	(2,783,987)	(2,673,112)	110,875	(4.0)
NET GENERAL FUND COST	\$8,422,854	\$8,845,520	\$8,117,179	\$8,107,775	\$8,556,791	\$449,016	5.5
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To provide funds for the payment of Board approved leases that house approved County programs.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

To serve 31 County departments by funding the payments for approved leases, not including \$8,096,550 in lease payments made directly from the budgets of the departments of Social Services, Health Services, Public Works and the District Attorney.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

To reduce funding on existing leases by consolidating lease space into County facilities and by renegotiating leases for lower rent.

PROGRAM #: 82105

ORGANIZATION #: 5580

MANAGER: SALLY B. HAZZARD-DIAZ, Director

REFERENCE: 1994-95 Proposed Budget - Pg. 56-1

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).

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	11,959,405	12,495,708	12,091,316	12,187,514	12,517,605	2.7
Other Charges	0	0	0	0	0	0.0
Less Reimbursements	(1,318,976)	(1,228,709)	(1,246,973)	(1,295,752)	(1,287,702)	(0.6)
TOTAL DIRECT COST	\$10,640,429	\$11,266,999	\$10,844,343	\$10,891,762	\$11,229,903	3.1
PROGRAM REVENUE	(2,217,575)	(2,421,479)	(2,727,164)	(2,783,987)	(2,673,112)	(4.0)
NET GENERAL FUND CONTRIBUTION	\$8,422,854	\$8,845,520	\$8,117,179	\$8,107,775	\$8,556,791	5.5
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To provide funding for office space and other types of real property (landfills, parks, etc.) via lease contracts in a cost effective manner.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The FY93-94 actual net County cost for this program was \$9,404 over adopted budget, due primarily to underrealization of reimbursements and revenue. Underexpenditures of \$96,198 in Services and Supplies were offset by underrealized reimbursements of \$48,779 and revenue of \$56,823.

ACHIEVEMENT OF 1993-94 OBJECTIVES

1. Consolidation of leased space into the County-owned facilities.
 - The CAO Human Relations Commission space was consolidated into the County Operations Center for an annual savings of \$27,200.
 - The Planning and Land Use San Marcos space was consolidated into space at the County Operations Center Annex for an annual savings of \$79,200.
2. Renegotiation of leases to reduce rental costs.
 - Six leases were renegotiated for an annual savings of \$208,884 and savings over the lease term of \$1,115,688.

1994-95 ADOPTED PROGRAM OBJECTIVES

1. Consolidate one or more major leased facilities into an existing or newly acquired County-owned property.
2. Renegotiate at least 4 leases for approximately \$125,000 in annual rental savings.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

1. Reduced annual rental costs.
2. Replacement of leased space with County-owned space; minimized cost of occupancy in support of County business functions.

1994-95 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Rents and leases [0.00 SY; E = \$11,229,903; R = \$2,673,112]
 - o Mandated/Discretionary Service Level
 - o Acquiring Board approved leases for all County departments and offices.
 - o Providing property management services for 197 leases serving 31 County departments and offices.
 - o Providing budget administration for 156 leases serving 27 County departments.
 - o Offset by \$1,287,702 in costs applied.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
FINES, FORFEITURES & PENALTIES				
Criminal Justice Facilities (9176)	\$246,870	\$248,920	\$251,152	\$2,232
Court Facilities (9177)	1,079,512	1,123,000	969,200	(153,800)
Sub-Total	\$1,326,382	\$1,371,920	\$1,220,352	\$(151,568)
USE OF MONEY AND PROPERTY:				
Rents and Concessions (9210)	\$988,046	\$848,137	\$688,000	\$(160,137)
Sub-Total	\$988,046	\$848,137	\$688,000	\$(160,137)
AID FROM OTHER GOVERNMENT AGENCIES:				
State Auto Ins. Fraud (9502)	\$32,004	\$32,004	\$40,100	\$8,096
State Aid - Office of Alcohol (9516)	73,074	73,074	226,700	153,626
Women, Infants & Children-WIC (9538)	20,500	20,500	61,200	40,700
Fed Aid for Contr - Other (9617)	58,560	58,900	52,560	(6,340)
Fed - Other Fed Grants (9678)	39,888	41,200	39,600	(1,600)
Fed - Other - IVD Admin Costs (9679)	70,771	70,771	71,700	929
Aid From Other Government Agencies (9746)	26,900	129,761	28,800	(100,961)
Sub-Total	\$321,697	\$426,210	\$520,660	\$94,450
CURRENT SERVICES:				
Contract Cities - Law Svcs (9879)	\$55,352	\$55,500	\$197,800	\$142,300
Recording Fee - Modernization (9865)	0	52,500	46,300	(6,200)
Trauma - Health Fees (9888)	0	9,720	0	(9,720)
Sub-Total	\$55,352	\$117,720	\$244,100	\$126,380
OTHER REVENUE:				
Misc Rev Prior Yr (9988)	\$15,667	\$0	\$0	\$0
Other Miscellaneous (9995)	20,020	20,000	0	(20,000)
Sub-Total	\$35,687	\$20,000	\$0	\$(20,000)
Revenue Total	\$2,727,164	\$2,765,226	\$2,673,112	\$(110,875)
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Road Fund (5682)	\$274,249	\$267,917	\$277,800	\$9,883
APCD (5683)	246,491	290,000	296,500	6,500
Internal Service Fund (5686)	63,212	71,800	62,000	(9,800)
Liquid Waste Enterprise Fund (5688)	125,531	122,633	127,200	4,567
Transit Enterprise Fund (5689)	0	0	0	0
Solid Waste Enterprise Fund (5690)	0	0	0	0
Inmate Welfare Fund (5692)	0	0	3,300	3,300
Library Fund (5693)	537,490	543,402	520,902	(22,500)
Cost Applied-Excess Cost (5998)	0	0	0	0
Cost Applied Total	\$1,246,973	\$1,295,752	\$1,287,702	\$(8,050)
Total Revenue & Cost Applied	\$3,974,137	\$4,079,739	\$3,960,814	\$(118,925)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$8,117,179	\$8,107,775	\$8,556,791	\$449,016
Sub-Total	\$8,117,179	\$8,107,775	\$8,556,791	\$449,016
Total	\$ 8,117,179	\$8,107,775	\$8,556,791	\$449,016

EXPLANATION/COMMENT ON PROGRAM REVENUES:

For FY93-94, overall program revenue earned was \$56,823 less than adopted budget. Revenue was underrealized by \$102,861 in Account 9746, Aid from Other Government Agencies, due to the purchase of the Topaz Facility and by \$52,500 in Account 9865, Recording Fees, due to delays in the North County Recorder lease. Revenue was overrealized by \$139,909 in Account 9210, Rents and Concessions, due primarily to a transfer of \$95,630 from Parks and Recreation for Mission Trails (per Parks and Recreation Change Letter #403). Reimbursements were underrealized by \$48,779 due primarily to an underrealization of reimbursements from the Air Pollution Control District (Account 5683).

For FY94-95, combined and costs applied projections are \$118,925 below the FY93-94 budgeted level. Decreases are budgeted due to the purchase of the Topaz facility (Account 9746); the cancellation of the Superior Court Chamber Building lease and the renegotiation of the San Marcos Muni Court lease (Account 9177); and the Front & B Street revenue lease cancellation due to the Inmate Reception Center construction plans (Account 9210). Increases in revenue are anticipated in Account 9516 for Alcohol Detox, State Aid, and in Account 9879 for the Poway Sheriff Substation, Contract Cities revenue.

COUNTYWIDE RENTS & LEASES
 FY94-95 ADOPTED BUDGET
 SUMMARY

DEPARTMENT	FY93-94 ADOPTED COST	FY94-95 ADOPTED COST	INCREASE/ (DECREASE)	FY94-95 ADOPTED REV/COST A	FY94-95 ADOPTED NET COST
AGRICULTURE	30,500	30,700	200	0	30,700
AIR POLLUTION CONTROL	290,000	296,500	6,500	296,500	0
ALTERNATE DEFENSE COUNSEL	74,800	80,100	5,300	28,800	51,300
ALTERNATE PUBLIC DEFENDER	223,524	212,700	(10,824)	49,852	162,848
ANIMAL CONTROL	56,460	62,200	5,740	0	62,200
ASSESSOR	469,700	489,600	19,900	0	489,600
BOARD OF SUPERVISORS	0	0	0	0	0
CAO	57,800	31,800	(26,000)	0	31,800
COUNTY COUNSEL	163,300	175,000	11,700	0	175,000
DISTRICT ATTORNEY	1,352,109	2,032,900	680,791	151,400	1,881,500
GENERAL GOVERNMENT	956,200	994,767	38,567	639,000	355,767
GENERAL SERVICES	128,343	121,300	(7,043)	49,000	72,300
HEALTH SERVICES	1,822,172	1,645,481	(176,691)	287,900	1,357,581
HUMAN RESOURCES	153,109	194,100	40,991	0	194,100
INFORMATION SERVICES	73,221	71,901	(1,320)	0	71,901
LIBRARY	557,902	535,902	(22,000)	520,902	15,000
MARSHAL	25,050	26,140	1,090	16,600	9,540
MUNICIPAL COURT NORTH COUNTY	356,050	250,801	(105,249)	250,800	1
PARKS & RECREATION	913	1,102	189	0	1,102
PLANNING & LAND USE	79,200	0	(79,200)	0	0
PROBATION	1,287,850	1,369,750	81,900	201,300	1,168,450
PUBLIC DEFENDER	1,422,000	1,461,200	39,200	0	1,461,200
PUBLIC WORKS ROAD FUND	390,550	405,000	14,450	405,000	0
RECORDER/COUNTY CLERK	52,500	46,300	(6,200)	46,300	0
REVENUE & RECOVERY	233,900	239,900	6,000	0	239,900
SHERIFF	973,261	946,331	(26,930)	315,660	630,671
SUPERIOR COURT	957,100	796,130	(160,970)	701,800	94,330
TOTAL	12,187,514	12,517,605	330,091	3,960,814	8,556,791
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DATE 9/20/94

COUNTYWIDE RENTS & LEASES
 FY94-95 ADOPTED BUDGET
 EXISTING RENTS & LEASES DETAIL

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DEPARTMENT	CONTROL NUMBER	FACILITY NAME	FY93-94 ADOPTED COST	FY94-95 ADOPTED COST	INCREASE/ (DECREASE)	FY94-95 ADOPTED REV/COST A	FY94-95 ADOPTED NET COST
AGRICULTURE/WTS&MS	PL4003	VISTA OFFICE	30,500	30,700	200	0	30,700
TOTAL AGRICULTURE			30,500	30,700	200	0	30,700
AIR POLLUTION CONTROL	** PL4216	KEARNY MESA OFFICE	290,000	296,500	6,500	296,500	0
TOTAL AIR POLL. CTRL			290,000	296,500	6,500	296,500	0
ALTERNATE DEFENSE CNSL	PL4380	INDIGENT CONFLICT ADM.	47,900	51,300	3,400	0	51,300
ALTERNATE DEFENSE CNSL *	PL4380	SMALL CLAIMS	26,900	28,800	1,900	28,800	0
TOTAL ALT. DEF. COUNSEL			74,800	80,100	5,300	28,800	51,300
ALTERNATE PUBLIC DFNDR	PL4375	CONFLICT KEARNY MESA	77,200	76,000	(1,200)	0	76,000
ALTERNATE PUBLIC DFNDR	PL4392	CONFLICT N. CNTY/VISTA	18,724	15,600	(3,124)	0	15,600
ALTERNATE PUBLIC DFNDR *	PL4419	CONFLICT DOWNTOWN	127,600	121,100	(6,500)	49,852	71,248
TOTAL ALT. PUBLIC DEFENDER			223,524	212,700	(10,824)	49,852	162,848
ANIMAL CONTROL	PL2021	N. COUNTY ANIMAL SHLTR	56,460	62,200	5,740	0	62,200
ANIMAL CONTROL	PL4075	CENTRAL SHELTER	0	0	0	0	0
TOTAL ANIMAL CONTROL			56,460	62,200	5,740	0	62,200
ASSESSOR	PL4206	KEARNY MESA OFFICE	147,500	157,500	10,000	0	157,500
ASSESSOR	PL4293	SAN MARCOS	0	85,100	85,100	0	85,100
ASSESSOR	PL4333	EL CAJON OFFICE	40,500	40,500	0	0	40,500
ASSESSOR	PL4345	ESCONDIDO OFFICE	75,500	13,000	(62,500)	0	13,000
ASSESSOR	PL4347	CARLSBAD OFFICE	51,600	44,300	(7,300)	0	44,300
ASSESSOR	PL4404	SO. BAY CT. EXPANSION	154,600	149,200	(5,400)	0	149,200
TOTAL ASSESSOR			469,700	489,600	19,900	0	489,600
BOARD OF SUPERVISORS	PL4306	1ST DIST FLD OFF-SO. BAY	0	0	0	0	0
TOTAL BOARD OF SUPERVISORS			0	0	0	0	0
CAO	PL4350	VETERANS AFFAIRS OFF.	30,600	31,800	1,200	0	31,800
CAO	PL4421	HUMAN RELATIONS COMM.	27,200	0	(27,200)	0	0
TOTAL CAO			57,800	31,800	(26,000)	0	31,800

* REVENUE

** COST APPLIED

*** BUDGETED IN OTHER PROGRAMS

COUNTYWIDE RENTS & LEASES
FY94-95 ADOPTED BUDGET

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DEPARTMENT	CONTROL NUMBER	FACILITY NAME	FY93-94 ADOPTED COST	FY94-95 ADOPTED COST	INCREASE/ (DECREASE)	FY94-95 ADOPTED REV/COST A	FY94-95 ADOPTED NET COST
COUNTY COUNSEL	PL4206	KEARNY MESA OFFICE	163,300	175,000	11,700	0	175,000
TOTAL COUNTY COUNSEL			163,300	175,000	11,700	0	175,000
DISTRICT ATTORNEY	PL0358	COURTHOUSE PARKING	37,000	37,000	0	0	37,000
DISTRICT ATTORNEY	PL4329	DOWNTOWN WELLS FARGO	676,833	1,203,272	526,439	0	1,203,272
DISTRICT ATTORNEY	* PL4329	WELLS FARGO-AUTO INS FR	32,004	40,100	8,096	40,100	0
DISTRICT ATTORNEY	PL4329	WELLS FARGO-VICTIM/WITN	60,801	45,200	(15,601)	***	45,200
DISTRICT ATTORNEY	* PL4329	WELLS FARGO-CS AUTOMAT	70,771	71,700	929	71,700	0
DISTRICT ATTORNEY	PL4329	WELLS FARGO-INS FRAUD E	0	154,728	154,728	***	154,728
DISTRICT ATTORNEY	PL4363	FILE ROOM CENTRE CITY	46,000	48,300	2,300	0	48,300
DISTRICT ATTORNEY	PL4414	NORTH COUNTY	308,600	312,600	4,000	0	312,600
DISTRICT ATTORNEY	* PL4418	JUDGE UNIT - VISTA	41,200	39,600	(1,600)	39,600	0
DISTRICT ATTORNEY	PL4445	REGIONAL AUTO THEFT TEA	78,900	80,400	1,500	***	80,400
TOTAL DISTRICT ATTORNEY			1,352,109	2,032,900	680,791	151,400	1,881,500
GENERAL GOVERNMENT	* LEASES	REVENUE LEASES				639,000	(639,000)
GENERAL GOVERNMENT	PL4379	MTS OPER EXP/GRND LSE	956,200	994,767	38,567	0	994,767
TOTAL GENERAL GOVT			956,200	994,767	38,567	639,000	355,767
GENERAL SERVICES	PLDESC	DESCANSO GARAGE	7,500	7,200	(300)	0	7,200
GENERAL SERVICES	PL0390	SANTEE GARAGE	66,600	69,100	2,500	0	69,100
GENERAL SERVICES	* PL4216	TRACOR SUBLEASE	43,650	45,000	1,350	49,000	(4,000)
GENERAL SERVICES	PL4316	CENTRAL RECS STORAGE	10,593	0	(10,593)	0	0
TOTAL GENERAL SERVICES			128,343	121,300	(7,043)	49,000	72,300
HEALTH SERVICES	* PLWWIC	WIC NEW LEASE - VISTA EXP	0	31,000	31,000	31,000	0
HEALTH SERVICES	PLX00X	ECCHS - OPER EXP	0	16,500	16,500	0	16,500
HEALTH SERVICES	* PL4043	ALCOHOL DETOX CENTER	249,954	226,700	(23,254)	226,700	0
HEALTH SERVICES	PL4086	MENTAL HEALTH - ESCON	55,100	52,800	(2,300)	***	52,800
HEALTH SERVICES	PL4217	MTL HLTH CLINIC EL CAJON	135,200	140,400	5,200	0	140,400
HEALTH SERVICES	PL4245	LOMA PORTAL HLTH SVC	336,000	380,000	44,000	0	380,000
HEALTH SERVICES	PL4314	EC HLTH CTR/ENV HLTH	0	0	0	0	0
HEALTH SERVICES	PL4335	UCSD MENTAL HLT PRKNG	10,000	0	(10,000)	0	0
HEALTH SERVICES	PL4344	CONREP	43,100	56,800	13,700	0	56,800
HEALTH SERVICES	PL4365	LOMA PORTAL EXPANSN	38,238	40,500	2,262	0	40,500
HEALTH SERVICES	PL4370	CENTRAL CLINIC	274,727	220,600	(54,127)	***	220,600
HEALTH SERVICES	PL4371	LOMA PORTAL ANNEX	24,762	23,400	(1,362)	0	23,400
HEALTH SERVICES	PL4373	NC ENVIRONMENTAL HLTH	352,300	248,200	(104,100)	***	248,200
HEALTH SERVICES	PL4382	HILLCREST REC HOME ADJ	0	19,080	19,080	***	19,080

* REVENUE

** COST APPLIED

*** BUDGETED IN OTHER PROGRAMS

COUNTYWIDE RENTS & LEASES
FY94-95 ADOPTED BUDGET

Page 4			FY93-94	FY94-95		FY94-95	FY94-95
HEALTH (CONT'D)	CONTROL		ADOPTED	ADOPTED	INCREASE/	ADOPTED	ADOPTED
DEPARTMENT	NUMBER	FACILITY NAME	COST	COST	(DECREASE)	REV/COST A	NET COST
HEALTH SERVICES	PL4384	CLAIREMONT HOSP. PARKN	15,250	0	(15,250)	0	0
HEALTH SERVICES	PL4399	ENVIRON HEALTH EL CAJON	193,340	83,800	(109,540)	***	83,800
HEALTH SERVICES	PL4423	LOMA PORTAL II-C&A SVCS	73,700	75,500	1,800	0	75,500
HEALTH SERVICES	* PL4436	VISTA WIC	10,200	10,200	0	10,200	0
HEALTH SERVICES	PL4440	SELPA TRAILER	1	1	0	0	1
HEALTH SERVICES	* PL4449	ESCONDIDO WIC	10,300	20,000	9,700	20,000	0
TOTAL HEALTH SERVICES			1,822,172	1,645,481	(176,691)	287,900	1,357,581
HUMAN RESOURCES	PL4324	RISK MANAGEMENT	153,109	194,100	40,991	0	194,100
TOTAL HUMAN RESOURCES			153,109	194,100	40,991	0	194,100
INFORMATION SERVICES	PLXXXX	O'SIDE RADIO SANCTL-MOA	0	0	0	0	0
INFORMATION SERVICES	PLXXXX	SDG&E BLDG SANCONTEL	0	0	0	0	0
INFORMATION SERVICES	PLXXXX	MONUMENT PEAK	300	0	(300)	0	0
INFORMATION SERVICES	PLXXXX	MT SOLEDAD-EMER MED	0	0	0	0	0
INFORMATION SERVICES	PLXXXX	MT. WOODSON RADIO	0	0	0	0	0
INFORMATION SERVICES	PL4334	RAINBOW PEAK RADIO	0	0	0	0	0
INFORMATION SERVICES	PLBORR	BORREGO EMERG MED RAD	6,600	0	(6,600)	0	0
INFORMATION SERVICES	PLSMGL	SAN MIGUEL EMERG MED	2,400	0	(2,400)	0	0
INFORMATION SERVICES	PL0300	DICKINSON RADIO SITE/UCS	0	0	0	0	0
INFORMATION SERVICES	PL1904	MONUMENT PEAK RADIO	210	500	290	0	500
INFORMATION SERVICES	PL1905	LYONS PEAK RADIO	210	250	40	0	250
INFORMATION SERVICES	PL1908	LOS PINOS PEAK RADIO	210	1,300	1,090	0	1,300
INFORMATION SERVICES	PL1909	SAN MIGUEL MT.(25023)DA/	4,200	4,700	500	0	4,700
INFORMATION SERVICES	PL1909	SAN MIGUEL MT.(21228)DA/	12,680	12,700	20	0	12,700
INFORMATION SERVICES	PL1909	SAN MIGUEL-SCNTL(25708)S	9,500	10,300	800	0	10,300
INFORMATION SERVICES	PL1909	SAN MIGUEL MT (30171)CHA	3,360	3,700	340	0	3,700
INFORMATION SERVICES	PL2004	VALLEY CENTER RADIO	100	100	0	0	100
INFORMATION SERVICES	PL4108	MT CUYAMACA RADIO	1	1	0	0	1
INFORMATION SERVICES	PL4312	TECATE PEAK RADIO	60	0	(60)	0	0
INFORMATION SERVICES	PL4337	COWLES MTN.	2,000	2,400	400	0	2,400
INFORMATION SERVICES	PL4339	SAN MIGUEL SNCNTL(23740)	19,140	19,200	60	0	19,200
INFORMATION SERVICES	PL4339	SAN MIGUEL-SHERIFF(28952)	4,200	4,700	500	0	4,700
INFORMATION SERVICES	PL4341	SHARP CABRILLO HOSPITAL	1,800	2,500	700	0	2,500
INFORMATION SERVICES	PL4377	HUBBARD HILL RADIO	350	450	100	0	450
INFORMATION SERVICES	PL4413	SAN MARCOS PEAK	2,800	2,700	(100)	0	2,700
INFORMATION SERVICES	PL4435	MT SOLEDAD (ANIMAL CTRL)	3,100	6,400	3,300	0	6,400
INFORMATION SERVICES	PL4454	OCEANSIDE SANCONTEL	0	0	0	0	0
INFORMATION SERVICES	PL4458	MARY LANE RADIO	0	0	0	0	0
TOTAL INFORMATION SVCS			73,221	71,901	(1,320)	0	71,901

* REVENUE

** COST APPLIED

*** BUDGETED IN OTHER PROGRAMS

COUNTYWIDE RENTS & LEASES
FY94-95 ADOPTED BUDGET

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DEPARTMENT	CONTROL NUMBER	FACILITY NAME	FY93-94 ADOPTED COST	FY94-95 ADOPTED COST	INCREASE/ (DECREASE)	FY94-95 ADOPTED REV/COST A	FY94-95 ADOPTED NET COST
LIBRARY	** PL2077	DEL MAR BRANCH	1	1	0	1	0
LIBRARY	** PL4010	VALLEY CENTER BRANCH	13,700	13,900	200	13,900	0
LIBRARY	** PL4028	BORREGO BRANCH	5,500	6,500	1,000	6,500	0
LIBRARY	** PL4050	RANCHO SANTA FE	24,600	33,900	9,300	33,900	0
LIBRARY	** PL4084	LA MESA PARKING	1	1	0	1	0
LIBRARY	** PL4127	DESCANSO BRANCH (MOA)	0	0	0	0	0
LIBRARY	** PL4133	CASA DE ORO BRANCH	27,000	27,100	100	27,100	0
LIBRARY	** PL4134	SPRING VALLEY BRANCH	35,600	37,200	1,600	37,200	0
LIBRARY	** PL4172	CAMPO BRANCH	3,000	5,900	2,900	5,900	0
LIBRARY	** PL4173	POTRERO BRANCH	5,900	8,800	2,900	8,800	0
LIBRARY	** PL4174	POWAY BRANCH	45,500	46,100	600	46,100	0
LIBRARY	** PL4202	PINE VALLEY BRANCH	13,700	13,600	(100)	13,600	0
LIBRARY	** PL4231	JACUMBA BRANCH	2,400	2,300	(100)	2,300	0
LIBRARY	** PL4236	ALPINE BRANCH	16,500	17,400	900	17,400	0
LIBRARY	** PL4244	BONITA BRANCH	44,800	41,700	(3,100)	41,700	0
LIBRARY	** PL4249	CREST BRANCH	5,400	5,400	0	5,400	0
LIBRARY	** PL4251	LEMON GROVE	42,000	44,600	2,600	44,600	0
LIBRARY	** PL4303	SOLANA BEACH BRANCH	48,200	49,300	1,100	49,300	0
LIBRARY	** PL4319	CARDIFF BRANCH	46,600	46,900	300	46,900	0
LIBRARY	** PL4322	SAN MARCOS BRANCH	68,400	23,500	(44,900)	23,500	0
LIBRARY	** PL4325	SANTEE BRANCH	94,600	96,800	2,200	96,800	0
LIBRARY	PL4400	ADULT LITERARY PROGRAM	14,500	15,000	500	0	15,000
TOTAL LIBRARY			557,902	535,902	(22,000)	520,902	15,000
MARSHAL	PL0090	DOWNTOWN PARKING	1,600	9,540	7,940	0	9,540
MARSHAL	* PL4373	SAN MARCOS MUNI CT	23,450	16,600	(6,850)	16,600	0
TOTAL MARSHAL			25,050	26,140	1,090	16,600	9,540
MUNI CT NO. COUNTY	* PL4373	SAN MARCOS MUNI CT	356,050	250,800	(105,250)	250,800	0
MUNI CT NO. COUNTY	PL4447	BREEZE HILL LAND EXCNG	0	1	1	0	1
TOTAL MUNI CT NO. CNTY			356,050	250,801	(105,249)	250,800	1
PARKS & RECREATION	PL0015	OAK OASIS PARK	900	1,100	200	0	1,100
PARKS & RECREATION	PL0016	LAKE MORENA PARK	0	0	0	0	0
PARKS & RECREATION	PL0221	OTAY BLM PARCELS-MOA	0	0	0	0	0
PARKS & RECREATION	PL1900	AGUA CALIENTE SPRGS	12	1	(11)	0	1

* REVENUE

** COST APPLIED

*** BUDGETED IN OTHER PROGRAMS

COUNTYWIDE RENTS & LEASES
FY94-95 ADOPTED BUDGET

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DEPARTMENT	CONTROL NUMBER	FACILITY NAME	FY93-94 ADOPTED COST	FY94-95 ADOPTED COST	INCREASE/ (DECREASE)	FY94-95 ADOPTED REV/COST A	FY94-95 ADOPTED NET COST
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	1	0	0	1
PARKS & RECREATION	PL4330	SAN ELJO NATURAL CTR	0	0	0	0	0
TOTAL PARKS & RECREATION			913	1,102	189	0	1,102
PLANNING & LAND USE	PL4293	SAN MARCOS OFFICE	79,200	0	(79,200)	0	0
TOTAL PLANNING/LAND USE			79,200	0	(79,200)	0	0
PROBATION	PL1906	WESTFORK	1,300	1,300	0	0	1,300
PROBATION	PL4110	BARRETT LAKE CAMP	2,400	5,650	3,250	0	5,650
PROBATION	PL4178	ADULT SUPR. OHIO ST.	338,000	356,000	18,000	0	356,000
PROBATION	* PL4267	ADULT - ASH ST.	200,350	201,300	950	201,300	0
PROBATION	PL4405	SO. BAY COURT EXPAN.	302,000	326,300	24,300	0	326,300
PROBATION	PL4416	JUVENILE - EL CAJON	110,800	117,900	7,100	0	117,900
PROBATION	PL4422	ADULT - EL CAJON	333,000	361,300	28,300	0	361,300
TOTAL PROBATION			1,287,850	1,369,750	81,900	201,300	1,168,450
PUBLIC DEFENDER	PL4367	EAST COUNTY OFFICE	83,700	84,500	800	0	84,500
PUBLIC DEFENDER	PL4368	DOWNTOWN OFFICE	547,000	577,000	30,000	0	577,000
PUBLIC DEFENDER	PL4369	NO. COUNTY OFFICE	182,900	184,400	1,500	0	184,400
PUBLIC DEFENDER	PL4375	KEARNY MESA OFFICE	272,100	270,000	(2,100)	0	270,000
PUBLIC DEFENDER	PL4403	SOUTH BAY OFFICE	297,300	320,300	23,000	0	320,300
PUBLIC DEFENDER	PL0358	PARKING DOWNTOWN	39,000	25,000	(14,000)	0	25,000
TOTAL PUBLIC DEFENDER			1,422,000	1,461,200	39,200	0	1,461,200
PUBLIC WORKS	** PL4340	RUFFIN RD-ROAD FUND	267,917	277,800	9,883	277,800	0
PUBLIC WORKS	** PL4340	RUFFIN RD-LIQUID WSTE	122,633	127,200	4,567	127,200	0
TOTAL PUBLIC WORKS			390,550	405,000	14,450	405,000	0
RECORDER/COUNTY CLERK	* PL4293	NO COUNTY SAN MARCOS	52,500	46,300	(6,200)	46,300	0
TOTAL RECORDER			52,500	46,300	(6,200)	46,300	0
REVENUE & RECOVERY	PL4404	SO BAY COURT EXPAN.	118,600	117,200	(1,400)	0	117,200
REVENUE & RECOVERY	PL4416	EL CAJON	115,300	122,700	7,400	0	122,700
TOTAL REVENUE & RECOVERY			233,900	239,900	6,000	0	239,900

* REVENUE

** COST APPLIED

*** BUDGETED IN OTHER PROGRAMS

COUNTYWIDE RENTS & LEASES
FY94-95 ADOPTED BUDGET

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DEPARTMENT	CONTROL		FY93-94	FY94-95	INCREASE/ (DECREASE)	FY94-95	FY94-95
	NUMBER	FACILITY NAME	ADOPTED COST	ADOPTED COST		ADOPTED REV/COST A	ADOPTED NET COST
SHERIFF	PL0090	FRONT & B PARKING	21,000	10,800	(10,200)	0	10,800
SHERIFF	PL2009	EMERG. SHELTER GILLESPI	6,300	7,000	700	0	7,000
SHERIFF	PL2028	NAVAL AIR RANGE REPL	1	1	0	0	1
SHERIFF	PL2031	AVIATION FACILITY	26,500	29,000	2,500	0	29,000
SHERIFF	PL2058	DULZURA LOT RENTAL	350	450	100	0	450
SHERIFF	PL3036	SAN FELIPE RD MAINT	0	0	0	0	0
SHERIFF	PL4090	FALLBROOK SUBSTATION	18,850	19,000	150	0	19,000
SHERIFF	PL4101	JULIAN SUBSTATION	11,200	11,400	200	0	11,400
SHERIFF	PL4128	BORREGO SPRINGS SUB	2,800	2,900	100	0	2,900
SHERIFF	PL4132	FORENSIC LAB	229,100	118,700	(110,400)	0	118,700
SHERIFF	PL4220	PINE VALLEY SUBSTATION	9,200	9,400	200	0	9,400
SHERIFF	PL4230	POWAY SUBSTATION	67,000	249,500	182,500	140,000	109,500
SHERIFF	PL4290	VALLEY CENTER STATION	5,600	6,980	1,380	0	6,980
SHERIFF	PL4300	IMPERIAL BEACH SUBSTA	22,950	18,400	(4,550)	0	18,400
SHERIFF	PL4307	ALPINE SUBSTATION	36,760	51,000	14,240	0	51,000
SHERIFF	PL4308	LEMON GROVE SUBSTA	93,600	94,600	1,000	0	94,600
SHERIFF	* PL4331	CARLSBAD NARCOTICS	58,900	60,400	1,500	52,560	7,840
SHERIFF	PL4349	REGIONAL INVEST FAC	226,700	112,400	(114,300)	0	112,400
SHERIFF	** PL4366	JAIL STORES	71,800	62,000	(9,800)	62,000	0
SHERIFF	PL4384	CRIME LAB PARKING	0	15,300	15,300	0	15,300
SHERIFF	PL4395	PARKING KURTZ STREET	6,000	6,000	0	0	6,000
SHERIFF	PL4441	BONSALL	0	0	0	0	0
SHERIFF	** PL4446	CHAPLAIN/INMATE WELFAR	3,150	3,300	150	3,300	0
SHERIFF	PL4448	VISTA	0	0	0	0	0
SHERIFF	* PL4453	SAN MARCOS SUBSTATION	55,500	57,800	2,300	57,800	0
TOTAL SHERIFF			973,261	946,331	(26,930)	315,660	630,671
SUPERIOR COURT	PL4333	EL CAJON	105,900	0	(105,900)	0	0
SUPERIOR COURT	PL4355	GRAND JURY	107,700	92,000	(15,700)	0	92,000
SUPERIOR COURT	* PL4372	MTL HEALTH COUNS-SD	106,500	103,000	(3,500)	103,000	0
SUPERIOR COURT	* PL4374	FURNITURE STORAGE	14,200	14,800	600	14,800	0
SUPERIOR COURT	* PL4439	TEMP CTS - HOME SAVINGS	595,700	584,000	(11,700)	584,000	0
SUPERIOR COURT	* PL4430	CHAMBER BLDG	27,100	0	(27,100)	0	0
SUPERIOR COURT	PL4456	GRAND JURY SHORT TERM	0	2,330	2,330	0	2,330
TOTAL SUPERIOR COURT			957,100	796,130	(160,970)	701,800	94,330
COUNTYWIDE TOTALS			12,187,514	12,517,605	330,091	3,960,814	8,556,791

* REVENUE

** COST APPLIED

*** BUDGETED IN OTHER PROGRAMS

DATE 9/20/94

COUNTYWIDE RENTS & LEASES
FY94-95 ADOPTED BUDGET
LEASES OUTSIDE OF RENTS & LEASES BUDGET
SUMMARY

	FY93-94 ADOPTED COST	FY94-95 ADOPTED COST	INCREASE/ (DECREASE)	FY94-95 ADOPTED REV/C.A.	FY94-95 ADOPTED NET COST
DISTRICT ATTORNEY	230,091	427,000	196,909	367,750	59,250
HEALTH SERVICES	128,345	134,500	6,155	134,500	0
PUBLIC WORKS ROAD FUND	1,200	1,200	0	1,200	0
PUBLIC WORKS SANITATION DISTRICT	7,200	7,200	0	7,200	0
PUBLIC WORKS SOLID WASTE ENTERPRISE FUND	22,020	31,300	9,280	31,300	0
PUBLIC WORKS SPECIAL DISTRICT	100	0	(100)	0	0
SOCIAL SERVICES	6,873,450	7,495,350	621,900	6,058,280	1,437,070
TOTAL LEASES OUTSIDE RENTS & LEASES BUDGET	7,262,406	8,096,550	834,144	6,600,230	1,496,320
	=====	=====	=====	=====	=====
TOTAL - ALL COUNTY LEASES	19,449,920	20,614,155	1,164,235	10,561,044	10,053,111
	=====	=====	=====	=====	=====

DATE 9/20/94

COUNTYWIDE RENTS & LEASES
 FY94-95 ADOPTED BUDGET
 LEASES OUTSIDE RENTS & LEASES DETAIL

DEPARTMENT	CONTROL NUMBER	FACILITY NAME	FY93-94 ADOPTED COST	FY94-95 ADOPTED COST	INCREASE/ (DECREASE)	FY94-95 ADOPTED REV/C.A.	FY94-95 ADOPTED NET COST
DISTRICT ATTORNEY	PL4329	WELLS FARGO-WELFARE FR	230,091	237,000	6,909	177,750	59,250
DISTRICT ATTORNEY	PLWFRD	WELFARE FRAUD W/ DSS	0	190,000	190,000	190,000	0
TOTAL DISTRICT ATTY			230,091	427,000	196,909	367,750	59,250
HEALTH SERVICES	PL4394	ADMIN MEDICUS	113,045	119,000	5,955	119,000	0
HEALTH SERVICES	PL1700	SOLANA BCH PARAMEDICS	15,300	15,500	200	15,500	0
TOTAL HEALTH SERVICES			128,345	134,500	6,155	134,500	0
PUBLIC WORKS ROAD FUND	PL3506	MONTE VISTA	1,200	1,200	0	1,200	0
PUBLIC WORKS ROAD FUND	PL4451	SAN LUIS REY EMERG BRID	0	0	0	0	0
TOTAL PUBLIC WORKS RD FUND			1,200	1,200	0	1,200	0
PUB WORKS SANITATION	PL9390	PINE VALLEY SANI DIST.	7,200	7,200	0	7,200	0
TOTAL PUBLIC WORKS SANITATION DIST			7,200	7,200	0	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	10,000	15,000	5,000	15,000	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	0	0	0	0	0
PUB WORKS SOLID WSTE	PL5018	OTAY DISPOSAL SITE	4,500	8,800	4,300	8,800	0
PUB WORKS SOLID WSTE	PL5019	BIN SITE JULIAN - MOA	20	0	(20)	0	0
PUB WORKS SOLID WSTE	PL5100	BIN SITE - SUNSHINE	1,500	1,500	0	1,500	0
PUB WORKS SOLID WSTE	PL5260	SYCAMORE RECYCLING	3,000	3,000	0	3,000	0
TOTAL PW SOLID WASTE ENT. FD			22,020	31,300	9,280	31,300	0
PUB WORKS SPECIAL DIST	PL4385	SAN PASQUAL FIRE DEPT	0	0	0	0	0
PUB WORKS SPECIAL DIST	PLRINC	RINCON WATER	100	0	(100)	0	0
TOTAL PUB WORKS SPECIAL DIST			100	0	(100)	0	0

COUNTYWIDE RENTS & LEASES
 FY94-95 ADOPTED BUDGET
 LEASES OUTSIDE OF RENTS & LEASES BUDGET

PAGE 2

DEPARTMENT	CONTROL NUMBER FACILITY NAME	FY93-94 ADOPTED COST	FY94-95 ADOPTED COST	INCREASE/ (DECREASE)	FY94-95 ADOPTED REV/C.A.	FY94-95 ADOPTED NET COST
SOCIAL SERVICES	PLWFRD WELFARE FRAUD	0	310,000	310,000	310,000	0
SOCIAL SERVICES	PLXXX1 LOGAN HTS REPLACEMENT	143,600	393,750	250,150	315,000	78,750
SOCIAL SERVICES	PL4070 MISSION VALLEY OFFICE	999,300	1,039,500	40,200	831,600	207,900
SOCIAL SERVICES	PL4171 LOGAN HGHT DIST OFF	239,200	250,100	10,900	200,080	50,020
SOCIAL SERVICES	PL4272 JOB CLUB - OCEANVIEW	42,400	40,000	(2,400)	32,000	8,000
SOCIAL SERVICES	PL4277 JOB CLUB CHULA VISTA	14,500	9,500	(5,000)	7,600	1,900
SOCIAL SERVICES	PL4299 DIST OFFICE-OCEANSIDE	469,000	478,500	9,500	382,800	95,700
SOCIAL SERVICES	PL4340 CPS 5454 RUFFIN	748,050	786,000	37,950	628,800	157,200
SOCIAL SERVICES	PL4343 DIST OFFICE SO BAY	481,600	500,700	19,100	400,560	100,140
SOCIAL SERVICES	PL4352 GAIN & ADULT SVCS	518,900	439,100	(79,800)	351,280	87,820
SOCIAL SERVICES	PL4354 CPS ESCONDIDO	195,200	200,300	5,100	160,240	40,060
SOCIAL SERVICES	PL4357 GAIN - ESCONDIDO	67,200	68,900	1,700	55,120	13,780
SOCIAL SERVICES	PL4358 LOGAN HTS ANNEX	143,600	144,600	1,000	115,680	28,920
SOCIAL SERVICES	PL4359 GAIN - NORTHEAST	158,300	162,100	3,800	129,680	32,420
SOCIAL SERVICES	PL4360 GAIN - EL CAJON ADULT	338,600	264,800	(73,800)	211,840	52,960
SOCIAL SERVICES	PL4361 GAIN - OCEANSIDE	62,500	64,200	1,700	51,360	12,840
SOCIAL SERVICES	PL4362 GAIN - BEECH - UPTOWN	151,000	169,000	18,000	135,200	33,800
SOCIAL SERVICES	PL4379 FOOD STAMP MILLS BLD	7,900	9,000	1,100	7,200	1,800
SOCIAL SERVICES	PL4383 DIST OFF LEMON GROVE	964,800	1,017,400	52,600	813,920	203,480
SOCIAL SERVICES	PL4386 TAYARI ADOPTIONS UNIT	46,500	47,500	1,000	38,000	9,500
SOCIAL SERVICES	PL4398 DIST OFFICE NORTHEAST	103,500	107,000	3,500	85,600	21,400
SOCIAL SERVICES	PL4415 CPS CAMINO DEL RIO	403,000	434,300	31,300	347,440	86,860
SOCIAL SERVICES	PL4450 ESCONDIDO I.M. EXPANSIO	213,200	213,800	600	171,040	42,760
SOCIAL SERVICES	PL4455 OCEANSIDE EXPANSION	361,600	345,300	(16,300)	276,240	69,060
SOCIAL SERVICES	PL4461 I.M./CHILD SVCS TEMP	0	0	0	0	0
TOTAL SOCIAL SERVICES		6,873,450	7,495,350	621,900	6,058,280	1,437,070
TOTAL - LEASES OUTSIDE RENTS & LEASES BUDGET		7,262,406	8,096,550	834,144	6,600,230	1,496,320
		=====	=====	=====	=====	=====

DATE 9/20/94

AUDITOR AND CONTROLLER

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Auditing	\$1,566,641	\$1,590,345	\$1,566,599	\$1,554,707	\$1,546,907	\$(7,800)	(0.5)
County Budget Planning and Implementation	0	0	0	0	1,050,043	1,050,043	100.0
Accounting and Fiscal Control	5,492,769	5,613,774	6,743,247	6,623,179	5,890,662	(732,517)	(11.1)
Purchasing and Contracting	2,219,720	2,207,130	1,908,238	2,025,769	2,027,710	1,941	0.1
Revenue and Recovery	8,355,121	8,311,814	7,838,921	7,930,069	8,535,561	605,492	7.6
Administrative Support	1,326,270	1,161,130	1,036,350	812,506	722,554	(89,952)	(11.1)
TOTAL DIRECT COST	\$18,960,521	\$18,884,193	\$19,093,355	\$18,946,230	\$19,773,437	\$827,207	4.4
PROGRAM REVENUE	(3,131,877)	(3,436,335)	(4,360,670)	(3,909,972)	(3,245,879)	664,093	(17.0)
NET GENERAL FUND COST	\$15,828,644	\$15,447,858	\$14,732,685	\$15,036,258	\$16,527,558	\$1,491,300	9.9
STAFF YEARS	475.85	460.88	454.78	488.00	513.50	25.50	5.2

MISSION

Maximize and control the financial resources under the jurisdiction of the Board of Supervisors, and apply professional audit standards and techniques in the independent review of County records and operations to maintain the public's confidence in the fiscal integrity of the County of San Diego.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

Control and account for expenditures as directed by the Board of Supervisors.

Monitor and maximize County revenues.

Develop and integrate meaningful performance measures into the County budget process.

Perform audits of County records and operations utilizing professional auditing standards and techniques.

Minimize the County-wide cost of acquiring goods and services through professional management of the purchasing and contracting function.

Maintain current collection levels in the recovery of monies owed to the County to help mitigate the cost of General Fund operations.

Develop and coordinate the County budget process in accordance with Board of Supervisors policies.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

Receive an unqualified opinion from the independent audit firm on the County's Comprehensive Annual Financial Report.

Complete the fiscal year with County-wide expenditures within appropriation levels approved by the Board of Supervisors.

Disburse timely and accurate payments to County employees, vendors, and other recipients of County funds.

Develop a budget document including meaningful performance measures and present periodic reports to the Board of Supervisors indicating progress towards accomplishing planned outcomes.

Verify that County management accepts and implements, to the extent possible, audit recommendations made in the course of the audits completed during the year.

Maximize the streamlining and automation of County-wide acquisition and related processes affecting the purchasing and contracting functions.

Continue to collect in excess of \$100 million per year in debts owed to the County.

Note: The County Budget Planning and Implementation Program was a subunit of the Chief Administrative Office prior to 1993-94, and its costs, staff years and other program elements were contained within the Accounting and Fiscal Control Program as a interim measure during the 1993-94 consolidation process.

AUDITOR AND CONTROLLER

AUDITING	
EDP Audits	
Efficiency and Effectiveness Audits	
Fiscal and Compliance Audits	
Special Request Audits	
Permanent	Staff Years
Senior A & C Manager	1.0
A & C Manager	1.0
EDP Audit Specialist II	2.0
EDP Audit Specialist I	3.0
Senior Auditor/Accountant	5.0
Associate Accountant	15.0
Word Processor Operator	1.0
Intermediate Clerk	2.0
Total	30.0

COUNTY BUDGET PLANNING AND IMPLEMENTATION	
Budget Analysis and Review of Major County Issues	
Capital Improvement Budget Preparation	
Coordinate Program Budget Preparation	
Financial and Economic Analysis for Program Budget Development	
Permanent	Staff Years
County Budget Director	1.0
Division Chief, County Budget Office	1.0
Senior County Budget Analyst	4.0
County Budget Analyst	7.0
Administrative Secretary IV	1.0
Confidential Office Assistant	1.0
Word Processor Operator	1.0
Total	16.0

ACCOUNTING AND FISCAL CONTROL	
Accounting: Enterprise, Special Districts, Grant, Probation, Various COC Departments and Redevelopment	
Accounts Receivable	
Board Letter Review	
Capital Project Control	
Cash Management	
Contract Review & Fiscal Certification	
County Payroll Processing	
Financial Reporting	
Fiscal Control of Real and Unsecured Property Tax System	
Fund Balance Projections	
General Ledger Control	
Interest Apportionment	
Line Item Budget Preparation	
Payment of County Claims	
Proposition 4 Compliance	
Revenue Analysis/Forecasting	
Tax Apportionment	
Permanent	Staff Years
Acctg. & Fis. Cont. Dir.	1.0
Senior A & C Manager	3.0
A & C Manager	2.0
A & C Manager II	1.0
Compensation/Systems Coordinator	2.0
A & C Compensation Specialist	1.0
Revenue & Budget Accountant	2.0
Analyst III	3.0
Senior Systems Analyst	1.0
Senior Auditor/Accountant	14.0
Associate Accountant	20.0
Principal Clerk I	1.0
Supervising Clerk	1.0
Accounting Technician	18.0
A & C Payroll Technician	9.0
Senior Account Clerk	24.0
Senior Clerk	2.0
Senior Data Entry Operator	1.0
Intermediate Account Clerk	22.0
Data Entry Operator	4.0
Intermediate Clerk	15.0
Sub-Total	147.0
Non-Permanent	0.5
Total	147.5

PURCHASING AND CONTRACTING	
Centralized Purchasing and Contracting	
Inventory Maintenance of Common Use Items	
Property Redistribution and Disposal	
Permanent	Staff Years
Purchasing & Contr. Director	1.0
Manager of Contracting	1.0
Purch. Mgr., Proc. & Ping.	1.0
Mat. Mgr., Mat & Res.	1.0
Accounting Technician	1.0
Analyst II	2.0
Intermediate Account Clerk	1.0
Senior Account Clerk	1.0
Buyer II	10.0
Procurement Contracting Off.	5.0
Buyer III	2.0
Warehouse Materiel Handler	3.0
Materiel Storekeeper I	2.0
Materiel Storekeeper III	2.0
Supv. Materiel Storekeeper	1.0
Intermediate Clerk Typist	2.0
Senior Clerk	4.0
Admin. Secretary III	1.0
Data Entry Operator	2.0
Data Entry Supervisor	1.0
Department Computer Specialist III	1.0
Stores Delivery Driver	3.0
Sub-Total	48.0
Non-Permanent	0.0
Total	48.0

REVENUE AND RECOVERY	
Child and Spousal Support Collection, Enforcement, and Account Maintenance.	
Collection and Enforcement for Juvenile and Adult Probation, Welfare, Hospital, Mental Health and Various Other County Departments.	
Mental and Physical Health Care Billing, Payment Processing and Control, Fund Disbursement and Financial Reporting	
Permanent	Staff Years
Revenue & Recovery Director	1.0
Admin. Services Mgr II	1.0
Division Chief, Revenue & Recovery	4.0
Administrative Assistant I	1.0
Personnel Aide	1.0
Departmental Personnel Off II	1.0
Cashier	6.0
Section Chief, Revenue & Recovery	10.0
Revenue & Recovery Off III	24.0
Revenue & Recovery Off I	9.0
Revenue & Recovery Off II	55.0
Revenue & Recovery Officer Trainee	19.0
Intermediate Account Clerk	31.0
Senior Accountant	1.0
Senior Account Clerk	6.0
Senior Payroll Clerk	1.0
Senior Cashier	1.0
Storekeeper I	1.0
Intermediate Clerk Typist	51.5
Departmental Clerk	2.0
Senior Clerk	1.0
Supervising Clerk	1.0
Administrative Secretary III	1.0
Legal Procedures Clerk I	1.0
Legal Procedures Clerk III	2.0
Legal Procedures Clerk II	4.0
Mail Clerk Driver	1.0
Department Computer Specialist II	1.0
Senior Field Investigator	1.0
Field Investigator	3.0
Sub-Total	242.5
Non-Permanent	12.0
Total	254.5

ADMINISTRATIVE SUPPORT	
Executive/Administrative Support to the Auditor and Controller Department	
Other Departmental Support	
Storeroom	
Controlled Financial Mailings	
Permanent	Staff Years
Chief Fin. Officer/Auditor and Controller	1.0
Ass't Auditor/Controller	1.0
Admin. Services Mgr. II	1.0
Administrative Assistant III	1.0
Administrative Assistant I	1.0
Administrative Secretary IV	1.0
Sr. Word Proc. Operator	1.0
Word Processing Operator	2.0
Mail Processing Technician	3.0
Storekeeper II	1.0
Senior Clerk	2.0
Cashier	1.0
Group Secretary	1.0
Sub-Total	17.0
Non-Permanent	0.5
Total	17.5

CAPITAL/MISCELLANEOUS

CAPITAL

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget	% Change
Capital Outlay Fund	\$37,728,386	\$24,691,940	\$20,282,517	\$15,583,605	\$15,096,608	\$(486,997)	(3.1)
County Health Complex	9,612,259	3,072,341	3,870,800	3,399,556	4,456,510	1,056,954	31.1
Criminal Justice Facilities	31,576,708	23,309,389	32,186,647	9,281,099	10,395,822	1,114,723	12.0
TOTAL DIRECT COST	\$78,917,353	\$51,073,670	\$56,339,964	\$28,264,260	\$29,948,940	\$1,684,680	6.0
PROGRAM REVENUE	(57,911,498)	(36,164,820)	(37,584,909)	(10,462,700)	(6,386,725)	4,075,975	(39.0)
NET GENERAL FUND COST	\$21,005,855	\$14,908,850	\$18,755,055	\$17,801,560	\$23,562,215	\$5,760,655	32.4
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.

MISSION

To fund Capital Projects and capital debt service as approved by the Board of Supervisors; to track and account for expenditures and revenues associated with projects and debt service for each fiscal year and for the life of the project.

1994-95 ADOPTED DEPARTMENTAL OBJECTIVES

To account for and report capital expenditures accurately and in accordance with Board policy.

1994-95 ADOPTED DEPARTMENTAL OUTCOME RESULTS

To complete capital projects on time and within budget.

PROGRAM: Capital Outlay Fund

DEPARTMENT: CAPITAL

PROGRAM #: 86200
MANAGER: Manuel Lopez

ORGANIZATION #: 5490
REFERENCE: 1994-95 Proposed Budget - Pg. 57-3

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37, B-46, F-20, F-37 and F-39.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Lease/Purchase	\$14,722,138	\$7,654,872	\$9,637,917	\$10,527,193	\$14,798,508	40.6
Land Acquisition	12,200,799	11,419,913	4,153,670	466,832	0	(100.0)
Capital Projects	10,766,094	5,339,955	6,490,930	4,589,580	298,100	(93.5)
Less Reimbursements	(15,994)	(0)	(0)	(0)	(0)	0.0
Operating Transfers	55,349	277,200	0	0	0	0.0
TOTAL DIRECT COST	\$37,728,386	\$24,691,940	\$20,282,517	\$15,583,605	\$15,096,608	(3.1)
PROGRAM REVENUE	(22,673,476)	(16,541,711)	(10,301,867)	(5,625,725)	(1,103,077)	(80.4)
FUND BALANCE	(2,063,793)	30,961	79,713	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$12,991,117	\$8,181,190	\$10,060,363	\$9,957,880	\$13,993,531	40.5
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

This program, Capital Outlay Fund, provides funding for lease/purchase and debt service payments, land acquisition and capital improvements. Lease/purchases payments results from the county acquiring facilities, either purchasing buildings or constructing new facilities, through debt financing, usually through the sale of leasehold revenue bonds and Certificates of Participation (COP's). Land acquisitions are most often park land purchases. Capital projects are any substantial improvement to an existing facility that results in adding value to that facility.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual lease/purchase costs finished the year under budget by \$889,576 due to lower than estimated current year costs associated with the Master Refinancing of six separate bond issues. Land acquisition and capital projects varies from the budget due work performed on projects originally budgeted prior to FY93/94.

1994-95 ADOPTED PROGRAM OBJECTIVES

To account for and report capital expenditures accurately and in accordance with Board policy.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

To complete capital projects on time and within budget.

1994-95 CAPITAL PROJECTS

Lease-Purchase Project #	Project Description	Source	Funding Amount
PP0047	So.County Regional Cntr	Gen Fund	\$3,863,778
PP0052	East County Regional Cntr	Gen Fund	5,161,226
PP0085	Vista Regional Center	Gen Fund	1,781,070
PP4379	MTS Towers	Gen Fund	2,596,199
PP0396	Topaz Bldg.	Gen Fund	476,967
New	Children's Center	Donations	804,977
New	Star Builders Restore	Gen Fund	114,291
Capital Projects			
KK5005	CAC Recorder Remodel	Micro Fees	298,100

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
Sales & Use Tax (TDA)	\$2,902,149	\$806,412	\$0	\$(806,412)
Federal Aid (COBG)	0	0	0	0
Road Fund	1,179	0	0	0
Parkland Dedication (PLDO)	1,337,420	0	0	0
Aid From Other Gov't Agent	1,565,532	4,250,000	0	(4,250,000)
State Aid - Recreation	3,065,517	0	0	0
State Aid - Narcotics	-800,000	0	0	0
AB-189 Criminal Justice Facilities	13,316	0	0	0
Interest	139,586	0	0	0
Fed Aid Highways Construction	26,256	0	0	0
Fed Aid - HUD	282,401	0	0	0
Operating Transfer from COF	2,684	0	0	0
Other - Misc Revenues	37,406	0	0	0
SANCAL Reimbursement	1,068,669	0	0	0
Sale of Fixed Assets	477,856	0	0	0
Charges in Internal Service Funds	6,441	0	0	0
Micrographics Fees (Recorder)	0	0	298,100	298,100
Proceeds Long Term Debt	0	569,313	804,977	235,664
General Fund Contribution (other Depts)	175,455	0	0	0
General Fund Contribution (COF)	10,060,363	9,957,880	13,993,531	4,035,651
Sub-Total	\$20,362,230	\$15,583,605	\$15,096,608	\$(486,997)
Total	\$20,362,230	\$15,583,605	\$15,096,608	\$(486,997)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$10,060,363	\$9,957,880	\$13,993,531	\$4,035,651
Sub-Total	\$10,060,363	\$9,957,880	\$13,993,531	\$4,035,651
Total	\$10,060,363	\$9,957,880	\$13,993,531	4,035,651

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues are "booked" in Capital ONLY after the expenditure occurs. Generally, FY93-94 actuals DO NOT relate to the budgeted revenues for FY93-94. Revenues are associated with specific projects. Once a project is approved in the budget it remains in existence until it is completed and closed or cancelled. Example: In 1990-91 a project is budgeted at \$1,000,000 in both expenditures and revenues. During FY90-91 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, FY91-92, construction begins and during the year \$350,000 in payments are made and construction is completed in FY92-93 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 cancelled. Remaining funds from closed or cancelled 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. Although the general fund contribution is treated as revenue in each of the three capital programs, the information is displayed as "Net Cost" to clearly show the general fund costs.

Note: The \$800,000 in negative revenue listed under State Aid - Narcotics represents funds returned to the State that was originally applied toward the remodel of Clairemont Hospital. When the decision was made to convert Clairemont Hospital into the new Crime Lab, these funds had to be returned to the State.

PROGRAM: County Health Complex

DEPARTMENT: CAPITAL

PROGRAM #: 86500
MANAGER: Manuel Lopez

ORGANIZATION #: 5491
REFERENCE: 1994-95 Proposed Budget - Pg. 57-5

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37; F-20; F-37.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Lease/Purchase - Structures	\$3,994,065	\$2,321,760	\$3,868,116	\$3,399,928	\$4,456,510	31.1
Fixed Assets - Structures	323,280	84,833	0	0	0	0.0
Operating Transfers	5,294,914	665,748	2,684	0	0	0.0
TOTAL DIRECT COST	\$9,612,259	\$3,072,341	\$3,870,800	\$3,399,928	\$4,456,510	31.1
PROGRAM REVENUE	(1,077,419)	(56,939)	(622,562)	(0)	(0)	0.0
FUND BALANCE	(4,464,897)	(693,642)	19,878	(0)	0	0.0
NET GENERAL FUND CONTRIBUTION	\$4,069,943	\$3,015,402	\$3,268,116	\$3,399,928	\$4,456,510	31.1
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

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 the bond issue is paid by the general fund with all other expenditures paid through the special fund.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual lease/purchase costs finished the year \$468,188 over budget due to the expenditure of \$600,000 in AB-75 funds, expensed as a lease payment per the Board of Supervisors approval of a mid-year action to relocate the public health clinic in El Cajon. Lease payments paid by the General Fund finished the year \$131,812 under budget. This is due to lower than estimated current year costs associated with the Master Refinancing of six separate bond issues.

1994-95 ADOPTED PROGRAM OBJECTIVES

To account for and report capital expenditures accurately and in accordance with Board policy.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

To complete capital projects on time and within budget.

1994-95 CAPITAL PROJECTS

Lease-Purchase

Project #	Project Description	Funding Source	Amount
PP0385	Health Services Complex	Gen Fund	\$2,583,709
PP0090	Clairemont Hospital	Gen Fund	1,872,801

Note: On 3/29/94 #27 the Board of Supervisors approved moving the Sheriff's Crime Lab and Criminal Investigations Unit into Clairemont Hospital.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
AB-75 Capital Outlay	\$615,000	\$0	\$0	\$0
Interest	7,562	0	0	0
Transfer from General Fund	3,268,116	3,399,556	4,456,510	1,056,954
Sub-Total	\$3,890,678	\$3,399,556	\$4,456,510	\$1,056,954
Total	\$3,890,678	\$3,399,556	\$4,456,510	\$1,056,954

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$3,268,116	\$3,399,556	\$4,456,510	\$1,056,954
Sub-Total	\$3,268,116	\$3,399,556	\$4,456,510	\$1,056,954
Total	\$3,268,116	\$3,399,556	\$4,456,510	\$1,056,954

EXPLANATION/COMMENT ON PROGRAM REVENUES

The General Fund contribution for all Capital Programs is budgeted in contributions to Capital (Org. 5350), but treated as revenue in each individual Capital program.

PROGRAM: Criminal Justice Facilities

DEPARTMENT: CAPITAL

PROGRAM #: 86400
 MANAGER: Manuel Lopez

ORGANIZATION #: 5492
 REFERENCE: 1994-95 Proposed Budget - Pg. 57-7

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37, F-20, and F-37.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Lease/Purchase	\$7,736,706	\$9,032,119	\$8,858,276	\$9,281,099	\$10,045,822	8.2
Land Acquisition	11,048	163,186	8,584,422	0	0	0.0
Capital Projects	21,279,802	13,864,084	14,743,949	0	350,000	100.0
Operating Transfers	2,549,152	250,000	0	0	0	0.0
TOTAL DIRECT COST	\$31,576,708	\$23,309,389	\$32,186,647	\$9,281,099	\$10,395,822	12.0
PROGRAM REVENUE	(25,219,972)	(19,492,996)	(26,900,847)	(4,836,975)	(5,283,648)	9.2
FUND BALANCE	(2,411,941)	589,507	140,776	0	0	0.0
NET GENERAL FUND CONTRIBUTION	\$3,944,795	\$4,405,900	\$5,426,576	\$4,444,124	\$5,112,174	15.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

This program was established to track and account for expenditures and revenues for debt service and capital projects associated with jails, courts and related law enforcement/criminal justice facilities.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Actual lease/purchase costs are projected to end the year \$422,810 under budget. This is due to lower than estimated current year costs associated with the Master Refinancing of six separate bond issues.

1994-95 ADOPTED PROGRAM OBJECTIVES

To account for and report capital expenditures accurately and in accordance with Board policy.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

To complete capital projects on time and within budget.

1994-95 CAPITAL PROJECTS

Lease-Purchase

Project #	Project Description	Funding Source	Amount
PP4356	East Mesa	Gen Fund	\$4,858,915
PP4356	East Mesa (SANCAL87A)	PA(AB189)	2,260,117
PPMUNI	SD Muni Ct. Civil Bldg	PA(SB668)	769,172
PP4338	Burnham Bldg	PA(SB668)	765,913
PP0340	Juvenile Hall Expansion	PA(AB189)	910,561
PP0474	Ridgehaven (Sheriff)	Asset Fort	227,885
PP0474	Ridgehaven (Sheriff)	Gen Fund	253,259

Capital Projects

KK5010	East Mesa Print Shop	Inmate Welfare	\$ 350,000
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PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
SB-668 (County Courthouse Constr. Fund)	\$3,365,895	\$1,209,519	\$1,535,085	\$325,566
AB-189 (County Justice Facility Constr. Fund)	3,174,885	3,355,341	3,170,678	(184,663)
Aid from Joint Powers Authority (JPA)	26,937	0	0	0
State Aid Correctional Facility Const.	0	0	0	0
Aid from Redevelopment Agency	3,140,394	0	0	0
Interest	121,042	0	0	0
Court Fees & Costs - Other	460	0	0	0
Other - Misc	-16,509	0	0	0
Sale of Fixed Assets	232,828	0	0	0
Transfer from Asset Forfeiture	358,667	272,115	0	(272,115)
Proceeds - Long Term Debt	15,248,622	0	0	0
SANCAL Reimbursements	1,247,624	0	0	0
General Fund Contribution	5,426,576	4,444,124	5,112,174	668,050
Sub-Total	\$32,327,421	\$9,281,099	\$9,817,937	\$536,838
Total	\$32,327,421	\$9,281,099	\$9,817,937	\$536,838

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$5,426,576	\$4,444,124	\$5,112,174	\$668,050
Sub-Total	\$5,426,576	\$4,444,124	\$5,112,174	\$668,050
Total	\$5,426,576	\$4,444,124	\$5,112,174	\$668,050

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. Please see comments on program revenues under Capital Outlay Fund program (org 5490) for further explanation on revenues.

PROGRAM: Contributions to Capital

DEPARTMENT: CAPITAL

PROGRAM #: 86300
MANAGER: Manuel Lopez

ORGANIZATION #: 5350
REFERENCE: 1994-95 Proposed Budget - Pg. 57-9

AUTHORITY: California Government Code # 53730-37; Board of Supervisors Policy B-37, F-37.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Lease/Purchase	\$0	\$0	\$8,142,025	\$0	\$0	
Operating Transfers	21,005,855	14,848,445	18,755,055	\$17,801,560	\$23,562,215	32.4
TOTAL DIRECT COST	\$21,005,855	\$14,848,445	\$26,897,080	\$17,801,560	\$23,562,215	32.4
PROGRAM REVENUE	(0)	(0)	(8,244,025)	(0)	(80,191)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$21,005,855	\$14,848,445	\$18,653,055	\$17,801,560	\$23,482,024	31.9
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

This program, Contribution to Capital, is one of four that comprise the Capital budget. This budget unit provides a vehicle to isolate general funds from being commingled with other special funds. All general fund costs associated with Capital are budgeted in this program which are then transferred to and expended through one of the other three Capital budget units, Capital Outlay Fund (org. 5490), County Health Complex (org. 5491) and Criminal Justice Facilities (org. 5492).

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

Debt service payments are projected to end the year \$742,416 under budget. This is due to lower than estimated current year costs associated with the Master Refinancing of six separate bond issues. Contributions to Capital Projects exceeded budget by \$1,593,911 due to expenditures for prior year projects and projects approved mid-year. The Board of Supervisors approved a number of mid-year actions that added \$11,909,232 in Operating Transfers to this budget. While only \$410,000 in expenditures are expected to occur this fiscal year. A list of the new projects is provided below:

Clairemont Crime Lab	\$3,140,000
Kettner & Cedar Land Cleanup	\$1,270,000
Central Mechanical Plant	\$5,100,000
Inmate Reception Center (IRC)	\$2,100,000
Oceanside Dependency Court	\$199,232
Park Projects (Heise/El Monte)	\$100,000

The new Crime Lab will be funded using prior year booking fees; the \$2.1 million for the IRC is a loan from "Teeter" monies, to be paid back with bond proceeds; Kettner & Cedar Land Cleanup and the Oceanside Dependency Court is funded using "Teeter" monies; the Central Mechanical Plant will be funded using bond proceeds.

The Board also approved a mid-year action on the new downtown Hall of Justice, added \$8,150,000 in appropriations, funded through the Regional Building Authority JPA to purchase the land; of which \$8,142,025 was expended.

1994-95 ADOPTED PROGRAM OBJECTIVES

To make appropriate debt payments in a timely manner.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

To service debt incurred by the County.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
CHARGES:				
Rents and Concessions	\$0	\$0	\$0	\$0
Aid from Joint Powers Authority	8,142,025	0	0	0
Aid from Other Gov't Agency	0	0	80,191	80,191
Recovered Expenditures	102,000	0	0	0
Sub-Total	\$8,244,025	\$0	\$80,191	\$80,191
Total	\$8,244,025	\$0	\$80,191	\$80,191

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1993-94 Actual	1993-94 Budget	1994-95 Budget	Change From 1993-94 Budget
GENERAL FUND SUPPORT COSTS:	\$18,653,055	\$17,801,560	\$23,482,024	\$5,680,464
Sub-Total	\$18,653,055	\$17,801,560	\$23,482,024	\$5,680,464
Total	\$18,653,055	\$17,801,560	\$23,482,024	5,680,464

EXPLANATION/COMMENT ON PROGRAM REVENUES

The FY93/94 Actual exceeded the budget due to funding receive from the Regional Building Authority JPA to purchase land for the Hall of Justice and due to recovering costs through a settlement related to a previous capital project.

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 only revenue to this program will be from Solid Waste for their continued use of the Ridgehaven building.

PROGRAM: Edgemoor Development Fund

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICE

PROGRAM #: 00001
MANAGER: Rich Robinson

ORGANIZATION #: 5480
REFERENCE: 1994-95 Proposed Budget - Pg. 58-1

AUTHORITY: Board Policy F-38.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$0	\$0	\$0	\$17,000	100.0
Operating Transfers	185,804	55,542	70,938	86,000	65,000	(24.4)
TOTAL DIRECT COST	\$185,804	\$55,542	\$70,938	\$86,000	\$82,000	(4.7)
PROGRAM REVENUE	(61,066)	(30,466)	(60,517)	(57,000)	(57,000)	0.0
FUND BALANCE	(124,738)	(25,076)	(10,421)	(29,000)	(25,000)	(13.8)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The Edgemoor Development Fund was established as a fund for the economic development of the County's Edgemoor property. In order to utilize those funds, an appropriation is required. There is no net County cost involved in this program.

PROGRAM: Contingency Reserve

DEPARTMENT: CONTINGENCY RESERVE

PROGRAM #: 80000
MANAGER: Manuel A. Lopez

ORGANIZATION #: 1850
REFERENCE: 1994-95 Proposed Budget - Pg. 59-1

AUTHORITY: Section 29084 of the Government Code allows the Board of Supervisors to establish a Contingency Reserve up to 15% of the total appropriations.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Operating Transfers	\$0	\$0	\$0	\$6,636,250	\$7,659,392	15.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$6,636,250	\$7,659,392	15.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$6,636,250	\$7,659,392	15.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

1994-95 PROGRAM DESCRIPTION/OBJECTIVES/OUTCOME RESULTS

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; and to provide corrective action (or offset) departmental or Countywide appropriation and revenue shortfalls. The Operating Reserve for FY 1994-95 is \$4,959,392. The remaining \$2,700,000 is set aside for special purposes as follows:

On November 9, 1993, the Board of Supervisors approved implementation of the Budget Savings Retention Plan. At the conclusion of FY 1993-94, amounts will be distributed to departments and courts based upon net savings achieved, as identified in the Plan. The budget sets aside \$2,700,000 for potential distribution.

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.).

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Contribution to LAFCO	\$347,970	\$251,394	\$252,632	\$331,163	\$331,163	0.0
TOTAL DIRECT COST	\$347,970	\$251,394	\$252,632	\$331,163	\$331,163	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$347,970	\$251,394	\$252,632	\$331,163	\$331,163	0.0

PROGRAM MISSION

The mission of the Local Agency Formation Commission (LAFCO) is to encourage the orderly development and reorganization of local government agencies.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

LAFCO's actual total costs were 24% or \$78,532 below budget in FY 1993-94. LAFCO maintained a strong fiscal position because expenditures were reduced and processing fee revenues closely approximated expected projection levels. With respect to salaries and benefits, LAFCO achieved cost-savings because two budgeted positions remained vacant for the majority of the fiscal year. Savings also occurred in LAFCO's services and supplies accounts because of cost decreases related to travel, printing and public hearings.

ACHIEVEMENT OF 1993-94 OBJECTIVES

All 1993-94 objectives were achieved with a lower staffing level and net county cost, compared to budgeted amounts. In addition, work product quality and proposal processing times improved due to office streamlining and reorganization efforts.

1994-95 ADOPTED PROGRAM OBJECTIVES

Review changes in boundaries and organization of the County's 18 cities and approximately 200 special districts.

Establish and update spheres of influence for cities and special districts.

Provide assistance to local agencies and citizens considering changes in local government organization and boundaries.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

Approve jurisdictional changes that result in logical boundaries and cost-effective patterns of public service provision.

Adopt an estimated 15 spheres of influence to identify the probable boundaries and service areas of cities and special districts.

Meet and confer with affected agencies and citizens to encourage the logical provision of public services.

PROGRAM: Contribution to Library Fund

DEPARTMENT: CONTRIBUTION TO LIBRARY FUND

PROGRAM #: 00001

ORGANIZATION #: 0245

REFERENCE: 1994-95 Proposed Budget - Pg. 61-1

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Contribution to Library	\$128,475	\$575,661	\$687,517	\$620,926	\$620,926	
TOTAL DIRECT COST	\$128,475	\$575,661	\$687,517	\$620,926	\$620,926	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$128,475	\$575,661	\$687,517	\$620,926	\$620,926	0.0

PROGRAM MISSION

Given that an informed, literate community with equal access to information via literature, programming and technology is a cornerstone of this County's prevention strategy, the San Diego County Library shall:

- Ensure services and programs reflect each community branch's multi-dimensional population;
- Ensure that collections of books, audio-visual, and computerized resources and other materials meet the current and future information needs of communities served;
- Ensure volunteer and community participation in planning and provision of library services; and
- Implement a long-range strategic plan for provision of Library services in accordance with Board of Supervisors approved Plan 2002 which responds to an increase in demand for services as resources diminish.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

The 1993-94 General Fund Contribution to the Library was increased at mid-year by the Board of Supervisors from \$620,926 to \$687,517, or \$64,340, to fund the County Library's cost of the Integrated Leave payback for fiscal years 1992-93 and 1993-94.

ACHIEVEMENT OF 1993-94 OBJECTIVES

The 1993-94 objectives to support Adult Literacy and to partially mitigate the loss of property tax revenue due to the 1992 State property tax shift were met.

1994-95 ADOPTED PROGRAM OBJECTIVES

- To meet the goals and objectives in accordance with the time lines of the Library's strategic planning process as detailed in the Plan 2002 Update.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- To provide service in the most effective and efficient method to community-based library branches by continued resources review and reallocation and program development.

PROGRAM: Countywide Adjustments & Special Reserves

DEPARTMENT: GENERAL RESERVES & ADJUSTMENTS

PROGRAM #: 01830
MANAGER: Manuel Lopez

ORGANIZATION #: 1830
REFERENCE: 1994-95 Proposed Budget - Pg. 62-1

AUTHORITY: Section 29085 of the Government Code allows the Board of Supervisors to establish Reserves.

	1992-93 Actual	1993-94 Estimated Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Operating Transfers	0	0	0	0	11,500,000	0.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$11,500,000	\$0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(14,337,198)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,361,854	\$0	\$0	\$0	(\$2,837,198)	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

1994-95 PROGRAM DESCRIPTION/OBJECTIVES/OUTCOME RESULTS

The above amounts represent non-departmental adjustments for FY 1994-95, as follows:

- WORKERS' COMPENSATION RESERVE**
This action will establish a reserve for workers' compensation claims based on Board action of February 15, 1994 to utilize Teeter Funds to establish this reserve. (E: \$10,000,000; R: \$10,000,000)
- LIABILITY RESERVE**
Provides \$1.5 million for the Liability Reserve Trust Fund to restore amounts used in FY 1993-94.
- REVENUES TO SUPPORT COUNTYWIDE INTERNAL SERVICE FUND FOR LIABILITY CLAIMS.**
This provides funding of \$4,337,198 from the Teeter Plan for the ISF. This amount along with funds from County Counsel budgeted for Liability Claim Payments will provide \$7.5 million to the ISF. The associated appropriations have been distributed throughout County Departments and Courts.

PROGRAM: Cash Borrowing

DEPARTMENT: GENERAL REVENUES

PROGRAM #: 86000

ORGANIZATION #: 1080

MANAGER: Robert Booker, Ed.D.

REFERENCE: 1994-95 Proposed Budget - Pg. 62-1

AUTHORITY: Section 53950 of the California Government Code and pursuant to resolution adopted annually by the Board of Supervisors, issuance of notes is allowed that provides funds to meet general fund expenditures.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$0	\$0	\$0	\$0	0.0
Contributions for Self Insurance:	2,000,000	1,442,000	24,335,000	0	11,500,000	100.0
Debt Service-Service Charge	0	148,760	599,092	0	150,000	100.0
Other Charges	10,084,505	12,541,957	13,842,008	11,600,000	17,550,000	51.3
Buy-Out (ILP)	0	0	1,218,592	0	0	0.0
TOTAL DIRECT COST	\$12,084,505	\$14,132,717	\$39,994,692	\$11,600,000	\$29,200,000	151.7
Funding	(558,000)	(0)	(0)	(0)	(0)	0.0
Cancellation of Reserve	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$11,526,505	\$14,132,717	\$39,994,692	\$11,600,000	\$29,200,000	151.7
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

1994-95 PROGRAM DESCRIPTION/OBJECTIVES/OUTCOME RESULTS

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 Buy-Out (ILP) for FY 1993-94 represents the Integrated Leave Pay (ILP) buy-back for other funds by the general fund.

The Adopted budget is based on \$285 million borrowing at a 4.0% interest cost. Contributions for Self Insurance for FY 1994-95 represent \$10,000,000 one-time funds to the Worker Compensation Reserve, and \$1,500,000 for Public Liability Reserve.

PROGRAM: Reserves/Designations

DEPARTMENT: RESERVES/DESIGNATIONS

PROGRAM #: 00001, 00002, 00003, 00004, 00005
MANAGER: Manuel Lopez

ORGANIZATION #: 1090
REFERENCE: 1994-95 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.

	1992-93 Actual	1993-94 Estimated Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Mission Trails Park	\$0	\$0	\$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	0	0	0	0	0	0.0
Family Support	1,361,854	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,361,854	\$0	\$0	\$0	\$0	\$0.0
FUNDING	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,361,854	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

1994-95 PROGRAM DESCRIPTION/OBJECTIVES/OUTCOME RESULTS

This program reflects the various reserves and revenue designations established by the Board. These reserves and designations will stay in effect until canceled by the Board of Supervisors.

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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	213,816	1,273,712	285,779	282,984	350,000	23.7
Other Charges	0	0	0	0	0	0.0
Fixed Assets	504,799	273,226	648,596	590,085	518,050	(12.2)
Vehicle/Comm. Equip.	450,000	460,400	35,400	125,000	60,815	(51.3)
Less Reimbursements	0	0	0	0	0	0.0
Operating Transfers	1,060,198	716,353	737,381	691,515	671,135	(2.9)
TOTAL DIRECT COST	\$2,228,813	\$2,723,691	\$1,707,156	\$1,689,584	\$1,600,000	(5.3)
PROGRAM REVENUE	(2,302,091)	(1,740,196)	(1,346,130)	(1,548,069)	(1,400,000)	(9.6)
FUND BALANCE CONTRIBUTION	73,278	(983,495)	(361,026)	(141,515)	(200,000)	41.3
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.0	0.00	0.0

PROGRAM MISSION

In compliance with Administrative Code Section 66.1 and the Comprehensive Crime Control Act of 1986, the mission of the Sheriff's Asset Forfeiture Program is to establish a mechanism whereby the Sheriff of San Diego County may receive assets seized by Federal agencies in drug-related arrests.

1993-94 ACTUAL TO 1993-94 BUDGET COMPARISON

FY 93-94 actual revenues did not reach budgeted levels. Revenues in this fund continue to be difficult to project as they are dependent upon the processing of claims at the Federal level.

ACHIEVEMENT OF 1993-94 OBJECTIVES

- o Continued the provision of seized assets to the San Diego County Sheriff's Department.

1994-95 ADOPTED PROGRAM OBJECTIVES

- o Continue to provide a means whereby seized assets can be transferred to the San Diego County Sheriff's Department.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- o Facilitate the transfer of \$1.4 million in Asset Forfeiture revenues to the San Diego County Sheriff's Department.

1994-95 BUDGET

The \$1,600,000 included in the 1994-95 Budget will be utilized as follows:

Services & Supplies		\$350,000
Fixed Assets		
Other Equipment, Misc.	85,000	
Computer Equipment, Misc.	200,000	
Laboratory Equipment, Misc.	80,000	
Video Equipment, Misc.	53,050	
Safety Equipment, Misc.	100,000	
Vehicles, Misc.	10,000	
Communications Equipment	50,815	

Subtotal		578,865
Operating Transfers		
Ridgehaven Acquisition	227,885	
Salaries and Benefits	271,300	
Crime Lab Adjustment	171,950	

Subtotal		671,135

Total		<u>\$1,600,000</u>

PROGRAM: Sheriff's Inmate Welfare

DEPARTMENT: SHERIFF

PROGRAM #: 15003

ORGANIZATION #: 3540

MANAGER: Ernie Frial, Facility Services Manager

REFERENCE: 1994-95 CAO Proposed Budget - Pg. 65-3

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 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.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits		\$0	\$0	\$0	\$0	0.0
Services & Supplies		1,613,364	1,603,282	1,823,520	1,319,760	(27.6)
Other Charges		0	0	0	0	0.0
Fixed Assets		79,335	135,091	544,565	431,760	(20.7)
Vehicle/Comm. Equip.		0	0	10,400	5,900	(43.3)
Less Reimbursements		0	0	0	0	0.0
Operating Transfers		0	400,000	400,000	750,000	87.5
TOTAL DIRECT COST	\$0	\$1,692,699	\$2,138,373	\$2,778,485	\$2,507,420	(9.8)
PROGRAM REVENUE	(0)	(1,689,763)	(2,094,470)	(1,936,185)	(2,166,000)	11.9
FUND BALANCE CONTRIBUTION	(0)	(2,936)	(43,903)	(842,300)	(341,420)	(59.5)
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 MISSION

To expend funds solely for the benefit, education and welfare of inmates confined within the County's detention facilities.

1994-95 ADOPTED PROGRAM OBJECTIVES

- o To deposit in the Inmate Welfare Fund any profits from operating a commissary store within the Sheriff's detention facilities and commissions received from telephone providers attributed to inmate phone usage.
- o To expend funds for the benefit, education and welfare of the inmates confined within the jails.

1994-95 ADOPTED PROGRAM OUTCOME RESULTS

- o Achieve a reduction in the recidivism rate among criminal offenders as a result of increased programs and educational/vocational services.

PROGRAM: Jail Stores Internal Service Fund

DEPARTMENT: SHERIFF

PROGRAM #: 15004

ORGANIZATION #: 3520

MANAGER: Ernie Frial, Facility Services Manager

REFERENCE: 1994-95 CAO Proposed Budget - Pg. 65-4

AUTHORITY: Jail Stores was established pursuant to Penal Code Section 4025 which authorizes the Sheriff to establish, maintain and operate a store in connection with the County Jail. Any profits derived shall be deposited in an Inmate Welfare Fund to be kept in the Treasury of the County.

	1991-92 Actual	1992-93 Actual	1993-94 Actual	1993-94 Budget	1994-95 Budget	% Change
DIRECT COST						
Salaries & Benefits			\$0	\$0	\$0	0.0
Services & Supplies			1,746,752	1,863,600	1,840,800	5.4
Other Charges			0	0	0	0.0
Operating Transfer			0	0	0	0.0
Fixed Assets			2,460	35,700	117,000	4,656.1
Vehicle/Comm. Equip.			0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$1,749,212	\$1,899,300	\$1,957,800	11.9
PROGRAM REVENUE	(0)	(0)	(2,135,586)	(2,230,000)	(2,355,400)	10.3
FUND BALANCE CONTRIBUTION	0	0	386,374	330,700	397,600	2.9
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 MISSION

To maintain and operate a store in connection with the Sheriff's detention facilities for the purpose of providing confectionery, postage, writing materials, and toilet articles and supplies to inmates at a profit, with the proceeds to be deposited in an Inmate Welfare Fund.

1994-95 PROGRAM OBJECTIVES

Provide daily deliveries and sell goods, articles and supplies for cash to inmates in the detention facilities.

1994-95 PROGRAM OUTCOME RESULTS

Generate profit for the Inmate Welfare Fund to benefit the education and welfare of the inmates confined within the detention facilities.

APPENDIX A
READER'S GUIDE TO UNDERSTANDING THE BUDGET

Basic information to assist the reader in understanding the budget data and narrative is provided as follows:

o **The Board of Supervisors**

The County of San Diego is a political subdivision of the State of California. The County is governed by a five-member Board of Supervisors, which has legislative and executive authority. Each member of the Board of Supervisors is elected by district. The Board of Supervisors reviews and adopts the County Budget reflected in this document.

o **Financial Structure and Operations**

Uniform accounting practices for California Counties are prescribed by the State Controller. Various revenue sources must be controlled and spent for certain purposes which requires that they be appropriated separately. Accordingly, the following six funds provide the basic structure for the budget.

- **General Fund:** A fund, generally regarded as the principal fund in the County budget, used to account for most governmental operations that are general in purpose and not accounted for in some other fund.
- **Enterprise Fund:** A fund used to account for operations provided by the governmental unit where the goods or the costs of providing services are financed mainly by user charges. The County of San Diego has enterprise funds for airports, liquid waste, solid waste and transit programs.
- **Debt Service Fund:** A fund used to account for the accumulation of resources that will be used to make payments of principal and interest on general long-term debt.
- **Special Fund:** A fund used to account for proceeds of revenue sources that must be spent for a specific purpose.
- **Trust Fund:** A fund used to account for assets held by the County as the custodian for other organizations.

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- **Special District(s):** These are separate legal entities which provide for specialized public improvements and services deemed to benefit properties and residents financed by specific taxes and assessments. The Board of Supervisors is the Board of Directors for Special Districts, which provides for a wide variety of services including air pollution control, sanitation and sewer construction/maintenance, flood control, road maintenance, fire protection, paramedics, and parks and recreation.

- **Letter of Transmittal and Budget Highlights**

The Chief Administrative Officer (CAO) transmits the Adopted Budget with a letter to the Board of Supervisors, which includes an overview of the County's financial status, legislative challenges, and the most urgent needs, either reflected in the budget or identified as future issues to be addressed.

A Budget Highlights section is provided in this document to give additional narrative summarizing the 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

o **Capital**

County-wide Capital needs are provided for in various programs. These include:

- Capital Outlay Fund
- Rents & Leases
- Major Maintenance
- Vehicular Acquisition
- Communications Acquisition
- Capital Asset Leasing (SANCAL)

o **Auditor & Controller Schedules**

The contents of the program budget documents are in agreement with the Auditor and Controller's line-item budget and conform to State Controller requirements.

o **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

o **Budget Policies and How They Are Implemented**

• **Charter**

Section 703.4: The Chief Administrative Officer (CAO) supervises the expenditures of all departments and reports to the Board of Supervisors on whether those expenditures are necessary.

Implementation: Annually, the CAO presents a CAO Proposed Budget which leads to an Adopted Budget for the fiscal year. Quarterly, the CAO reports to the Board on implementation of the annual budget based on current estimates of expenditures and revenues.

• **Administrative Code**

Sections 115-117: The CAO examines budget estimates and submits recommendations to the Board of Supervisors on or about the fourth week of May.

The Board of Supervisors then takes the following steps:

<u>Action</u>	<u>Date</u> (If not impractical)
1. Approves the Proposed Budget for the purpose of holding Public Hearings	On or about the 4th week of May
2. Begins Public Hearings	Not later than June 20th
3. Revises and Adopts Budget	Not later than the first business day in July.

Implementation: State law now allows the Board of Supervisors to adopt by resolution an alternative schedule which provides for Final Budget adoption by the first Tuesday in October. This alternative schedule has been employed to deal with delays in the State budget process.

o Board of Supervisors Policies

1. A-49 Program Budget — 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 Chief Financial Officer/Auditor and Controller with the responsibility of implementing planned improvements in the Program Budget each year. Budget preparation is automated. The 1989-90 to 1993-94 Program Budgets received the Distinguished Budget Presentation Award of the Government Finance Officers Association (GFOA). This means that the budget meets GFOA standards established for a government budget as a policy document, operational guide, communications device, and financial plan.

2. A-91 Allocation/Use of Mid-Year Department Savings — restricts mid-year appropriations to responses to mandated or emergency issues only.

Implementation: The CAO has charged Chief Financial Officer/Auditor and Controller with the responsibility to review the fiscal impact of all mid-year proposals which departments submit for docketing on the Board of Supervisors agenda, and to recommend restriction of the use of savings or waiver of A-91 for mandated or emergency items.

3. A-96 Economy and Efficiency of Independent Contractors — Pursuant to Charter Section 703.1, the Chief Administrative Officer shall determine whether services proposed to be contracted with an independent contractor can be provided more economically and efficiently than by County staff.

4. B-29 Fees, Grants, Revenue Contracts — provides a methodology and procedure to encourage County departments to recover full cost for services whenever possible.

Implementation: The CAO has charged the Chief Financial Officer/Auditor and Controller to assist all County departments to annually update their fees and other reimbursement mechanisms to maintain full-cost recovery. Studies have shown that since Proposition 13 was enacted in 1978, the County of San Diego has become a leader in charging full-cost.

5. B-51 Grants, Awards & Revenue Contracts — Requires County departments to certify in writing that a proposed activity or project funded primarily by the State or Federal Government would be worthy of expending County funds if that outside funding were not available.

Implementation: Each Department proposal docketed on the Board of Supervisors Agenda is required to have a fiscal impact statement which provides remarks on the longer term impact of the proposed action. For grant applications, the department head is also required to make a specific statement that the proposed activities would be high priority County concerns worthy of local funding even if grant funds were not available.

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6. B-52 Criminal Justice (AB189) and B-56 Courthouse (SB668) Temporary Construction Funds — establish criteria and procedures for the allocation of parking fine surcharges dedicated to facility projects in the criminal justice functions.

Implementation: The CAO has charged the Assistant CAO to chair both AB189 and SB668 committees who review proposed criminal justice and court projects, and recommend funding to the Chief Administrative Officer.

7. M-26 Legislative Policy: Long-Term financing of County Government — calls on the Legislature to redress inequitable State funding formulas which leave San Diego, the second largest County in the state, ranked 57 out of 58 counties in terms of general revenues per capita.

Implementation: The CAO has charged the Director, Office of Intergovernmental Affairs, to annually present to the Board of Supervisors a Fiscal Relief Strategy.

o **Administrative Manual**

- 0030-13 Budget Program/Project Follow-Up: Sunset dates will be placed on programs intended to have limited duration, and related staff and other resources will not be shifted to other activities without Board of Supervisors approval.

Implementation: The CAO has charged Chief Financial Officer/Auditor and Controller with the responsibility to monitor the implementation of the County Budget based on the Board of Supervisors direction, and to report when resources have been shifted. This is accomplished through Quarterly Budget Status Reports to the Board of Supervisors.

- 0030-14 Use of One-Time Revenues: One-time revenue will only be appropriated to one-time expenditures such as capital projects or equipment, not to long-term programs.

Implementation: The CAO has charged Chief Financial Officer/Auditor and Controller with the responsibility to recommend the dedication of revenue for specific purposes. The County Budget Office prepares a multi-year forecast of expenditures and revenues in which it often illustrates the long-term problem created if one-time revenues are not restricted to one-time projects and used instead to initiate long-term expenditure obligations.

- 0030-15 Long-Term Debt: The percentage increase in approved annual debt services over any two-year period will not exceed the percentage increase in general revenues projected over the same period.

Implementation: The CAO has charged Chief Financial Officer/Auditor and Controller with the responsibility to prepare a Multi-Year Capital Improvement Plan

general revenues. The CAO periodically reports to the County's non-profit financing authority (San Diego Capital Asset Leasing Corporation) and the Board of Supervisors on the County's debt capacity.

0030-16 Designated Funds: Special Fund designations will be limited to funds mandated by law. This policy also determines the priority order for expenditure of these funds.

Implementation: All designated funds are shown in one program (Reserves/Designations) in the Program Budget. These designations include the use of lease revenue from Cable TV antennas on Mission Trails Park for this park's development, and fee revenue collected by the Assessor for providing property characteristic information.

0030-17 General Fund Reserves: This reserve would provide a sound fiscal base for the County's budget to meet the emergency requirements of long-term extraordinary events.

Implementation: There is no general revenue reserve established at this time. Establishment of such a reserve is an option which is always considered when the County's Multi-Year Forecast of Expenditures and Revenues shows a significant expenditure requirement developing in the next few years.

0030-18 Transfer of Excess Cash Balances to General Fund: This provides for excess bond proceeds from Joint Powers Agency activities to be transferred to County use.

Implementation: The Chief Financial Officer/Auditor and 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.

The Chief Financial Officer/Auditor and Controller makes recommendations to the CAO in the Budget Process on the use of these funds.

0030-19 Revenue Match Limitations: Revenue matches will be limited to the mandated level unless clear justification is provided which results in a waiver of this policy by the Board of Supervisors.

Implementation: The CAO annually provides to the Board of Supervisors an update of the Full-Cost Revenue Based Study which details each sub-program activity which the County funds in excess of grant match requirements.

During the Budget Process, the Board considers adjustments to these overmatch amounts based on overall County program priorities. Overmatch has been gradually reduced in recent years in order to fund detention facilities, and other public protection priorities.

- **The Budget Referral Process**

Referrals From Budget — The Board of Supervisors receives the budget planning information it needs throughout the year through the use of the referral process. During Budget Deliberations, the Board of Supervisors makes requests for additional information to assist it in making decisions during the budget year. Departments are responsible for providing the requested information to the Board. The status of each referral from budget is tracked by the CAO's Office to ensure that all of the Board's requests for information are met.

Referrals To Budget — Additionally, throughout the year the Board may chose to postpone action on various items, referring them to the subsequent year's budget process. The CAO's Office tracks these referrals to budget. As Budget Deliberations approach, the CAO updates the status of each referral and includes these updates in a compilation of all the referrals made throughout the year. This document is submitted to the Board for their review and subsequent discussion with the concerned department, during budget deliberations.

- **Budget Documents**

Several documents are provided for the Board of Supervisors' information during Public Hearings and Deliberations on the Proposed Budget. These include:

Referrals to Budget — A compilation of items referred to the budget process during the year, including a report on the current status of each item, the original request to the Board for action, and the specific action taken.

Issue Papers — A compilation of policy and budget issues identified by the Board of Supervisors, including background on the issue, solutions, and recommended actions.

Citizen Committees Budget Statements — A compilation of comments prepared by citizen committees regarding proposed budget allocations for the departments within their designated area of concern.

Change Letter — A compilation of proposed amendments to the Proposed Budget.

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.

Staffing Schedule/Revenue Detail/Fixed Assets — Detailed forms are provided which reflect appropriations for each classification, revenue source, and fixed asset item.

APPENDIX C
THE ANNUAL BUDGET PROCESS & SCHEDULE

<u>DATES</u>	<u>ACTIONS</u>
September	<p>I. Revenue Projection</p> <p>The Chief Administrative Officer (CAO) prepares a preliminary estimate of general revenues and compares this to known major needs. This perspective guides the basic structuring of the budget process.</p>
September to January	<p>II. Department Budget Requests</p> <p>Departments assess objectives, needs and priorities. Departments estimate related costs and program revenues in their budget requests submitted to the CAO.</p>
January to February	<p>III. Budget Outlook Report and Board of Supervisors Proposed Budget Guidelines</p> <p>The CAO presents to the Board of Supervisors a multi-year Forecast of Revenues & Expenditures, and Analysis of Key Factors impacting the Proposed Budget including Federal and State Budgets. The Departments' Budget Requests are summarized. Based on this review, the Board of Supervisors provides policy direction to the CAO by adopting Budget Guidelines.</p>
January to May	<p>IV. Formulation of CAO Proposed Budget Recommendations</p> <p>The CAO meets with departments to discuss their requests as well as County priorities, policies, and funding limitations. Department proposals which are to be included in the budget are determined, and related control numbers are provided to departments. The CAO Proposed Budget is prepared.</p>

May through
June

V. Public Review & Hearings

The CAO submits the Proposed Budget to the Board of Supervisors and provides budget information to the public.

The Board of Supervisors approves the budget for review, publishes required notices, and schedules public hearings.

The Board of Supervisors conducts public hearings for a maximum of ten days.

The CAO updates budget recommendations in 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 statutory deadline for adoption of the budget from August to October.

APPENDIX D

PROCESS FOR CHANGING THE COUNTY BUDGET

State Law provides for modifications to the Budget through the year, based on a 4 votes majority of the Board of Supervisors for transfers of appropriations between departments or other organization units. A three votes majority is sufficient for changes between objects within a department or organization unit. (Salaries & Benefits, Services & Supplies, Fixed Assets, etc.)

Mid-Year Budget adjustments are accomplished either through the docketing of a Chief Administrative Officer or Elected Official letter for action on the Board of Supervisors weekly agenda or through Quarterly Budget Status Reports. Each of these processes is summarized briefly below.

o Quarterly Budget Status Reports

Most budget adjustments are accomplished through a system of Quarterly Budget Status Reports to the Board of Supervisors, typically in November, February, and April of each year. These status reports provide an updated estimate of general revenues, compare estimated expenditures and program revenues to budgeted amounts for each budget unit, and recommend appropriation transfers and/or Contingency Reserve usage to address extraordinary costs overruns or revenue shortfalls. The status reports are the County's principal budget management vehicle to respond to unanticipated needs or events, develop cost containment plans and/or hiring controls when conditions warrant, and to make budget decisions and adjustments throughout the year. Items considered to be high priority that cannot be accommodated in the 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.

o Board of Supervisors Weekly Regular Agenda Process

Budget adjustments due to unforeseen and program-specific changes, such as an appropriation of additional State or Federal revenues for specific programs or a contract modification, occur on the weekly Board of Supervisors agenda. Items placed on the agenda that have a fiscal or budgetary impact must be reviewed and approved by the County Budget Office prior to filing with the Board of Supervisors. Modifications to the line-item budget require approval from the Auditor and Controller's County Budget Office and County Counsel. Contract modifications also require the approval of the Purchasing Agent.

APPENDIX E
A READER'S GUIDE TO TAXES AND FEES

o **State Taxes and Fees Which Support Local Government**

The State imposes an Income Tax, and various other Taxes & Fees which generally are available for State purposes, including support for a local government. The State also imposes a Motor Vehicle Fuel Taxes, Sales and Use Tax, and a Motor Vehicle Fee, 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 San Diego County's 7.00 percent net rate currently imposed is as follows:

A. The Statewide Sales Tax is 7.25% including a State portion and Local portion outlined as follows:

1. The State Portion of Sales Tax is 6.00 percent, including:

- a. 4.75 percent State tax rate
- b. .50 percent State tax rate dedicated to local government for program realignment.
- c. .50 percent State tax rate dedicated to local government for public safety.
- d. .25 percent temporary State tax which may expire January 1, 1994, or any subsequent January, conditioned on performance of the economy.

2. The Local Portion is 1.25 percent, including:

- a. 1.00 percent local tax rate distributed based on jurisdiction where sale was made (situs) for city and County general fund purposes.
- b. .25 percent local tax rate dedicated for County transportation.

B. The County of San Diego includes a local option sales tax which adds a .50 percent local tax rate passed in 1987 for the subsequent 10 years and dedicated for TRANSNET road construction projects. This brings the total authorized sales tax to 7.75%. This 7.75% rate is currently reduced to 7.0%, a (-.75%) temporary adjustment to refund revenue collected under Proposition A which was ruled unconstitutional. Proposition A had authorized a .50 % sales tax for construction and operation of jail and courthouse facilities.

- **Motor Vehicles Fees**

The vehicle license fee is imposed for the privilege of operating a vehicle on the public highways in California. All the revenues are apportioned to local governments. The vehicle license fee is calculated on the vehicles "market value" which is the cost to the purchaser exclusive of sales tax, adjusted by a depreciation schedule. A two percent (2%) charge is applied to the depreciated value to determine the fee.

- **Local Government Taxes**

The County has the authority to impose Property Taxes, but the 1% tax rate is set by Article 13A (Proposition 13) of the State Constitution. The County may impose a Real Property Transfer Tax, but this rate is also set by the State. The County may establish a tax rate for the Business License Tax, Tourist Occupancy Tax and Utility Users Tax in the unincorporated area.

The County has not exercised its authority with respect to a utility users tax. The taxes which are established are summarized as follows:

- **Property Taxes**

Secured Property Taxes are collected annually based on the 1% of assessed valuation. The assessed valuation is determined as follows: (a) for property that changes ownership and for new construction, the resale value and the full market value of the new construction are used as basis; (2) for property which is not changing ownership, a minimum of 2% increase on the existing base is applied annually based on value increases.

Secured & Unsecured Property Taxes are collected based on the 1% of market value assessment. The taxes are distributed as follows:

Schools	62.8%
County	14.3% ¹
Cities	12.8%
Special Districts	4.7%
Redevelopment	5.4%

- **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.

¹ The County is using the alternate method of property tax allocation, known as the Teeter Plan and receives 100% of the 14.3% share of the secured taxes levied.

- **Business Certificate Tax**

Persons or businesses that 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.

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.

ASSESSED VALUATION: A valuation set on real estate as a basis for levying taxes. Real estate in San Diego County is assessed at 100% of full market value.

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 carryover from one year to another until projects are completed, or appropriations are transferred to another project or program.

CAPITAL IMPROVEMENTS: Expenditures related to the acquisition, expansion or rehabilitation of major fixed assets (e.g., land, buildings and equipment related to construction).

CARRYOVER APPROPRIATIONS: Appropriations with balances available for expenditure in years subsequent to the year of enactment.

CONTINGENCY RESERVE: An amount set aside out of the annual appropriations to provide for unforeseen emergency expenditures or for anticipated expenditures of an uncertain amount.

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

COUNTY EMPLOYEES RETIREMENT SYSTEM (C.E.R.S.): In the budget this term refers to the amount paid by the County into the retirement system for the benefit of its employees.

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.

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 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.

SECURED PROPERTY TAX: Taxes on real property on which a tax lien is sufficient to secure payment.

SITUS: Position or location.

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.

TEETER FUNDING: Teeter Funding was implemented in FY 1993-94. This is an alternative method of securing property tax apportionment provided for under the provisions of Section 4701 of the Revenue and Taxation Code of the State of California. As a way to offset the amount of property taxes to be transferred from counties to school districts, the State allowed a credit to counties equal to the amount of school delinquent taxes receivable purchased by the county. Although an internal pooled fund borrowing from the treasury is used, the overall substance of the Teeter Plan financing is to use external borrowing sources in the form of short term notes. Thus the county is securing external borrowing to use to apportion the delinquent secured taxes.

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.

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

APPENDIX G

BOARD OF SUPERVISORS POLICY GUIDELINES FOR 1993-94 BUDGET DEVELOPMENT

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 detention 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. Principals and Initiatives (County-wide)
 - II. Priorities
 - III. Initiatives (within Functional Areas)
 - IV. Key Budget Evaluation Questions
-
- I. **Principals 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.

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- 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 under-funded 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.

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- 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 Principals 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.

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 and 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.
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.

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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.
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).

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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 in tact to the extent possible. The majority of these types of services are found in the Departments of Health, and 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.

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.

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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.
 11. Investigate whether to consolidate similar development and inspection functions in the Department 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.
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.

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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 and Controller, Revenue & Recovery, and Financial Management).
 14. Combine support functions (Department of Information Services, and 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.
 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.

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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.
 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.

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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.

 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 provisions of direct services?

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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.

APPENDIX H



County of San Diego

DAVID E. JANSSEN
CHIEF ADMINISTRATIVE OFFICER
(619) 531-6250
FAX: (619) 537-4060

CHIEF ADMINISTRATIVE OFFICE
1600 PACIFIC HIGHWAY, SAN DIEGO, CALIFORNIA 92101-2472

June 9, 1994

TO: Supervisor Pam 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

1994-95 CAO PROPOSED POLICY PROGRAM BUDGET

I. Budget Overview

The 1994-95 Proposed Budget is a Baseline Budget which is balanced through a combination of: 1) budgeting at current expenditure levels in critical areas; 2) the use of one-time revenues; and 3) program reductions. Although program reductions are less than in previous years, it should be noted that this is the fourth year in a row that County departments have had to make staffing and other resource reductions.

Uncertainty continues to plague the California economy, the State budget process and the funding of County programs. Critical assumptions have been made in the State budget with respect to revenues which, if not valid, could add billions to this deficit.

The County budget is being balanced using more one-time revenue than we would like, but this reflects the growing difficulty in making program reductions in a budget in which virtually all programs are mandated or of a high priority to local residents.

The 1994-95 CAO Proposed Budget includes:

- **\$2,038,293,019 in expenditures/revenues.**
- **An increase of 4.5% over the 1993-94 Adopted Budget.**
- **An operating contingency reserve for unforeseen events of only \$5 million, an amount which is less than one-quarter of one percent of the total budget.**
- **Approximately \$134 million less than requested by County departments.**

As some will note, the County budget now passes another milepost, although its significance should be discounted. Since the County budget was \$500 million in 1980, the State and Federal governments have shifted to the County over \$234 million in program cost (current dollars) which they formerly operated. A comparison of the County budget at \$500 million in 1980, \$1.0 billion in 1987, \$1.5 billion in 1990, and now \$2 billion, is provided in Attachments B and C and shows that in an apples-to-apples analysis, the County budget is falling behind when compared to population growth and cost-of-living. The County Department of Social Services, funded mainly from Federal and State funds, now totals nearly \$1 billion of the \$2 billion. It is also interesting to note that the County Budget will reach the \$2.5 billion milepost at an accelerated rate, due to the shift of Medi-Cal and other State programs to the County responsibility as part of the Proposed Realignment II initiative. It is unlikely that this proposal will be ready to be included in the budget until after the November election. Accordingly, I am recommending that your Board address the Proposed Budget based on information currently available, and then come back later in the year and address changes which result because of State government actions.

Increased Expenditures in the 1994-95 Proposed Budget include:

- **Elimination of Integrated Leave Program and Salary Step Increases (\$16.9 million).**
- **Aid to Families with Dependent Children (\$26.8 million, Food Stamps (\$23.9 million) and AFDC Foster Care (\$8 million) - In total, the Department of Social Services budget is increasing by \$65.4 million offset by an increase in program revenues of \$56.8 million. Net County Cost increases are in General Relief (\$3.9 million), primarily due to resuming normal budget levels after the County attempted to cap these benefits but was successfully sued; and a reduction in A-87 cost plan reimbursement from the State related to recent support department reductions (\$3.7 million).**

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- **Addition to Children's Services staff (24.00 staff-years) for Emergency Shelter Care at the new Polinsky Children's Center.**
 - **Sheriff's Adjustments (\$17.9 million). This includes the following: a) Sheriff's salaries (\$8.2 million) including a negotiated 4% increase, step increases and the termination of the Integrated Leave Program (ILP) for non-sworn personnel; b) Sheriff's revenue reduction (\$7.7 million) recognizes that only about \$1.3 million of the \$7.7 million Federal Inmate Revenue budgeted in 93-94 will be realized in 1994-95; and c) Services & Supplies increases/full-year funding of mid-year augmentations approved by the Board of Supervisors (\$2.0 million).**
 - **Salaries & Benefits adjustments for Marshal deputies (\$600,000) and District Attorneys/Investigators (\$296,542).**
 - **Debt Service (\$5.7 million): This is required to resume full annual payments of debt service following a one-time savings in 1993-94 due to a debt-refinancing which delayed some payments.**
 - **Additional County attorneys in Public Defender (14 staff-years) and in Alternate Defense Counsel (4 staff-years) to reduce contracted indigent defense costs.**
 - **Additional County attorneys in Alternate Defense Counsel (8 staff-years) and Alternate Public Defender (7.00 staff-years) to handle dependency cases.**
 - **New temporary Auditor and Controller-Revenue & Recovery staff (12.00 staff-years) to support conversion of San Diego Automated Child Support System (SANDACS) mandated and funded by the Federal and State governments.**
 - **Worker's Compensation Expense (\$4.0 million). These costs continue to increase despite significant ongoing control efforts.**

The budget was balanced using about \$4.2 million in new revenue combined with \$5.5 million in expenditure reductions.

Staff-year reductions reflected in the 1994-95 Proposed Budget include:

- **Chief Administrative Officer (-2.5 staff-years)**
- **Environmental Health Services (-11.33 staff-years)**
- **Animal Control (-4.00 staff-years)**

-
- **Clerk of the Board of Supervisors (-1.00 staff-year)**

The 1994-95 Proposed Budget does not include:

- **"Three-Strikes You're Out/In" related costs for the Public Protection departments.**
- **Sheriff high priority requests - about \$65 million in requests have not been included. One example is staffing to reduce overcrowding at the Las Colinas Women's Detention Facility by operating the adjacent temporary facility.**
- **Hospital, Specialty and Primary Care Reimbursement for Medically Indigent Adults (\$4.8 million).**
- **Mental Health Services Unmet Needs (\$6.9 million)**
- **Child, Youth and Family Unmet Needs (\$1.2 million)**
- **Women's Involuntary Psychiatric Treatment Center at Las Colinas (\$659,980)**
- **Health Services Mini-Computer (\$630,000)**

II. Outcome-Based Objectives

The CAO's Proposed Policy Program Budget will be provided to the Board of Supervisors on June, 14, 1994, for use during Public Hearings and Budget Deliberations. This document will reflect the first year of a multi-year effort to identify outcome-based objectives for each County program. These objectives reflect the fact that although the County has severe fiscal constraints, much is still planned to be achieved on behalf of taxpayers and the community. Examples of outcome-based objectives in key County departments include the following:

- A. Social Services-Employment Services: Provide employment, training and work experience to reduce welfare dependency and encourage self-sufficiency so that:**
 - 18% or 11,824 Aid to Families with Dependant Children (AFDC) cases will have employment income;
 - 5,000 Greater Avenues for Independence (GAIN) participants will become employed; and
 - Nearly 2.2 million hours of community service work will be performed.

- B. Health Services - Community Health Services: Reduce the incidence of vaccine preventable diseases by maintaining full immunization of school entrants at 98% or above, and increasing immunization among two-year-old children to at least 80% for Measles, Mumps and Rubella.**

- C. Probation - Adult Institutions: Work project participants will provide 83,916 labor days generating \$402,070 in cost recovery and \$544,680 in cost avoidance to the County and the community.**

- D. Sheriff - Detention Services: Achieve a reduction in the recidivism rate among criminal offenders as a result of increased inmate programs and educational/vocational services through state and federal grants.**

- E. District Attorney - General Criminal Prosecution: To maintain the highest felony conviction rate in the State of California.**

- F. Public Defender - Indigent Defense: To provide legal criminal representation in 120,000 misdemeanor, 17,000 felony, and 180 murder cases, and to accept all capital murder cases appointed by the courts.**

-
- G. Planning & Land Use - Building Permits/Inspection: Increase productivity through automation; process initial plan checks within an average of 2 weeks for residential plans.**
 - H. Public Works - Land Development: To meet the new time lines established by the Streamlining Committee for efficient processing of plan checks, review and conditioning of discretionary permits.**
 - I. Parks & Recreation - Regional Parks: To provide the best possible regional parks and recreational activities to residents/visitors by planning, acquiring, developing and operating a system of parks, preserves, historical monuments, and open space facilities.**
 - J. Agriculture/Weights & Measures: Provide consumer protection by assuring full weights and measure and product compliance with applicable state and federal standards.**

The above is just a sample of the outcome-based objectives included in the CAO's Proposed Policy Program Budget. These objectives will result in discussion with the Board of Supervisors about related policy issues which will provide direction and feedback to staff, resulting in the gradual improvement in the outcome-based objectives, their measurement and reporting.

III. Administrative Initiatives

A number of administrative initiatives are also underway which will impact the County budget. 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. Recommendations have been or are being developed related to the following: housing, data processing, library, elections, parks, fire services, disaster preparedness, hazardous materials, homeless services, purchasing, solid waste water quality assessment, law enforcement air units, video services, and insurance procurement. A joint workshop/meeting between the Board of Supervisors and the City Council is being scheduled to discuss creation of a Regional Housing Agency, and the consolidation of the SWAT Team and law enforcement helicopter programs.
2. **Implementation of cost-saving proposals for Sheriff and General Services**
This is a result of organizational studies completed for the 1993-94 Budget Deliberations.
3. **Organization Studies of Information Services**
To develop cost-savings proposals. This consultant study is scheduled for review by your Board in June 1994.
4. **Streamlining Operations Task Force**
To improve the budget process, personnel system, and further automate the County. Recommendations approved by your Board are currently being implemented including monthly Board of Supervisors Conferences; simplification of Board Letters, Agenda format and docketing process; position control and banking of unfunded positions; and automated systems for budgeting, Board letter preparation, requisitions, inventory, cash management, and accounting.
5. **Organization Assessment Panel**
To review department staffing ratios related to supervision, management and line personnel. The Department of Human Resources will provide an update of this data for use during Budget deliberations.
6. **Civil Service Reform Task Force**
To review the civil service system, and propose charter amendments for the November 1994 ballot.

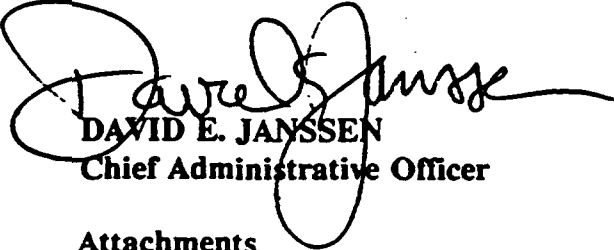
-
- 7. Court Consolidation Task Force**
To review potential cost savings from consolidation of the Superior and Municipal Courts.
 - 8. Planning Department Streamlining Task Force**
To improve planning and permit services to the public. Recommendations have been approved by the Board which will simplify regulatory ordinances and replace deposit fees with a flat fee structure currently being implemented.
 - 9. Budget Savings Incentive Plan Task Force**
To establish a process to reward departments to achieve savings and, in turn, retain a portion of that savings. The Board approved this plan, and it is being implemented in this budget.
 - 10. Revision of the Budget Schedule**
To begin Board involvement in the Budget policy setting in the Fall, 1994. Budget Instructions and schedules are currently being drafted which will ask departments to begin work this fall on their 1995-96 budgets for submittal to the Chief Administrative Officer in January 1995.

RECOMMENDATIONS


It is my recommendation that your Board:

- 1. Receive the Chief Administrative Officer's 1994-95 Proposed Policy Program Budget as the basis for discussion and decision making during hearings and deliberations;**
- 2. Set July 5, 1994, as the date to begin the legally required Public Hearings;**
- 3. Direct the Clerk of the Board to publish notices for public hearings and of the availability of the Line-Item Budget document;**
- 4. Instruct the Chief Administrative Officer to schedule specific hearing times for persons indicating a desire to be heard regarding the Proposed Policy Program Budget (the hearings begin July 5 and may continue from day to day until concluded, but may not exceed ten calendar days); and**
- 5. Set July 18, 1994, as the date to begin Board of Supervisors deliberations on the Proposed Policy Program Budget.**

Respectfully,


DAVID E. JANSSEN
Chief Administrative Officer

Attachments


ROBERT BOOKER, Ed.D.
Auditor and Controller

**COUNTY OF SAN DIEGO
STAFF-YEAR CHANGE BY DEPARTMENT***

FUNCTIONAL AREA	1993-94 ADOPTED	1994-95 PROPOSED	STAFF-YEAR CHANGES
PUBLIC PROTECTION			
Alternate Defense Counsel	21.00	32.00	11.00
Alternate Public Defender	64.25	75.00	10.75
District Attorney	925.16	941.17	16.00
Grand Jury	1.00	1.00	0
Marshal	372.50	372.50	0
Municipal Court:			
EDP	2.00	5.00	3.00
El Cajon	116.00	116.50	.50
North County	140.25	140.25	0
San Diego	343.75	344.75	1.00
South Bay	87.00	89.50	2.50
Pretrial Services	0.00	22.00	22.00
Probation	1,131.00	1,140.00	9.00
Public Defender	356.00	371.00	15.00
Sheriff	2,702.58	2,779.42	76.84
Superior Court	819.00	797.00	-22.00
Total Public Protection	7,081.50	7,227.09	145.59
SHERIFF BY PROGRAM			
Detentions	1,405	1,470.50	65.50
Regional Services	279.58	280.50	.92
Field Services	825.50	832.50	7.00
Central Services	171.50	173.92	2.42
Office of the Sheriff	21.00	22.00	1.00
Total Sheriff by Program	2702.58	2,779.42	76.84

**COUNTY OF SAN DIEGO
STAFF-YEAR CHANGE BY DEPARTMENT***

FUNCTIONAL AREA	1993-94 ADOPTED	1994-95 PROPOSED	STAFF-YEAR CHANGES
GENERAL GOVERNMENT AND SUPPORT SERVICES			
Assessor	279.00	279.00	0
Auditor & Controller	488.00	526.50	38.50
Board of Supervisors (Districts 1 through 5, plus General Office)	51.00	51.00	0
Chief Administrative Office	76.92	73.00	-3.92
Civil Service Commission	4.20	4.00	-.20
Clerk, Board of Supervisors	32.00	31.00	-1.00
County Counsel	127.00	127.00	0
Equal Opportunity Management	7.25	7.00	-0.25
General Services	381.25	389.00	7.75
Human Resources	111.35	110.69	-0.66
Information Services	272.17	273.17	1.00
Recorder/County Clerk	114.50	114.50	0
Treasurer/Tax Collector	116.25	116.25	0
Total General Government and Support Services	2060.89	2102.11	41.22
TOTAL FAMILY OF FUNDS	16,954.95	17,173.14	218.19

Note: * Family of Funds Staff-Years total 6.39 per 1000 population, while grand total staff-years, including Special Districts and Enterprise Funds, equals 6.55 per 1000. Family of Funds Staff-Years per capita in Fiscal 1977-78 prior to Proposition 13 totaled 7.01 per 1000 population; and grand total staff-years were 7.20 per 1000.

**COUNTY OF SAN DIEGO
STAFF-YEAR CHANGE BY DEPARTMENT***

FUNCTIONAL AREA	1993-94 ADOPTED	1994-95 PROPOSED	STAFF-YEAR CHANGES
HEALTH & SOCIAL SERVICES			
Area Agency on Aging	78.00	84.00	6.00
Health Services	2,397.49	2375.40	-22.09
Social Services	3,729.00	3,821.75	92.75
Total Health & Social Services	6,204.49	6,281.15	76.66
COMMUNITY SERVICES			
Agriculture, Weights & Measures	118.75	116.58	-2.17
Animal Control	131.83	140.00	8.17
Cable TV	3.91	3.92	0
County Library	171.58	174.08	2.50
Farm Advisor	7.00	7.00	0
Housing/Community Development	91.00	91.00	0
Medical Examiner	46.67	46.67	0
Parks & Recreation	132.70	121.42	-11.28
Planning & Land Use	169.53	151.83	-17.70
Public Administrator	50.75	51.75	1.00
Public Works Road Fund	584.50	564.50	-20.00
Registrar of Voters	99.96	94.04	-5.92
Total Community Services	1,608.19	1,562.79	-45.40

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	157.50	160.50	3.00
Parks Maintenance Districts	2.50	3.35	.85
Airport Enterprise Fund	26.00	26.50	.50
Liquid Waste Enterprise Fund	72.00	67.00	-5.00
Solid Waste Enterprise Fund	202.00	168.50	-33.50
Total Special Districts & Enterprise Funds	460.00	425.85	-34.15

Attachment B
MILEPOST SUMMARY OF STAFF-YEAR CHANGES

Functional Area	Five- Hundred Million Dollar Milepost	One Billion Dollar Milepost	One & One-Half Billion Dollar Milepost	Two Billion Dollar Milepost
	1980	1987	1990	1995

Public Protection				
Staff-years	3,582	4,585	6,055	7,227
Staff-Year Change since Previous Milepost		1,003	1,470	1,172
Rate of Change since Previous Milepost		3.3%	9.7%	3.6%

Health & Social Services				
Staff-years	3,896	4,365	5,460	6,281
Staff-Year Change since Previous Milepost		469	1,095	821
Rate of Change since Previous Milepost		1.5%	7.7%	2.8%

Community Services				
Staff-years	1,659	1,539	1,687	1,563
Staff-Year Change since Previous Milepost		(120)	149	(125)
Rate of Change since Previous Milepost		-1.0%	3.1%	-1.5%

General Government & Support				
Staff-years	2,073	2,058	2,242	2,102
Staff-Year Change since Previous Milepost		(15)	184	(140)
Rate of Change since Previous Milepost		-0.1%	2.9%	-1.3%

TOTAL				
Staff-years	11,211	12,547	15,445	17,173
Staff-Year Change since Previous Milepost		1,336	2,898	1,728
Rate of Change since Previous Milepost		1.5%	7.2%	2.1%

POPULATION	1,744,000	2,166,170	2,418,200	2,695,050
Rate of Change since Previous Milepost		2.6%	3.7%	2.1%

Staff-Years Per 1000 Population	6.43	5.79	6.39	6.39
--	------	------	------	------

* Note: Rates of Change show average annual compound rate for the period from one milepost to another.

Attachment C
MILEPOST COMPARISONS OF EXPENDITURES BY OBJECT
& REVENUES BY SOURCE

Five- Hundred Million Dollar Milepost	One Billion Dollar Milepost	One & One-Half Billion Dollar Milepost	Two Billion Dollar Milepost
1980	1987	1990	1995

(in millions of dollars)

REVENUE	TOTAL	CHANGE FROM PRIOR MILEPOST		
Program Revenues	371	285	398	545
General Purpose Revenues	129	215	102	-7
Total Revenue	500	500	500	538
EXPENDITURES				
Salaries & Benefits	216	204	184	159.4
Support & Care	172	170	160	248.72
Non-Personnel Costs	122	116	156	131
Total Expenditures	500	500	500	538
Adjustments for Programs Shifted From Federal & State Governments		36	10	-3
Adjusted Total	500	464	490	350
ANNUAL CHANGE RATES:				
A. Expenditures-Adjusted Rate		9.1%	14.7%	4.4%
B. Cost-of-Living Rate		5.8%	5.5%	3.3%
C. Population Rate		2.9%	3.7%	2.1%
D. Net Rate (A - B - C - D)		0.4%	5.2%	-1.0%

Footnotes:

- * 1. This reflects the major restructuring of State and County funding in FY93-94 to: a) Transfer \$118.4 million in Property Taxes from the County of San Diego to local schools which drastically reduced general revenues; and b) Implement Proposition 172 approved by the voters in November, 1993 which provided an estimated \$109 million in sales tax revenue to the County which is required to be used as program revenue in the Sheriff, District Attorney and Probation departments.
- * 2. Support & Care for 1994-95 includes \$136.9 million for Food Stamp Cash Aid which was a program operated and budgeted by the Federal Government which became part of the County budget beginning in Fiscal 1990-91. Accordingly, the Support & Care change shown for this milepost should be discounted for the effects of this budget shift, reflecting an adjusted total of \$111 million.
- * 3. Adjustments are for programs transferred to the County which were formally not operated or budgeted by the County, but operated and budgeted by the Federal and/or State government. These include Food Stamps Cash Aid, In-Home Supportive Services, and Indigent Medical Care.
- * 4. Rates shown are annual average compound rates of change during the period from one milepost to another.

APPENDIX I DEBT MANAGEMENT

o Short Term Obligations

County General Fund expenditures occur in approximately level amounts throughout the fiscal year. Conversely, receipts follow an uneven pattern, primarily as a result of secured property tax installment dates which are in December and April. The County in recent years has issued tax 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 expects to issue \$285,000,000 in Tax and Revenue Anticipation Notes (Tax Exempt) and \$60,000,000 in Teeter Plan Taxable Notes (Federally Taxable) 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)**

Fiscal Year	Property Taxes			Other Revenue	Short-Term Borrowing	Short-Term Borrowing Coverage Ratios		
	Locally Collected	State "In-Lieu"	Total			Taxes	Other Revenue	Total
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	340,597	103,811	444,408	1,312,885	360,000	1.2	3.6	4.8
1993-94(1)	321,640	105,930	428,220	1,367,488	360,000	1.2	3.8	5.0
1994-95(2)	237,590	97,500	335,000	1,554,960	345,000	1.0	4.5	5.5

1 Estimated

2 Proposed; includes \$60,000,000 of Teeter Notes

Source: County of San Diego

o **Long-Term Obligations**

• **General Obligations Debt**

The County has no outstanding general obligation bonds. The County's last general obligation bond debt (A 1958 issue of \$12.5 million for the University Hospital) was retired in fiscal 1980-81.

• **Lease Obligations**

The County has made frequent use of various lease arrangements with joint powers authorities and the non-profit corporation, San Diego Capital Asset Leasing Corporation (SANCAL), for the financing of capital projects and equipment through lease-revenue bonds, certificates of participation. The County also leases facilities and equipment.

• **Pension Obligations**

The County issued \$430.4 million in taxable pension obligation bonds in February, 1994.

A summary of the County's lease rental obligations is set forth below.

**LONG-TERM LEASE OBLIGATIONS
AS OF APRIL 14, 1994
(In Thousands)**

	Original Obligation Issue	Annual Base Rental 1993-94
Joint Powers Authorities	\$155,145	\$8,369
Non-Profit Corporation	295,643	23,433
Pension Obligation Bonds	430,430	0
Private Parties	24,362	3,157
Total	\$905,580	\$ 34,959

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.

o **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:

	<u>Median for Large U.S. Counties*</u>	<u>San Diego County</u>
Direct Debt ² Per Capita	\$244.00	\$342.00
Direct Debt: AV	.50	.60
Overall Debt ³ Per Capita	1,285.00	971.00
Overall Debt: AB (debt burden)	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 \$905 million, which is composed of \$475 million debt-financed 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.

² Direct Debt is debt incurred directly by the County of San Diego.

³ Overall Debt is debt incurred by all units of local government in San Diego County.

These figures do not include debt which is fully supported by enterprise revenues.

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 acquisitions arise.

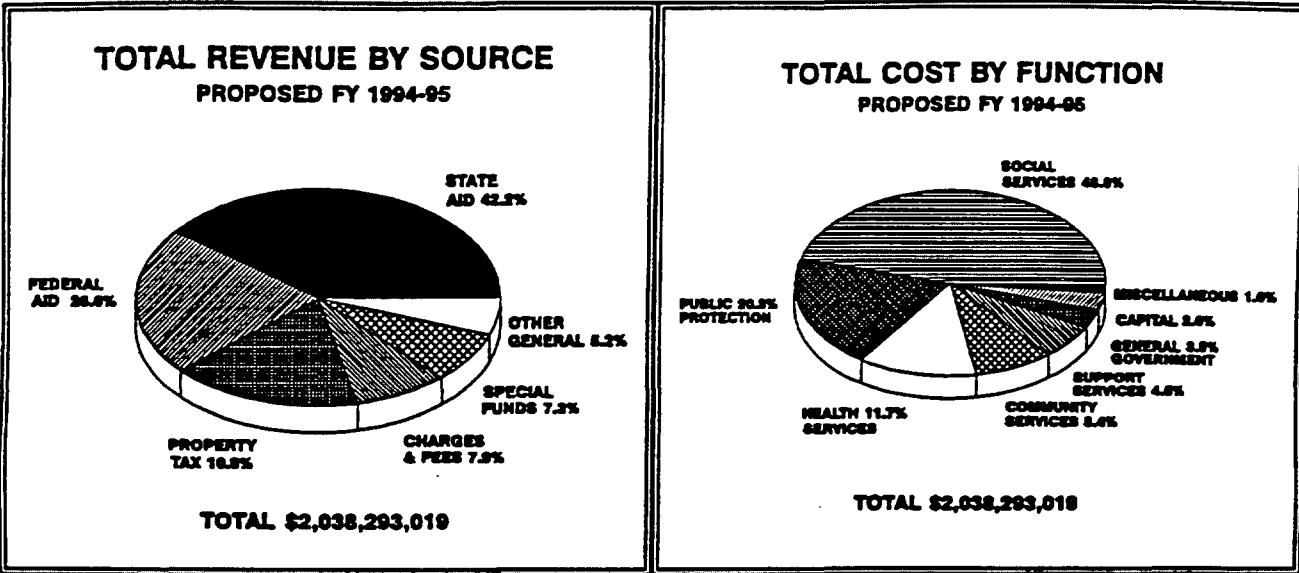
When utilized with prudence, the debt financing option can be a reasonable, and even preferred, financing alternative for acquiring facilities and equipment.

APPENDIX J
DEPARTMENT BUDGETS INDEX — ALPHABETICAL ORDER

Agriculture/Weights & Measures	19-1
Alternate Defense Counsel	1-1
Alternate Public Defender	2-1
Animal Control	20-1
Area Agency on Aging	16-1
Assessor	31-1
Auditor and Controller	32-1
Board of Supervisors	33-1
Cable Television (CATV)	21-1
Capital	56-1
Capital Asset Leasing	45-1
Cash Borrowing	62-1
Chief Administrative Officer	39-1
Civil Service Commission	46-1
Clerk of the Board of Supervisors	40-1
Community Enhancement	41-1
Contingency Reserve	58-1
Contribution to LAFCO	59-1
Contribution to Library Fund	60-1
County Counsel	42-1
Countywide Adjustments and Special Reserves	61-1
District Attorney	3-1
Edgemoor Development Fund	57-1
Electronic Systems and Equipment	47-1
Equal Opportunity Management Office	48-1
Equipment Acquisition (Countywide)	49-1
Farm and Home Advisor	22-1
General Services	50-1

Grand Jury	4-1
Health Services	17-1
Housing and Community Development	23-1
Human Resources	51-1
Information Services	52-1
Jail Stores Internal Service Fund	64-4
Library (County)	24-1
Major Maintenance	53-1
Marshal	5-1
Medical Examiner	25-1
Municipal Courts	6-1
Parks and Recreation	26-1
Planning and Land Use	27-1
Pretrial Services	11-1
Probation	12-1
Public Administrator	28-1
Public Defender	13-1
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Recorder/County Clerk	43-1
Registrar of Voters	30-1
Rents and Leases (Countywide)	55-1
Reserves/Designations	63-1
Revenue and Recovery (see Auditor & Controller)	
Sheriff	14-1
Sheriff's Asset Forfeiture Program	64-1
Sheriff's Inmate Welfare Fund	64-3
Social Services	18-1
Superior Court	15-1
Treasurer/Tax Collector	44-1

THE 1994-95 PROPOSED BUDGET



1994-95 COMPARED TO 1977-78	TOTAL APPROPRIATIONS	STAFF YEARS
1994-95 Budget Totals (Revenues & Expenditures)	\$2,038,293,019	17,173 SY
Per Capita*	\$758.30	6.39 SY per 1,000 Population
Per Person Per Day	\$2.08	NA
*2,687,978 persons		
1994-95 In 1977-78 Dollars	\$743,895,639	
Per Capita*	\$276.75	
Per Person Per Day	\$0.76	
1977-78 Actual	\$475,907,444	11,790 SY
Per Capita**	\$283.00	7.01 SY per 1,000 Population
Per Person Per Day	\$0.77	NA
**1,681,300 persons		

* It is interesting to note that the 1994-95 Budget includes nearly \$234 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 67 cents in 1978 dollars, compared to the 1978 actual cost per person per day of 77 cents.

COUNTY BUDGET BY FUNCTIONAL AREA	1993-94 ADOPTED	1994-95 PROPOSED	% CHANGE
Public Protection	\$395,877,161	413,242,429	4.4
Health & Social Services	1,150,828,252	1,216,749,407	5.7
Community Services	172,598,363	171,549,363	-0.6
General Government & Support Services	161,793,682	162,530,626	0.5
Capital	46,065,820	52,863,055	14.8
Miscellaneous	22,790,319	21,358,139	-6.3
Total	\$1,949,953,597	\$2,038,293,019	4.5
Staff Years	16,954	17,173	1.3