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County of San Diego
California

1995-96
Adopted
Program Budget

*Department Program
Budgets*

David E. Janssen
Chief Administrative Officer

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

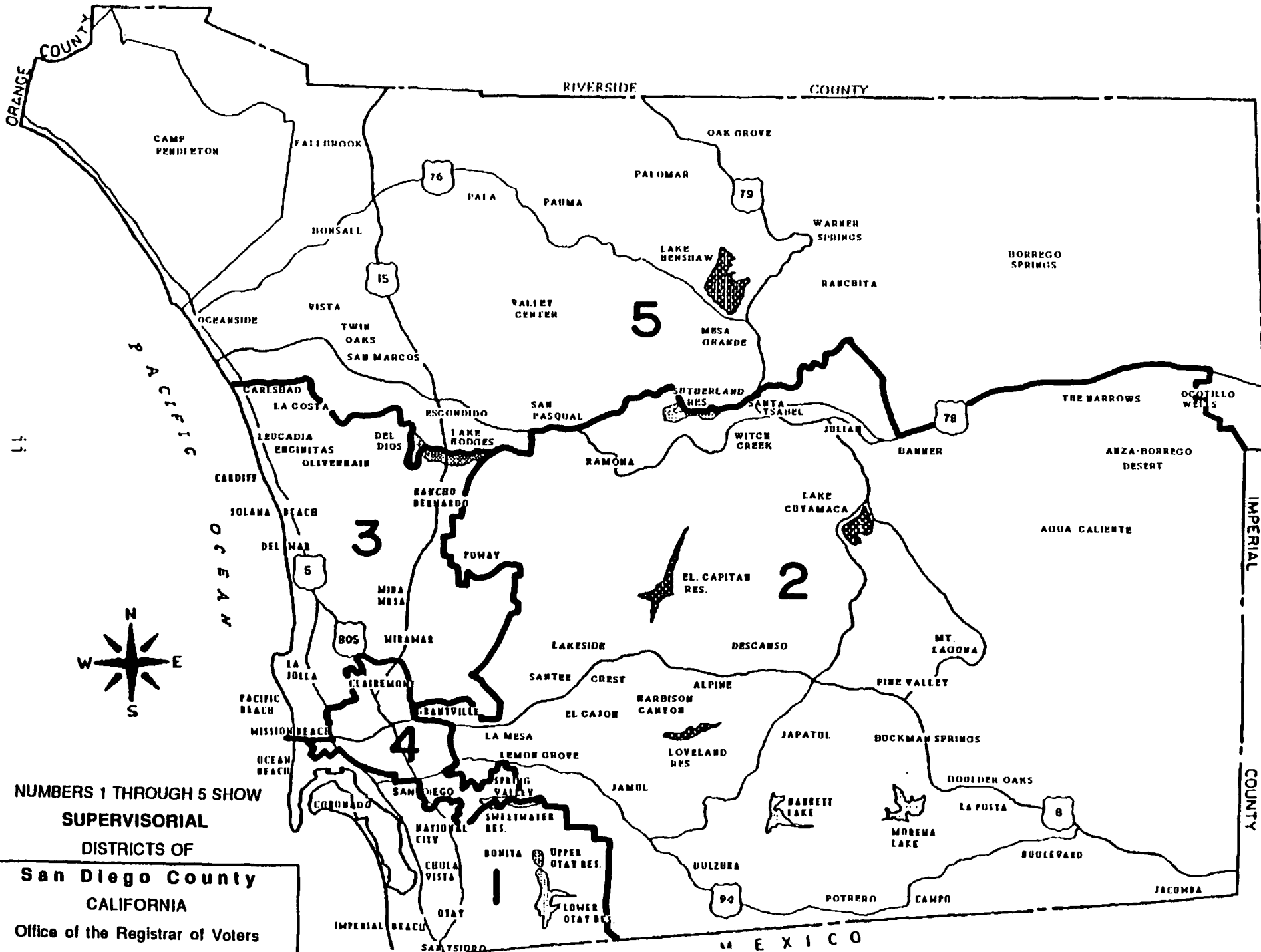
**COUNTY OF
SAN DIEGO**

**1995-96
ADOPTED
PROGRAM BUDGET**

Department Program Budgets

DAVID E. JANSSEN
CHIEF ADMINISTRATIVE OFFICER

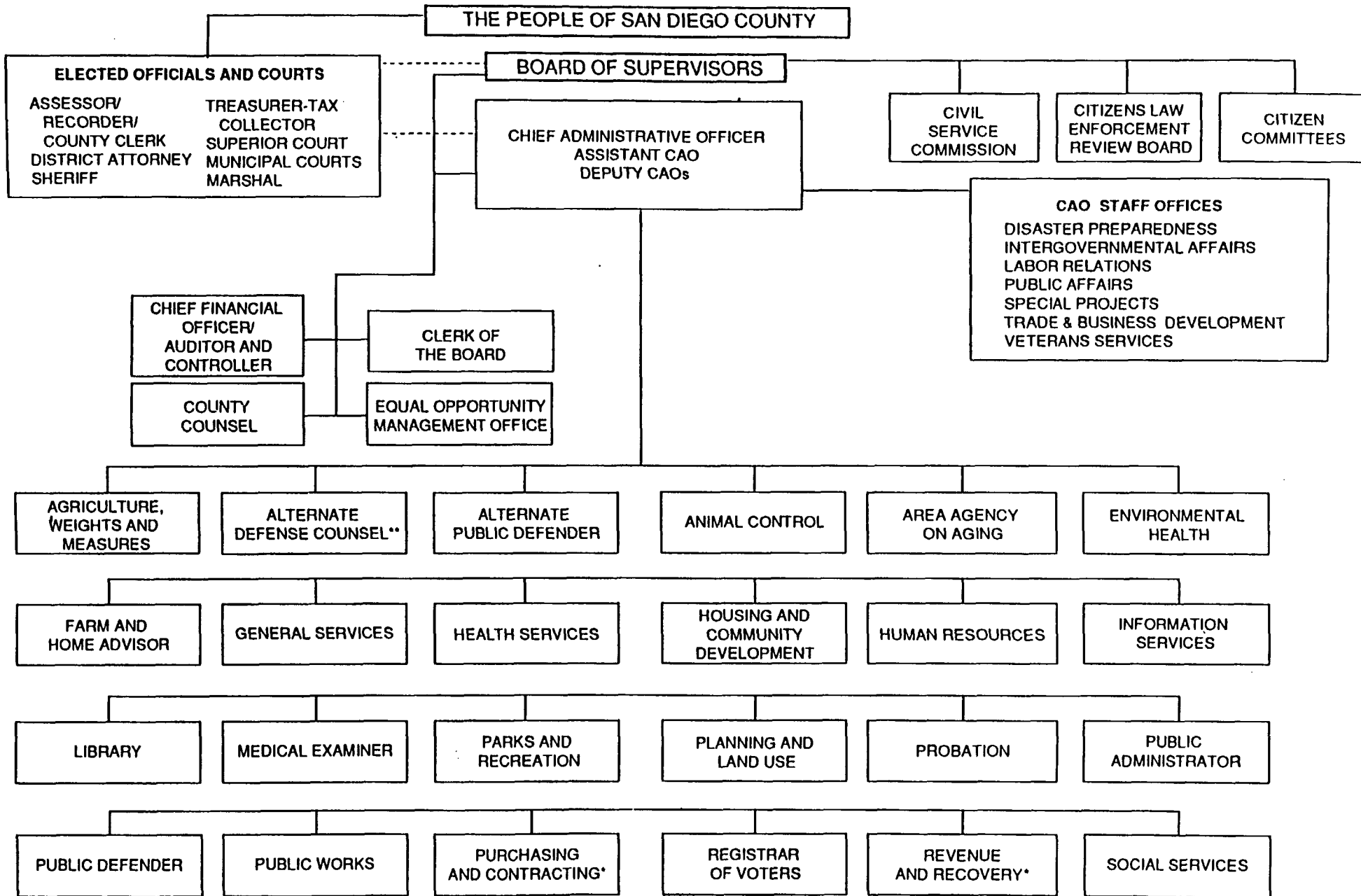
ROBERT BOOKER, Ed.D.
CHIEF FINANCIAL OFFICER/
AUDITOR AND CONTROLLER



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

Effective ~~1966~~ NOV 0 1 1964

COUNTY ORGANIZATION CHART



111

* Consolidated with Auditor and Controller 9/94
 ** Consolidated with Public Defender 7/95



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, 1995**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the County of San Diego for its annual budget for the 1995-96 fiscal year beginning July 1, 1995.

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 communication device. The award is valid for a period of one year only.

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PUBLIC PROTECTION

ALTERNATE PUBLIC DEFENDER

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Conflicts Defense	\$3,685,414	\$4,569,603	\$5,303,558	\$5,660,342	\$5,605,472	(54,870)	(1.0)
TOTAL DIRECT COST	\$3,685,414	\$4,569,603	\$5,303,558	\$5,660,342	\$5,605,472	\$(54,870)	(1.0)
PROGRAM REVENUE	(44,399)	(39,552)	(39,506)	(10,000)	(269,321)	(259,321)	2,593.2
NET GENERAL FUND COST	\$3,641,015	\$4,530,051	\$5,264,052	\$5,650,342	\$5,336,151	\$(314,191)	(5.6)
STAFF YEARS	50.35	59.11	68.64	75.00	72.08	(2.92)	(3.9)

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. To provide criminal legal representation to 390 serious felony cases.
 - a. The Alternate Public Defender will provide criminal legal representation for 390 serious felony cases at a cost below than that of the private bar. The Department estimates the cost of this representation at less than \$4,050 per case.
2. To provide criminal legal representation to 70 three strike cases.
 - a. The Alternate Public Defender will provide criminal legal representation for 70 three strike cases at a cost below than that of the private bar. The Department estimates the cost of this representation at less than \$7,800 per case.
3. To provide legal representation to 1,100 Juvenile Dependency cases representing the adult.
 - a. The Alternate Public Defender will provide legal representation to 1,100 adults in Juvenile Dependency cases at a lower cost than the private bar. The Department anticipates the cost of this representation at less than \$1,500 per case.
4. To provide legal criminal representation of 127 two strike cases.
 - a. The Alternate Public Defender will provide criminal legal representation for 127 two strike cases at a lower cost than the private bar. The Department estimates the cost of this representation to be less than \$1,560 per case.
5. To provide legal representation of 1,450 felony cases.
 - a. The Alternate Public Defender will provide criminal legal representation for 1,450 felony cases. The Department estimates the cost of this representation to a be less than \$490 per case.

DEPARTMENT OF THE ALTERNATE PUBLIC DEFENDER

ALTERNATE PUBLIC DEFENDER
 PROVIDES OVERALL MANAGEMENT AND SUPERVISION OF FUNCTIONS, INCLUDING THE PLANNING, ORGANIZATION, SCHEDULING, DIRECTING, AND COORDINATION OF STAFF AND DEFENSE SERVICES.
 DIRECTOR.....1.00 SY

ASSISTANT DIRECTOR - 1 STAFF YEAR
DEPUTY ALTERNATE PUBLIC DEFENDER V . 1.00

ADMINISTRATION/FISCAL - 1 STAFF YEAR
 PROVIDES ADMINISTRATIVE SERVICES; BUDGET/FISCAL; PAYROLL/PERSONNEL; PURCHASING; DATA PROCESSING; FACILITIES/EQUIPMENT; AND SPECIAL PROJECTS.
 SENIOR ACCOUNT CLERK 1.00

EXECUTIVE SECRETARY -
CRIMINAL LEGAL SECRETARY III 1.00

JUVENILE - 27.50 STAFF YEARS
DEPUTY ALTERNATE PUBLIC DEFENDER IV 1.00

CRIMINAL DEFENSE - 40.50 STAFF YEARS

DEPENDENCY - 20.50 SY
 PROVIDES LEGAL SERVICES TO INDIGENT PARENTS INVOLVED IN DEPENDENCY HEARINGS.

DAPD IV	4.00
DAPD III	3.00
DAPD II	3.00
PD INVEST. III	1.00
PD INVEST. II	2.00
CLS II	1.00
LPC II	2.00
VOLUNTEER COORD	1.00

NORTH COUNTY

DAPD III	2.00
PD INVEST II	.50
CLS II	1.00

DELINQUENCY - 6 SY
 PROVIDES SERVICES TO INDIGENT MINORS CHARGED WITH DELINQUENCY MATTERS.

DAPD III	2.00
DAPD II	1.00
DAPD I	1.00
PD INVEST. II	1.00
LPC II	1.00

CENTRAL - 30 SY

SUP. ATTORNEY	
DAPD IV...1.00	DAPDIV..... 1.00
DAPD IV...5.00	DAPDIV4.00
DAPD III...2.00	DAPDIII3.00
DAPD II ...1.00	DAPD II1.00

SUPERVISING INVESTIGATOR .. 1.00

INVESTIGATOR III	1.00
INVESTIGATOR II	5.00
INVESTIGATOR I	1.00
ALSO INVESTIGATORS IN OUTLYING OFFICES	

SUPERVISING CLERICAL - CLS III 1.00

CLS II	1.00
LPC II	1.00
ICT	1.00

NORTH COUNTY - 4.50 SY

DAPD IV	2.00
DAPD III	1.00
CLS II	1.00
PD INVEST. II	.50

EL CAJON - 3.00 SY

DAPD IV	1.00
DAPD II	.100
CLS II	1.00

SOUTH BAY - 3 SY

DAPD III	2.00
CLS II	1.00

1-2

PROGRAM: Conflicts Defense

DEPARTMENT: ALTERNATE PUBLIC DEFENDER

PROGRAM #: 13050

ORGANIZATION #: 3000

MANAGER: Steven J. Carroll

REFERENCE: 1995-96 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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,283,265	\$4,072,088	\$4,763,483	\$5,146,989	\$5,101,555	(0.9)
Services & Supplies	394,556	453,840	482,015	503,553	503,917	0.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	7,593	43,675	58,060	9,800	0	(100.0)
TOTAL DIRECT COST	\$3,685,414	\$4,569,603	\$5,303,558	\$5,660,342	\$5,605,472	(1.0)
PROGRAM REVENUE	(44,399)	(39,552)	(39,506)	(10,000)	(269,321)	2,593.2
NET GENERAL FUND CONTRIBUTION	\$3,641,015	\$4,530,051	\$5,264,052	\$5,650,342	\$5,336,151	(5.6)
STAFF YEARS	50.35	59.11	68.64	75.00	72.08	(3.9)

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

1994-95 actual salaries and benefits were \$383,506 less than budget due to delays incurred in hiring staff attorneys. The services and supplies actual was less than budget by \$21,538 due to reduction in 987.9 capital murder court ordered costs. The 1994-95 fixed assets actual expenses were over budget by \$48,260 due primarily to the roll-over of the video arraignment equipment for jail interviews from FY 93-94.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Provided criminal legal representation to 506 serious felony cases.
2. Provided criminal legal representation to 68 Three Strike cases.
3. Provided legal representation to 713 parents/guardian in Juvenile Dependency matters.
4. Provided legal representation to 1,830 felony cases.
5. Provided criminal legal representation to 226 minor in Juvenile Delinquency.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(Please refer to Department Summary page).

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- i. Administration [4.08 SY; E = \$352,382; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Provide department-wide budgeting, accounting, personnel, payroll and automation/EDP interface.

- ii. Juvenile Dependency [20.5 SY; E = \$1,542,560; R = \$269,321] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Represent parents or guardians in Juvenile Court proceedings.

- iii. Juvenile Delinquency [7 SY; E = \$380,037; R = \$0] 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.

- iv. Criminal [40.5 SY; E = \$3,330,493; R = \$0] 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Recovered Expenditures	\$39,506	\$10,000	\$269,321	259,321
Sub-Total	\$39,506	\$10,000	\$269,321	\$259,321
Total	\$39,506	\$10,000	\$269,321	\$259,321

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$5,264,052	\$5,650,342	\$5,336,151	\$(314,191)
Total	\$5,264,052	\$5,650,342	\$5,336,151	\$ 74,360

EXPLANATION/COMMENT ON PROGRAM REVENUES

The Alternate Public Defender is budgeting \$20,000 in revenue from attorneys' fees collected by Revenue and Recovery 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 their collection, it is difficult to accurately project anticipated revenue.

Trial Court Funding Block Grant monies will be available in 1995-96 for Juvenile Dependency costs incurred by the Alternate Public Defender. Juvenile Dependency costs are projected at \$1.4 million for the 1995-96 year and are comprised mainly of net County costs. The proposed allocation of Trial Court Funding Block Grant funds in the amount of \$249,321 will be used to reduce the net County Cost of Juvenile Dependency representation by the Alternate Public Defender.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A - Serious Felonies					
% of Resources: 28.2%					
<u>Outcomes</u>					
% of Total Serious Felony Cases	13.8%	12.7%	14.6	15.7%	11.5%
<u>Effectiveness</u>					
Cost of Serious Felonies	\$1,940,090	\$1,911,084	\$2,036,456	\$1,586,730	\$1,579,500
<u>Outputs</u>					
Number of Serious Felonies	428	400	506	466	390
<u>Efficiency</u>					
Cost/case - Serious Felony Cases	\$4,532.92	\$4,777.71	\$4,024.62	\$3,405.00	\$4,050
ACTIVITY B: Three Strike Cases					
% of Resources: 9.7%					
<u>Outcomes</u>					
% of Total Three Strike Cases	n/a	n/a	2.0%	0%	2.1%
<u>Effectiveness</u>					
Cost of Three Strike Cases	n/a	n/a	\$529,713	\$0	\$546,000
<u>Outputs</u>					
Number of Three Strike Cases	n/a	n/a	68	0	70
<u>Efficiency</u>					
Cost/case - Three Strike Cases	n/a	n/a	\$7,789.89	\$0	\$7,800
ACTIVITY C - Juvenile Dependency Cases					
% of Resources: 27.5%					
<u>Outcomes</u>					
% of Total Juvenile Dependency Cases	26.12%	19.7%	20.6%	27.2%	32.6%
<u>Effectiveness</u>					
Cost of Juvenile Dependency Cases	\$871,560	\$777,958	\$1,094,476	\$1,443,790	\$1,648,627
<u>Outputs</u>					
Number of Juvenile Dependency Cases	810	541	713	1,300	1,100
<u>Efficiency</u>					
Cost/case - Juvenile Dependency Cases	\$1,076	\$1,438	\$1,535.03	\$1,100	\$1,500

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY D - Two Strike Cases					
% of Resources: 3.5%					
<u>Outcomes</u>					
% of Total Two Strike Cases	n/a	n/a	3.5%	0%	3.8%
<u>Effectiveness</u>					
Cost of Two Strike Cases	n/a	n/a	\$188,479	\$0	\$198,120
<u>Outputs</u>					
Number of Two Strike Cases	n/a	n/a	121	0	127
<u>Efficiency</u>					
Cost/case - Two Strike Cases	n/a	n/a	\$1557.68	\$0	\$1,560
ACTIVITY E - Felony Cases					
% of Resources: 12.7%					
<u>Outcomes</u>					
% of Total Felony Cases	45.5%	57.0%	52.8%	44.1%	43.5%
<u>Effectiveness</u>					
Cost of Felony Cases	\$819,791	\$1,216,005	\$890,990	\$1,027,000	\$710,500
<u>Outputs</u>					
Number of Felony Cases	1,411	1,565	1,830	1,580	1,450
<u>Efficiency</u>					
Cost/case - Felony Cases	\$581	\$777	\$486.88	\$650	\$490

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2127	Alternate Public Defender	1	1.00	1	1.00	\$101,058	\$100,668
2368	Admin. Service Manager I	1	1.00	1	.08	52,156	4,196
2494	Payroll Clerk	1	1.00	0	.00	21,757	0
2510	Senior Account Clerk	1	1.00	1	1.00	23,949	23,853
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,826	18,276
2758	Admin. Secretary III	0	0.00	0	0.00	0	0
2775	Criminal Legal Secretary I	3	3.00	0	.00	78,510	0
2776	Criminal Legal Secretary II	3	3.00	6	6.00	90,771	168,720
2777	Criminal Legal Secretary III	2	2.00	2	2.00	69,282	64,401
2907	Legal Procedures Clk. II	4	4.00	4	4.00	82,018	86,599
3120	Computer Specialist III	1	1.00	0	.00	34,434	0
3918	Deputy Alternate P.D. I	1	1.00	1	1.00	43,930	43,758
3919	Deputy Alternate P.D. II	7	7.00	7	7.00	407,994	400,315
3920	Deputy Alternate P.D. III	15	15.00	15	15.00	1,020,837	1,004,595
3921	Deputy Alternate P.D. IV	19	19.00	19	19.00	1,450,617	1,487,628
3922	Deputy Alternate P.D. V	1	1.00	1	1.00	94,900	94,535
5750	Supervising P.D. Investigator	1	1.00	1	1.00	50,467	50,273
5764	Public Defender Invest. I	1	1.00	1	1.00	36,589	38,145
5765	Public Defender Invest. II	9	9.00	9	9.00	341,149	342,679
5766	Public Defender Invest. III	2	2.00	2	2.00	81,237	86,439
6344	Coordinator, Volunteer Services	1	1.00	1	1.00	27,361	31,384
9999	Temporary Help	10	0.00	0	0.00	0	0
Total		85	67.00	73	72.08	\$4,128,842	\$4,046,464
Salary Adjustments:						15,791	174
Premium/Overtime Pay:						5,819	5,819
Employee Benefits:						1,071,888	1,128,824
Salary Savings:						(75,351)	(79,726)
Total Adjustments						\$1,018,147	\$1,055,091
Program Totals		85	67.00	73	72.08	\$5,146,989	\$5,101,555

DISTRICT ATTORNEY

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
General Criminal Prosc.	22,866,171	23,003,960	25,214,351	24,534,826	29,291,104	4,756,278	19.4
Juvenile Court Serv.	3,472,639	3,696,768	3,351,660	3,976,142	4,315,411	339,269	8.5
Specialized Criminal Prosc.	14,530,851	16,320,949	16,792,700	14,272,138	15,556,686	1,284,548	9.0
Family Support Enf.	8,369,866	6,654,045	6,881,200	8,888,902	11,613,075	2,724,173	30.6
Department Overhead	2,118,288	2,567,648	2,510,695	2,285,224	2,419,894	134,670	5.9
Public Assistance Fraud	848,627	(637,199)	(1,017,184)	(940,080)	(1,008,646)	(68,566)	7.3
TOTAL DIRECT COST	\$52,206,442	\$51,606,171	\$53,733,422	\$53,017,152	\$62,187,524	\$9,170,372	17.3
PROGRAM REVENUE	(20,869,305)	(43,053,199)	(44,383,220)	(42,611,176)	(50,254,718)	(7,643,542)	17.9
NET GENERAL FUND COST	\$31,337,137	\$8,552,972	\$9,350,202	\$10,405,976	\$11,932,806	\$1,526,830	14.7
STAFF YEARS	781.19	888.03	921.00	957.67	1084.17	126.50	13.2

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, by protecting the dignity of children through child support enforcement, by protecting the taxpayer through public assistance fraud deterrence and detection and by deterring juveniles from criminal activity. These activities are to be performed at the least possible cost to the taxpayer.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Manage the Three Strikes caseload.
2. Reduce plea bargaining for defendants in violent felony cases.
3. Improve the quality of the juvenile justice system to deter future criminals.
4. Construct an effective Family Support Program.
5. Proactively identify, arrest and prosecute recidivist criminals in cooperation with federal, state and local law enforcement agencies to reduce the overall level of crime in San Diego County.

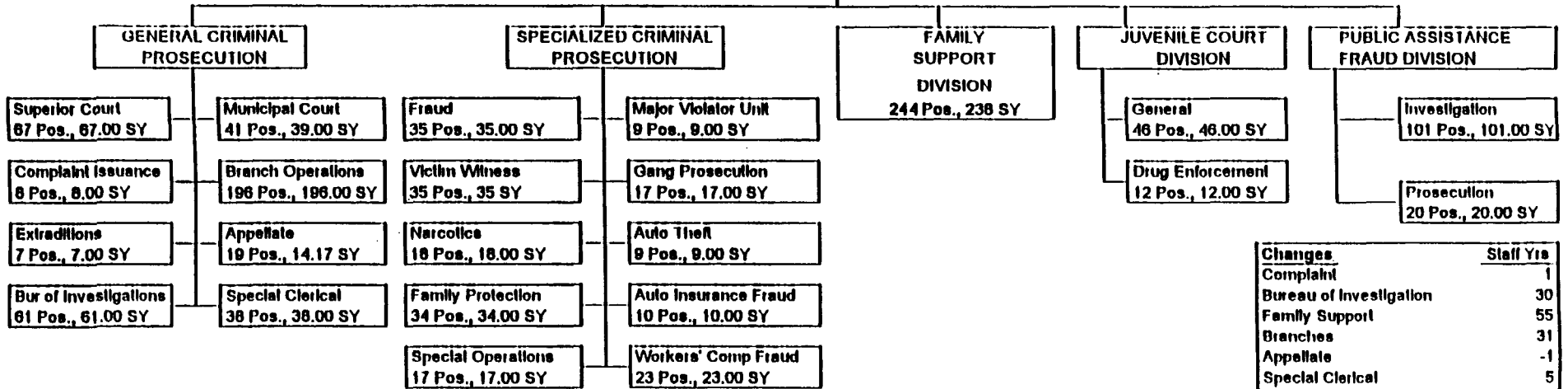
** Outcome and output objectives in this office are being reevaluated by the newly elected District Attorney as part of the overall restructuring process. That restructuring process has not been concluded.

**OFFICE OF THE DISTRICT ATTORNEY
1995-96 Adopted Budget**

	<u>Positions</u>	<u>Staff Years</u>
Total Permanent	1017	1014.00
Non-Permanent	79	70.17
Total	1096	1084.17

DISTRICT ATTORNEY
1 Pos., 1.0 SY

ADMINISTRATION
29 Pos., 29.00 SY



<u>Changes</u>	<u>Staff Yrs</u>
Complaint	1
Bureau of Investigation	30
Family Support	55
Branches	31
Appellate	-1
Special Clerical	5
Victim Witness	-1
Family Protection	3
Auto Theft	2
Workers' Comp Fraud	3
PAF Investigation	-2.5
PAF Prosecution	1
	<u>128.5</u>

PROGRAM: General Criminal Prosecution

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13033

ORGANIZATION #: 2900

MANAGER: Paul J. Pflingst, District Attorney

REFERENCE: 1995-96 Proposed Budget - Pg. 3-3

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

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$20,752,436	\$21,074,187	\$22,376,400	\$22,514,497	\$26,817,965	19.1
Services & Supplies	1,850,306	1,861,109	2,647,248	1,822,329	2,152,339	18.1
Other Charges	2,046	67,069	92,364	198,000	198,000	0.0
Fixed Assets	261,383	1,595	98,339	0	122,800	100.0
TOTAL DIRECT COST	\$22,866,171	\$23,003,960	\$25,214,351	\$24,534,826	\$29,291,104	19.4
PROGRAM REVENUE	(258,323)	(244,319)	(15,041,588)	(14,601,479)	(15,834,679)	8.4
NET GENERAL FUND CONTRIBUTION	\$22,607,848	\$22,759,641	\$10,172,763	\$9,933,347	\$13,456,425	35.5
STAFF YEARS	346.50	346.51	367.44	364.17	430.17	18.1

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 at the least possible cost to the taxpayer.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures reflect the mid-year action by the Board to appropriate High Intensity Drug Trafficking grant as well as the impact of the Three Strikes law.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Issued 64,376 misdemeanor cases.
2. Issued 17,875 felony cases.
3. Participated in 754 Superior Court jury trials, an increase over prior years due to Two and Three Strike cases.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Manage the Three Strikes caseload.
2. Reduce plea bargaining for defendants in violent felony cases.
3. Proactively identify, arrest and prosecute recidivist criminals in cooperation with federal, state and local law enforcement agencies to reduce the overall level of crime in San Diego County.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The restructuring of the programs in this office has not been concluded and is not fully reflected in the subprogram activities below. The activities of this program are summarized as follows:

1. Superior Court [67.00 SY; E = \$5,755,140; 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.
2. Municipal Court [39.00 SY; E = \$2,920,895; 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.
 - o Responsible for budget/administrative actions which include:
 - Auditor and Controller changes to Position Control increasing the number of Deputy District Attorney III positions by 2 so that 4 half-time attorneys would each occupy a single position.
3. Branch Offices [196.00 SY; E = \$13,221,137; R = \$7,528,961] 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:
 - Revision of budget worksheets to reflect previous year add/delete which included the deletion of 1.00 Supervising Legal Services Clerk position and the addition of 1.00 Legal Support Services Division Manager positions.
 - An approved change letter item approving the redistribution of staff by program to reflect actual staff assignments. Positions transferred from the Family Support Division to Branches include 4 DDA III, 1 Senior Systems Analyst, 2 Criminal Legal Secretary II, 1 Criminal Legal Secretary I, 1 Word Processing Operator, and 1 Stock Clerk.
 - Budget deliberation augmentation related to Three Strike legislation. This included the addition of 1 Departmental Aide, 1 Crime Analyst, 1 Information Systems Manager, 1 Principal Systems Analyst, 1 Senior Systems Analyst, 2 Associate Systems Analysts, 3 Departmental Computer Specialists, 3 Criminal Legal Secretary III, 8 Criminal Legal Secretary II, 1 Legal Services Manager II and the deletion of 1 Legal Services Manager I.
4. Complaint Issuance [8.00 SY; E = \$781,576; 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.
 - o Responsible for budget/administrative actions which include:
 - An approved change letter item approving the redistribution of staff by program to reflect actual staff assignments. Positions transferred from the Family Support Division to Complaints Issuance include 1 Senior Word Processor.
5. Extradition Division [7.00 SY; E = \$554,661; 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.
6. Appellate Division [14.17 SY; E = \$1,290,625; 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:
 - Adjustments to the staffing schedule include changes associated with a mid-year change to the High Intensity Drug Trafficking Agreement (December 13, 1994). This included deletion of 1.00 Legal Assistant position (Appellate) and the addition of 1.00 International Case Specialist position

(Bureau of Investigation).

7. Bureau of Investigation [61.00 SY; E = \$3,347,142; R = \$1,154,571] 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:
 - Increases associated with a mid-year change to the High Intensity Drug Trafficking Agreement (December 13, 1994). This included deletion of 1.00 Legal Assistant position (Appellate) and the addition of 1.00 International Case Specialist position (Bureau of Investigation).
 - An approved change letter item accepting an \$11,000 High Intensity Drug Trafficking grant through the U.S. Department of Justice. The grant will cover the cost of Investigator overtime, a cellular phone and a laptop computer.
 - An approved change letter item approving the redistribution of staff by program to reflect actual staff assignments. Positions transferred from the Family Support Division to the Bureau of Investigations include 7 DA Investigator III, 3 Investigative Technicians, and 1 Supervising Investigative Specialist.
 - Budget deliberation augmentation related to Three Strike legislation. This included the addition of 6 Investigative Specialist II, 2 Investigative Technicians, 6 Latent Fingerprint Technicians, 5 Process Servers, and the deletion of 1 International Case Coordinator.
8. Special Clerical Support [38.00 SY; E = \$1,419,928; 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.
 - o Responsible for budget/administrative actions which include:
 - Budget deliberation augmentation related to Three Strike legislation. This included the addition of 1 Criminal Legal Secretary III and 4 Criminal Legal Secretary II.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
INTERGOVERNMENTAL REVENUE:				
Public Protection Sales Tax (Prop 172)	\$14,537,023	\$14,338,173	\$15,560,373	1,222,200
Adult Deferred Prosecution	\$11,783	\$0	\$0	0
HIDTA Grant	\$200,000	\$0	\$0	0
Sub-Total	\$14,748,806	\$14,338,173	\$15,560,373	\$1,222,200
CHARGES FOR CURRENT SERVICES:				
Extradition	179,786	200,000	200,000	0
Training Peace Officers - POST	48,690	14,000	14,000	0
Other Miscellaneous	56,575	49,306	60,306	11,000
Other Court Costs	7,246	0	0	0
Sub-Total	\$292,297	\$263,306	\$274,306	\$11,000
OTHER REVENUE:				
Other Miscellaneous	\$485	\$0	\$0	0
Sub-Total	\$485	\$0	\$0	\$0
Total	\$15,041,588	\$14,601,479	\$15,834,679	\$1,233,200

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$10,172,763	\$9,933,347	\$13,456,425	\$3,523,078
Total	\$10,172,763	\$9,933,347	\$13,456,425	\$3,523,078

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1994-95 Budget included a total of \$22,203,300 in Public Protection Sales Tax revenue which replaced an equal amount of General Fund support dollars. A portion of that revenue is displayed in this program. The 1995-96 budget increases this revenue in lieu of decreasing expenditures.

Revenue for HIDTA (High Intensity Drug Trafficking), a one-time mid year revenue source for \$200,000, was applied in General Criminal although appropriations were budgeted in Specialized Criminal.

A total of \$11,783 was reimbursed for prosecution costs associated with the Donovan State Prison.

FY 1994-95 POST reimbursement was \$48,690. Extradition costs and offsetting revenues were slightly below budget.

Other miscellaneous, \$56,575, are mainly revenues for discovery for the defense.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$45,300
Total	\$45,300

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Transportation Equipment	\$70,000
Communications Equipment	7,500
Total	\$77,500

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
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ACTIVITY A:
GENERAL CRIMINAL PROSECUTION

% OF RESOURCES: 100%

OUTPUT (Service or Product)

Misdemeanor Cases Issued	68,649	56,949	64,376	60,000	60,000
Felony Cases Issued	16,473	16,704	17,875	16,992	16,992
Preliminary Hearings Set	9,859	12,910	14,426	11,756	11,756
Superior Court Jury Trials	484	596	754	729	729

Performance indicators in this program are being reevaluated by the newly elected District Attorney as part of the overall restructuring process. That restructuring process has not been concluded.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
3925	Deputy DA V*	37	37.00	37	37.00	\$3,158,541	\$3,274,874
3926	Deputy DA IV*	35	35.00	35	35.00	2,961,584	3,097,850
3927	Deputy DA III*	63	63.00	69	67.00	4,194,308	4,423,039
3928	Deputy DA II*	14	14.00	14	14.00	729,644	924,224
0971	Information Systems Manager	0	0.00	1	1.00	0	58,240
2499	Principal Systems Analyst	0	0.00	1	1.00	0	48,318
2427	Assoc. Systems Analyst	0	0.00	2	2.00	0	81,412
2525	Senior Systems Analyst	0	0.00	2	2.00	0	89,732
5760	DA Investigator, Forensic	1	1.00	1	1.00	51,198	52,579
2302	Admin Asst III	1	1.00	1	1.00	46,163	38,898
5753	DA Investigator IV*	12	12.00	13	13.00	707,127	763,740
5754	DA Investigator III*	32	32.00	38	38.00	1,615,786	1,906,945
5755	DA Investigator II	1	1.00	1	1.00	46,967	44,943
2391	Crime Analyst	0	0.00	1	1.00	0	69,256
2896	Superv Legal Services Clerk	1	1.00	0	0.00	27,932	0
5733	Crime Scene Reconstr.	1	1.00	1	1.00	50,574	50,284
2324	Dept Public Affairs Officer	2	1.00	2	1.00	45,081	44,904
2770	Legal Supp Svcs Div Mgr I	1	1.00	1	1.00	36,100	35,957
2899	Legal Supp Svcs Div Mgr	3	3.00	4	4.00	119,237	158,070
5768	Supv Investigative Spec	1	1.00	2	2.00	30,491	59,822
2336	International Case Specialist	0	0.00	1	1.00	0	34,293
5749	Investigative Specialist III	12	12.00	12	12.00	368,154	375,024
5751	Investigative Specialist II	16	16.00	22	22.00	480,607	637,292
3119	Dept Computer Specialist II	1	1.00	4	4.00	34,724	121,864
3936	Legal Assistant II	2	2.00	1	1.00	63,185	32,923
2777	Criminal Legal Sec III	5	5.00	9	9.00	153,499	288,912
2776	Criminal Legal Sec II	5	5.00	19	19.00	158,952	532,967
2775	Criminal Legal Sec I	5	5.00	6	6.00	131,604	155,753
2906	Legal Procedures Clerk III	13	13.00	13	13.00	344,061	331,216
2907	Legal Procedures Clerk II	84	84.00	84	84.00	1,991,622	1,998,243
2903	Legal Procedures Clerk I	11	11.00	11	11.00	221,737	221,023
2800	Radio/Telephone Operator	1	1.00	1	1.00	23,635	23,540
5725	International Case Coord	1	1.00	0	0.00	58,653	0
5739	Latent Fingerprint Tech	0	0.00	6	6.00	0	157,620
5758	Invest Tech	0	0.00	5	5.00	0	155,535
3008	Senior Word Processor Operator	0	0.00	1	1.00	0	21,508
3009	Word Processor Operator	0	0.00	1	1.00	0	19,938
5762	Process Server	2	2.00	7	7.00	40,173	132,783
2650	Stock Clerk	0	0.00	1	1.00	0	16,652
5236	Departmental Aide	1	1.00	2	2.00	13,140	24,456
9999	Temporary Extra Help	5	1.17	5	1.17	40,000	40,000
Total		369	364.17	437	430.17	\$17,944,479	\$20,544,629
Salary Adjustments:						0	291,005
Premium/Overtime Pay:						0	0
Employee Benefits:						4,937,717	6,367,554
Salary Savings:						(367,699)	(385,223)
Total Adjustments						\$4,570,018	\$6,273,336
Program Totals		369	364.17	437	430.17	\$22,514,497	\$26,817,965

* Line-item changes to the 1995-96 positions for these classes were done in accordance with the Auditor and Controller's instructions to reconcile budgeted positions with the Compensation Ordinance. Funding for these positions continues at the levels shown in this staffing schedule.

PROGRAM: Juvenile Court Services

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13012

ORGANIZATION #: 2900

MANAGER: Paul J. Pfingst, District Attorney

REFERENCE: 1995-96 Proposed Budget - Pg. 3-9

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,927,887	\$3,008,673	\$2,875,120	\$3,471,870	\$3,655,264	5.3
Services & Supplies	145,506	177,206	143,187	110,229	116,431	5.6
Other Charges	389,420	510,889	333,353	394,043	543,716	38.0
Fixed Assets	9,826	0	0	0	0	0.0
TOTAL DIRECT COST	\$3,472,639	\$3,696,768	\$3,351,660	\$3,976,142	\$4,315,411	8.5
PROGRAM REVENUE	(1,329,055)	(1,705,709)	(2,845,500)	(2,878,584)	(3,013,777)	4.7
NET GENERAL FUND CONTRIBUTION	\$2,143,584	\$1,991,059	\$506,160	\$1,097,558	\$1,301,634	18.6
STAFF YEARS	51.34	53.20	51.38	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 at the least possible cost to the taxpayer.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures are within budgeted levels.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Prepared and filed 6,794 petitions.
2. Prepared 3,723 cases for trial.
3. Attended 27,875 hearings.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Improve the quality of the juvenile justice system to deter future criminals.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The restructuring of the programs in this office has not been concluded and is not fully reflected in the subprogram activities below. The activities of this program are summarized as follows:

1. Juvenile Court Division [58.00 SY; E = \$4,315,411; R = \$3,013,777] 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 Responsible for budget/administrative actions implementing the above activity which include:
 - An approved change letter item increasing appropriations for the 8th year JUDGE program grant. This included additions in travel, contributions to other agencies and salaries and benefits. This was partially offset by an increase in grant revenues.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
INTERGOVERNMENTAL REVENUE:				
Federal Grants	\$954,492	\$1,003,965	\$1,139,158	135,193
Public Protection Sales Tax (Prop 172)	1,427,027	1,407,507	1,407,507	0
Miscellaneous	760	0	0	0
Sub-Total	2,382,279	2,411,472	2,546,665	135,193
REALIGNMENT:				
Social Services - Sales Tax	\$463,221	\$467,112	\$467,112	0
Sub-Total	\$463,221	\$467,112	\$467,112	\$0
Total	\$2,845,500	\$2,878,584	\$3,013,777	\$135,193

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$506,160	\$1,097,558	\$1,301,634	204,076
Sub-Total	\$506,160	\$1,097,558	\$1,301,634	\$204,076
Total	\$506,160	\$1,097,558	\$1,301,634	\$204,076

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1994-95 Budget included a total of \$22,203,300 in Public Protection Sales Tax revenue which replaced an equal amount of General Fund support dollars. A portion of that revenue is displayed in this program. Actual Public Protection revenue for 1994-95 was higher than budgeted.

Revenue for the 1995-96 JUDGE grant is budgeted at a higher level than prior year and reflects the actual grant amount for 1995-96.

Social Services Realignment Sales Tax of \$467,112 was allocated to the District Attorney in FY 1994-95 and FY 1995-96 to partially fund AB-90 activities. An amount of \$463,221 was realized in FY 1994-95.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
% OF RESOURCES: %					
<u>OUTPUT (Service or Product)</u>					
602 petitions/prepared and filed	6,515	6,948	6,794	6,736	6,736
602 cases prepared for trial	3,697	4,665	3,723	3,964	3,964
Hearings attended	22,696	23,804	27,875	23,580	23,580

Performance indicators in this program are being reevaluated by the newly elected District Attorney as part of the overall restructuring process. That restructuring process has not been concluded.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
3925	Deputy DA V*	3	3.00	3	3.00	\$284,700	\$273,516
3926	Deputy DA IV*	7	7.00	7	7.00	531,575	638,163
3927	Deputy DA III	15	15.00	15	15.00	1,047,273	1,006,415
5754	DA Investigator III	2	2.00	2	2.00	107,232	106,824
2899	Legal Supp Svc Div Mgr II	1	1.00	1	1.00	41,716	41,553
2770	Legal Supp Svc Div Mgr I	1	1.00	1	1.00	31,768	33,283
5751	Invest Spec II	4	4.00	4	4.00	117,671	121,040
5749	Investigative Specialist III	1	1.00	1	1.00	30,380	30,260
5752	Investigative Specialist I	1	1.00	1	1.00	24,027	26,523
2776	Criminal Legal Sec II	1	1.00	1	1.00	30,898	31,965
2775	Criminal Legal Sec I	1	1.00	1	1.00	29,981	29,863
2906	Legal Procedures Clerk III	1	1.00	1	1.00	27,226	27,117
2907	Legal Procedures Clerk II	18	18.00	18	18.00	426,974	431,126
2903	Legal Procedures Clerk I	2	2.00	2	2.00	41,340	36,844
Total		58	58.00	58	58.00	\$2,772,761	\$2,834,492
Salary Adjustments:						0	16,955
Integrated Leave Program						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						755,506	862,977
Salary Savings:						(56,397)	(59,160)
Total Adjustments						\$699,109	\$820,772
Program Totals		58	58.00	58	58.00	\$3,471,870	\$3,655,264

* Line-item changes to the 1995-96 positions were done in accordance with the Auditor and Controller's instructions to reconcile budgeted positions with the Compensation Ordinance. Funding for these positions continues at the levels shown in this staffing schedule.

PROGRAM: Specialized Criminal Prosecution

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13032

ORGANIZATION #: 2900

MANAGER: Paul J. Pfingst, District Attorney

REFERENCE: 1995-96 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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$13,232,185	\$14,447,399	\$14,768,754	\$12,152,869	\$13,125,298	8.0
Services & Supplies	557,865	886,512	1,059,050	908,378	1,046,280	15.2
Other Charges	632,849	922,245	872,533	1,201,891	1,269,608	5.6
Fixed Assets	26,670	64,793	92,363	9,000	115,500	1,183.3
Operating Transfers	81,282	0	0	0	0	0.0
TOTAL DIRECT COST	\$14,530,851	\$16,320,949	\$16,792,700	\$14,272,138	\$15,556,686	9.0
PROGRAM REVENUE	(3,798,111)	(4,791,552)	(11,813,345)	(10,512,414)	(11,408,764)	8.5
NET GENERAL FUND CONTRIBUTION	\$10,732,740	\$11,529,397	\$4,979,355	\$3,759,724	\$4,147,922	10.3
STAFF YEARS	195.25	216.73	220.94	200.00	207.00	3.5

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 at the least possible cost to the taxpayer.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures include mid-year actions by the Board to adjust appropriations and revenue in the Victim Witness program, the Regional Auto Theft Task Force, the Insurance Fraud and the Workers Compensation Fraud units, as well as the addition of a High Intensity Drug Trafficking grant and the Spousal Abuser Prosecution Grant.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Undertook 1,274 fraud investigations.
2. Participated in 845 preliminary hearing bindovers.
3. Dealt with 5,214 contested hearings and motions.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Manage the Three Strikes caseload.
2. Reduce plea bargaining for defendants in violent felony cases.
3. Proactively identify, arrest and prosecute recidivist criminals in cooperation with federal, state and local law enforcement agencies to reduce the overall level of crime in San Diego County.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The restructuring of the programs in this office has not been concluded and is not fully reflected in the subprogram activities below. The activities of this program are summarized as follows:

1. Fraud Division [35.00 SY; E = \$2,512,636; R = \$1,532,425] 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 include:
 - Changes associated with a reclassification approved in the FY 1994-95 Adopted Budget to delete 1.00 Associate Accountant and add 1.00 Principal Accountant. Human Resources subsequently determined a more appropriate class title. This included the deletion of the 1.00 Principal Accountant position and the addition of 1.00 District Attorney Investigative Accountant position.
 - An approved change letter item deleting \$30,000 in FY 1994-95 carry-over funding for the Levi Strauss Governmental Trust Fund Grant. An additional \$40,000 was approved by the grant agency in May 1995 and has been appropriated.
 - An approved change letter item appropriating funds and offsetting revenue for a second grant through the Levi Strauss Governmental Trust Fund. The grant money will be used to fund the consultant services of a specific expert consultant, his assistant and related travel expenses.
2. Special Operations Division [17.00 SY; E = \$1,302,215; 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 [35.00 SY; E = \$1,308,528; R = \$974,270] including support personnel is:
- o Mandated/Discretionary Service Level
 - o Providing comprehensive services to victims and witnesses of crime. These services include crisis intervention, emergency assistance, orientation to the criminal justice system, restitution assistance and collection of compensation claims.
 - o Providing budget/administrative actions implementing the above activity which include:
 - Increases associated with a mid-year board letter to change the Joint Powers Agreement (August 9, 1994 [1]). This included deletion of 1.00 Victim Claims Technician position and the addition of 1.00 Senior Victim Claims Technician position. \$6,000 in travel increases were also included in the board letter.
 - Increases associated with a mid-year board letter to change the Victim/Witness Assistance Grant (August 16, 1994). This included deletion of 1.00 Intermediate Clerk Typist, 1.00 Legal Procedures Clerk I, and 1.00 Investigative Specialist II positions and the addition of 1.00 Investigative Specialist III and 1.00 Senior Investigative Specialist positions.
4. Major Violator Unit [9.00 SY; E = \$913,330; R = \$660,683] 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.
 - o Responsible for budget/administrative actions which include:
 - An approved change letter item increasing the funding of the 18th year Career Criminal Prosecution Program. Additional funds will be used to offset increased travel and training expenses, the addition of 1 DDA V and the deletion of 1 DDA III.
5. Narcotics Prosecution Unit [18.00 SY; E = \$1,473,376; R = \$958,474] 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 Responsible for budget/administrative actions implementing the above activity which include:
 - An approved change letter item increased funding of the 11th year Major Narcotic Vendor Prosecution Grant. Additional funds will be used to offset additional travel and training and cover a larger

percentage of DDA's salaries and benefits.

- An approved change letter item increased and extending the Money Laundering Grant for another year. Included in the increase is funding for travel and training.
6. Gang Prosecution Unit [17.00 SY; E = \$1,327,883; 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.
7. Family Protection Division [34.00 SY; E = \$2,572,172; R = \$1,533,493] 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.
 - o Responsible for budget/administrative actions implementing the above activity which include:
 - An approved change letter item appropriated funds for a 1st year Spousal Abuser Prosecution Program. This item was approved by the Board mid-year 1994-5 and included the addition of 1 Deputy District Attorney III, 1 District Attorney Investigator III and 1 Investigative Specialist II. Related travel and training were also appropriated.
8. Regional Auto Theft Unit (RATT) [9.00 SY; E = \$1,857,673; R = \$1,864,565] 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:
 - An approved change letter item increased funding and offsetting revenue for safety related fixed assets and services and supplies. Funds will also be used to enable the off-site RATT office to come on-line with the office-wide LAN system and to increase travel.
 - An approved change letter item increased appropriations and offsetting revenue to fund 2 Criminal Legal Secretary II and 1 (.25 SY) Departmental Computer Specialist III. The remaining .75 SY funding for the DCS III will be divided between Auto Insurance Fraud (.25 SY) and Workers Compensation Fraud (.5 SY).
9. Auto Insurance Fraud [10.00 SY; E = \$869,763; R = \$896,120]
- 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:
 - An approved change letter item increased appropriations and offsetting revenue to fund one (.25 SY) Departmental Computer Specialist III. The remaining .75 SY funding for the DCS III will be divided between RATT (.25 SY) and Workers Compensation Fraud (.5 SY). Also approved was increased funding for undercover operations and computer equipment. Increased services and supplies including travel were also approved.
 - An approved change letter item increased services and supplies to cover the rising use of document examination. This cost is 100% revenue offset.
10. Workers' Comp Fraud [23.00 SY; E = \$1,419,110; R = \$1,510,693]

- 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:
 - Changes associated with prior year change letter items originally identified incorrectly in the 1994-95 budget worksheets. This included the deletion of 2.00 Investigative Specialist III positions and the addition of 2.00 Investigative Specialist II positions.
 - An approved change letter item increased appropriations and offsetting revenue to fund 2 Criminal Legal Secretary II and 1 (.5 SY) Departmental Computer Specialist III. The remaining .5 SY funding for the DCS III will be divided between RATT (.25 SY) and Auto Insurance Fraud (.25 SY).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
FINES, FORFEITURES:				
Fines and Other Penalties	\$19,564	\$0	\$0	0
Sub-Total	\$19,564	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUE:				
Public Protection Sales Tax (Prop 172)	\$5,189,620	\$5,118,633	\$5,118,633	0
Auto Insurance Fraud	\$818,912	\$733,330	\$896,120	162,790
Regional Auto Theft (RATT)	1,843,311	1,670,347	1,864,565	194,218
Workers' Compensation Fraud	1,392,045	1,378,795	1,510,693	131,898
Narcotic Prosecution Grant	150,000	147,471	160,536	13,065
Major Violator Grant	264,120	271,650	338,555	66,905
Victim/Witness Assistance	985,841	962,096	974,270	12,174
Weed and Seed	7,784	7,784	7,784	0
Money Laundering Grant	0	92,308	180,804	88,496
Prior Year Revenue	469,513	0	0	0
HIDTA	0	0	11,000	11,000
Spousal Abuser (SAPP Grant)	52,528	0	182,804	182,804
Miscellaneous	27,846	0	0	0
Sub-Total	\$11,201,520	\$10,382,414	\$11,245,764	\$863,350
CHARGES FOR CURRENT SERVICES:				
Damages for Fraud	\$438,948	\$70,000	\$70,000	0
Miscellaneous	16,724	0	0	0
Sub-Total	\$455,672	\$70,000	\$70,000	\$0
OTHER REVENUE:				
Levi Strauss Grant	\$95,060	\$60,000	\$93,000	33,000
Bad Check Diversion Program	\$39,411	\$0	\$0	0
Miscellaneous	\$2,118	\$0	\$0	0
Sub-Total	\$136,589	\$60,000	\$93,000	\$33,000
Total	\$11,813,345	\$10,512,414	\$11,408,764	\$896,350

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$4,979,355	\$3,759,724	\$4,147,922	\$388,198
Sub-Total	\$4,979,355	\$3,759,724	\$4,147,922	\$388,198
Total	\$4,979,355	\$3,759,724	\$4,147,922	\$388,198

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1994-95 Budget included a total of \$22,203,300 in Public Protection Sales Tax revenue which replaced an equal amount of General Fund support dollars. A portion of that revenue is displayed in this program. This revenue continued at budgeted levels in the 1995-96 Budget.

Damages for Fraud of \$438,948 are revenues primarily from Cable TV case settlements.

FY 1995-96 revenues in the Auto Insurance Fraud and Worker's Compensation programs increased substantially. The State

augmented both programs in recognition of superior performance. Additionally, carryover monies from prior year have been used as an alternative to returning the funds to the State.

The Office of Criminal Justice Planning (OCJP) increased funding for both Narcotic Prosecution and Major Violator Grants.

Anticipated expenditures for the Regional Auto Theft Task Force (RATT) will increase costs and offsetting revenue for the program.

Prior year revenue of \$469,513 consists mostly of an adjustment to the Insurance Fraud Trust Fund and reimbursement of cost for Levi Strauss Grant.

The Weed & Seed Grant, a sub-grant from the City of San Diego, was drastically reduced in FY 1994-95 and funding is at the same level in FY 1995-96.

The Spousal Abuser (SAPP) Grant is a new grant implemented on March 29, 1995.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$3,000
Data Processing Equipment	\$68,500
Electronic Equipment - Audio/Video	\$24,000
Specialized Dept and Safety Equipment	\$20,000
Total	\$115,500

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
N/A	\$0
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
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ACTIVITY A:

% OF RESOURCES: %

OUTPUT (Service or Product)

Fraud investigations undertaken	1,292	1,331	1,274	1,088	1,088
Preliminary hearing bindovers	788	856	845	732	732
Court/Jury trials	10/139	7/158	12/183	8/180	8/180
Contested hearings and motions	7,255	6,769	5,214	4,468	4,468

Performance indicators in this program are being reevaluated by the newly elected District Attorney as part of the overall restructuring process. That restructuring process has not been concluded.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
3925	Deputy DA V*	13	13.00	14	14.00	\$1,184,462	\$1,256,848
3926	Deputy DA IV*	11	11.00	11	11.00	978,262	987,514
3927	Deputy DA III	44	44.00	44	44.00	2,918,162	2,997,586
5753	DA Investigator IV	6	6.00	6	6.00	356,454	349,382
2413	Analyst III	1	1.00	1	1.00	46,163	45,983
5754	DA Investigator III	29	29.00	30	30.00	1,462,461	1,536,624
2497	Principal Accountant	1	1.00	0	0.00	42,916	0
2504	Investigative Accountant	0	0.00	1	1.00	0	43,946
2425	Associate Accountant	1	1.00	1	1.00	37,125	36,979
3931	VW Program Manager	1	1.00	1	1.00	44,829	44,654
5768	Supv Investigative Spec	2	2.00	3	3.00	70,238	99,468
5749	Investigative Spec III*	13	13.00	12	12.00	379,910	363,242
5751	Investigative Spec II*	21	21.00	23	23.00	613,912	663,282
3120	Dept Computer Spec III	0	0.00	1	1.00	0	34,296
3119	Dept Computer Spec II	1	1.00	1	1.00	30,216	29,718
2777	Criminal Legal Sec III	2	2.00	2	2.00	64,712	69,012
2776	Criminal Legal Sec II	21	21.00	25	25.00	646,042	759,808
2775	Criminal Legal Sec I	7	7.00	7	7.00	184,535	188,693
2907	Legal Procedures Clerk II	16	16.00	16	16.00	370,172	368,839
2903	Legal Procedures Clerk I	2	2.00	1	1.00	37,058	18,422
5767	Senior V/W Claims Technician	0	0.00	1	1.00	0	22,640
5742	V/W Claims Technician	6	6.00	5	5.00	140,600	120,845
2700	Interm Clerk Typist	2	2.00	1	1.00	41,340	20,586
Total		200	200.00	207	207.00	\$9,649,569	\$10,058,367
Salary Adjustments:						0	107,647
Integrated Leave Program:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						2,704,094	3,165,044
Salary Savings:						(200,794)	(205,760)
Total Adjustments						\$2,503,300	\$3,066,931
Program Totals		200	200.00	207	207.00	\$12,152,869	\$13,125,298

* Line item changes to the 1995-96 positions were done in accordance with the Auditor and Controller's instructions to reconcile budgeted positions with the Compensation Ordinance. Funding for these positions continues at the levels shown in this staffing schedule.

PROGRAM: Family Support Enforcement

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13017

ORGANIZATION #: 2900

MANAGER: Paul J. Pfingst, District Attorney

REFERENCE: 1995-96 Proposed Budget - Pg. 3-20

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,034,724	\$5,990,001	\$5,890,022	\$7,214,049	\$8,050,356	11.6
Services & Supplies	2,327,369	633,291	977,300	1,615,356	2,304,501	42.7
Other Charges	0	23,969	3,520	0	0	0.0
Fixed Assets	7,773	6,784	10,358	44,700	1,258,218	2,714.8
Reserve Designation	0	0	0	14,797	0	(100.0)
TOTAL DIRECT COST	\$8,369,866	\$6,654,045	\$6,881,200	\$8,888,902	\$11,613,075	30.6
PROGRAM REVENUE	(14,748,828)	(15,011,202)	(13,324,055)	(13,279,712)	(18,658,511)	40.5
NET GENERAL FUND CONTRIBUTION	\$(6,378,962)	\$(8,357,157)	\$(6,442,855)	\$(4,390,810)	\$(7,045,436)	60.5
STAFF YEARS	148.91	145.71	147.47	183.00	238.00	30.1

PROGRAM MISSION

To act on requests for assistance in establishing and enforcing child support orders. To establish paternity, child support orders, and to take action to enforce those orders in accordance with state and federal laws. To accomplish the mission at the least possible cost to the taxpayer.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures are lower than budgeted due staffing distribution departmentwide and the automation contract encumbrances which will not be paid until contract disputes are negotiated.

ACHIEVEMENT OF 1994-95 OBJECTIVES

In January, 1995, the division began a systemwide overhaul of the child support establishment and enforcement case management process. Significant improvements in the establishment and collection of child support are already apparent and will carry over to 1995-96.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Redesign the procedures for establishing child support orders.
2. Increase the number of legal actions filed to an average of 2,500 per month by the end of the fiscal year.
3. Establish twice the number of child support orders established prior to the redesign of the child support program.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Family Support Division (238.00 SY; E = \$11,613,075; R = \$18,658,511) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for establishing and enforcing child support obligations. This responsibility continues during the minority of the children.
 - o Offset 100% by program revenue.

- o Responsible for budget/administrative action implementing the above activity which include:
 - Adjusting the staffing to reflect the classification of two Assistant Systems Analysts added in 1994-95 and classified by the Department of Human Resources as Departmental Computer Specialists and adjusting Deputy District Attorney positions as directed by the Auditor and Controller.
 - An approved change letter item to improve child support through integrated strategies. This included the addition of 1.00 Director of Child Support Enforcement, 1.00 Chief, Child Support Administrative Services, 1.00 Public Services Manager, 2.00 Senior Systems Analyst, 2.00 Supervising Investigative Specialists (one transferred from Public Assistance Fraud), 1.00 Criminal Legal Secretary II, 1.00 Investigative Specialist II. Also included is an upgrading of 10.00 Investigative Specialist II to III. A total of 79 pos/65 SY Temporary Extra Help positions were added as well as associated fixed assets and services and supplies.
 - An approved change letter item to correct the distribution of 22 positions to reflect actual staff assignments. Positions deleted from this program and moved to others include 4 DDA III, 1 Senior Systems Analyst, 7 DA Investigator III, 3 Investigative Technicians, 1 Supervisor Investigative Specialist, 1 Senior Word Processor, 2 Criminal Legal Secretary II, 1 Criminal Legal Secretary I, 1 Word Processing Operator and 1 Stock Clerk.
 - Approved during budget deliberations was the shift of \$648,600 from Services and Supplies to Fixed Assets to purchase computer equipment for the Statewide Automated Child Support System at 10% County cost.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
FUND BALANCE RESERVE DECREASE:				
Reserve Designation Decrease	0	0	197,000	197,000
Sub-Total	\$0	\$0	\$197,000	\$197,000
INTERGOVERNMENTAL REVENUE:				
State SEIF	\$3,189,387	\$3,150,000	\$4,635,100	1,485,100
IV-D Administrative Claim (34% required match)	9,278,689	9,267,666	11,216,993	1,949,327
State Grants - Other	0	0	1,683,219	1,683,219
Prior Year Revenue	28,842	0	0	0
Sub-Total	\$12,496,918	\$12,417,666	\$17,535,312	\$5,117,646
CHARGES FOR CURRENT SERVICES:				
Blood Testing Fees Recovered	\$23,721	\$43,606	\$43,606	0
FSD Recovered Costs	802,651	818,440	882,593	64,153
Other Miscellaneous	765	0	0	0
Sub-Total	\$827,137	\$862,046	\$926,199	\$64,153
Total	\$13,324,055	\$13,279,712	\$18,658,511	\$5,378,799

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
INTERGOVERNMENTAL REVENUE:				
IV-D Administrative Claim (34% Budgeted Match)	\$4,779,931	\$4,774,252	\$5,778,451	1,004,199
Sub-Total	\$4,779,931	\$4,774,252	\$5,778,451	\$1,004,199
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(11,222,786)	\$(9,165,062)	\$(12,823,887)	\$(3,658,825)
Total	\$(6,442,855)	\$(4,390,810)	\$(7,045,436)	(2,654,626)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The implementation of AB 1033, effective January 1, 1992, revised the payment structure of incentives for child support collection. FY 1994-95 incentives, computed at the base rate of 7% of disbursed child support collections, were within budget. Since San Diego is now in compliance with Federal and State requirements, incentives will be computed at the compliance rate of 11% instead of the 6% base rate. This change coupled with anticipated increase in child support collections is reflected in the higher budgeted amount for incentives in FY 1995-96.

FY 1994-95 actual IV-D Administrative Claim revenue was also within budget. In 1995-96, the filling of newly acquired positions, transfer of staff from Revenue and Recovery to the District Attorney, automation requisition and other related costs will result in increased expenditures and offsetting revenues for the program.

State Investment Funds in the amount of \$1,683,219 have been made available to San Diego by the California Department of Social Services for 1995-96. As a condition of receiving this support for innovations in child support operations, the District Attorney pledges increases in child support collections.

It is projected that child support collections will increase with the implementation of the strategies and innovations proposed for the current year, hence an increase in budgeted FSD Recovered Costs.

Excess Incentives of \$197,000 are appropriated to fund the county's share of costs (34%) resulting from the addition

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$41,841
Data Processing Equipment	\$1,216,377
Total	\$1,258,218

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
N/A	\$0
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>Output (Service or Product)</u>					
Cases Referred*	29,226	52,598	41,746	39,548	48,000
Cases Filed	N/A	N/A	9,376	N/A	26,000
<u>Outcome (Planned Result)</u>					
Child Support Orders Established	N/A	N/A	N/A	N/A	1,500
Collections for Child Support	N/A	N/A	N/A	N/A	\$41,000,000

EXPLANATIONS/COMMENTS:

Fiscal year 1995-96 will represent the first full year of a dramatic new approach to child support enforcement. As part of the complete redesign of this program, many operational changes will be occurring simultaneously. The specific program outcome levels will be difficult to predict in this first year. More detailed efficiency and effectiveness measures will be reported as the program develops.

*The indicator "cases referred" reflects a steady increase in all categories of referrals except for AFDC referrals which have declined proportionally in recent years as this County's AFDC caseload has declined.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
8852	Director of Child Support	0	0.00	1	1.00	0	54,998
3925	Deputy DA V	1	1.00	1	1.00	\$94,900	\$94,535
3927	Deputy DA III*	9	9.00	7	7.00	559,047	481,166
3928	Deputy DA II*	2	2.00	0	0.00	104,456	0
8850	Admin Services Manager, CS	0	0.00	1	1.00	0	49,998
8851	Public Services Manager, CS	0	0.00	1	1.00	0	49,998
2499	Principal Systems Analyst	1	1.00	1	1.00	48,512	49,674
2525	Senior Systems Analyst	1	1.00	2	2.00	54,747	99,399
2427	Assoc Systems Analyst	3	3.00	3	3.00	149,016	148,443
2426	Asst Systems Analyst	2	2.00	0	0.00	70,580	0
2528	Database Specialist II	1	1.00	1	1.00	49,672	49,481
3120	Dept Computer Specialist II	0	0.00	2	2.00	0	72,234
5754	DA Investigator III	7	7.00	0	0.00	346,352	0
5717	Sr Field Investigator	2	2.00	2	2.00	76,136	75,774
5719	Field Investigator	1	1.00	1	1.00	36,729	31,692
2899	Legal Supp Serv Div Mgr	1	1.00	1	1.00	41,716	41,553
2405	Asst Accountant	1	1.00	1	1.00	29,921	29,803
2365	Staff Development Spec	1	1.00	1	1.00	34,434	35,257
5773	Fam Supp Compliance Rev Spec	2	2.00	2	2.00	75,878	75,580
2770	Lgl Supp Svc Div Mgr I	1	1.00	1	1.00	33,108	34,686
5768	Supv Invest Specialist	8	8.00	9	9.00	280,952	309,354
5749	Invest Specialist III	5	5.00	15	15.00	151,900	423,590
5751	Invest Specialist II	42	42.00	33	33.00	1,238,111	979,659
5752	Invest Specialist I	6	6.00	6	6.00	161,222	165,342
3008	Sr Word Processor Oper	1	1.00	0	0.00	25,602	0
2776	Criminal Legal Sec II	3	3.00	2	2.00	93,377	60,184
2775	Criminal Legal Sec I	1	1.00	0	0.00	26,040	0
3009	Word Processor Oper	1	1.00	0	0.00	20,670	0
2906	Legal Procedures Clk III	5	5.00	5	5.00	132,554	129,864
2907	Legal Procedures Clk II	55	55.00	55	55.00	1,256,002	1,280,058
2903	Legal Procedures Clk I	3	3.00	3	3.00	64,017	63,762
2660	Storekeeper I	1	1.00	1	1.00	19,667	20,614
2760	Stenographer	1	1.00	1	1.00	14,974	17,896
2700	Intermediate Clerk	8	8.00	8	8.00	150,290	150,642
2800	Radio Telephone Operator	1	1.00	1	1.00	23,635	23,540
5758	Investigative Technician	3	3.00	0	0.00	107,233	0
3936	Legal Assistant II	1	1.00	1	1.00	33,053	32,923
2650	Stock Clerk	1	1.00	0	0.00	19,812	0
5236	Department Aide	1	1.00	1	1.00	12,463	12,652
9999	Temporary Extra Help	0	0.00	74	68.00	0	1,121,120
Total		183	183.00	244	238.00	\$5,636,778	\$6,265,471
Salary Adjustments:						0	128,574
Integrated Leave Program						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						1,802,922	1,892,955
Salary Savings:						(225,651)	(236,644)
Total Adjustments						\$1,577,271	\$1,784,885
Program Totals		183	183.00	244	238.00	\$7,214,049	\$8,050,356

* Line Item changes to the 1995-96 positions were done in accordance with the Auditor and Controller's instructions to reconcile budgeted positions with the Compensation Ordinance. Funding for these positions continues at the levels shown in this staffing schedule.

PROGRAM: District Attorney Overhead

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 92101

ORGANIZATION #: 2900

MANAGER: Paul J. Pfungst, District Attorney

REFERENCE: 1995-96 Proposed Budget - Pg. 3-24

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,714,094	\$2,030,337	\$2,151,442	\$1,939,950	\$2,075,023	7.0
Services & Supplies	404,194	537,311	359,253	345,274	344,871	(0.1)
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,118,288	\$2,567,648	\$2,510,695	\$2,285,224	\$2,419,894	5.9
PROGRAM REVENUE	(0)	(21,294,126)	(1,357,557)	(1,338,987)	(1,338,987)	0.0
NET GENERAL FUND CONTRIBUTION	\$2,118,288	\$(18,726,478)	\$1,153,138	\$946,237	\$1,080,907	14.2
STAFF YEARS	25.80	32.25	32.44	30.00	30.00	0.0

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 at the least possible cost to the taxpayer.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual salaries and benefits include terminal leave payments to retiring employees.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [30.00; E = 2,419,894; 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 implementing the above activity which include:
 - Revision to FY 1994-95 implementation of administrative consolidation. This included deletion of 2.00 Assistant Operations Officers classed by Human Resources as 1.00 DA Legal Support Operations Manager and 1.00 Departmental Budget Manager positions.
 - Changes associated with a mid-year compensation ordinance letter which included the deletion of 1.00 Legal Assistant II position and the addition of 1.00 Administrative Secretary III position.
 - Changes associated with Auditor and Controller instruction to align budget worksheets to Position Control. This included the deletion of 1.00 Administrative Assistant III position and the addition of 1.00 Analyst III position.
 - An approved change letter item requested by the Auditor adjusting the Public Liability Self-Insurance premium.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Public Protection Sales Tax (Prop 172)	\$1,357,557	\$1,338,987	\$1,338,987	0
Sub-Total	\$1,357,557	\$1,338,987	\$1,338,987	\$0
Total	\$1,357,557	\$1,338,987	\$1,338,987	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$1,153,138	\$946,237	\$1,080,907	134,670
Sub-Total	\$1,153,138	\$946,237	\$1,080,907	\$134,670
Total	\$1,153,138	\$946,237	\$1,080,907	\$134,670

EXPLANATION/COMMENT ON PROGRAM REVENUES

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

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0140	District Attorney	1	1.00	1	1.00	\$125,778	\$125,294
0240	Assistant District Attorney	1	1.00	1	1.00	114,342	120,018
0245	Chief Deputy District Attorney	1	1.00	1	1.00	110,620	110,194
0342	Special Investigator	2	2.00	2	2.00	154,558	153,982
0343	Special Assistant	1	1.00	1	1.00	54,747	65,000
0344	Chief Investigator	1	1.00	1	1.00	77,457	77,166
0345	Asst Chief Invest	1	1.00	1	1.00	66,712	69,782
8801	DA Asst Ops Officer	2	2.00	0	0.00	115,048	0
2537	Dept Budget Manager	0	0.00	1	1.00	0	57,262
2499	Principal Systems Analyst	1	1.00	1	1.00	58,942	58,713
2469	Dept EDP Coordinator	1	1.00	1	1.00	44,515	44,341
2525	Senior Systems Analyst	1	1.00	1	1.00	46,386	54,533
2427	Assoc Systems Analyst	1	1.00	1	1.00	49,672	49,481
2426	Asst Systems Analyst	1	1.00	1	1.00	36,327	32,443
3120	Dept Computer Spec II	1	1.00	1	1.00	33,073	38,358
2302	Administrative Asst III	1	1.00	0	0.00	46,163	0
2413	Analyst III	0	0.00	1	1.00	0	45,983
2412	Analyst II	1	1.00	1	1.00	34,434	41,678
2307	Dept Personnel Officer III	1	1.00	1	1.00	46,163	45,983
2781	DA Legal Support Op Manager	0	0.00	1	1.00	0	54,747
2899	Legal Supp Svcs Div Mgr	1	1.00	1	1.00	41,716	41,553
0346	Confidential Secretary	1	1.00	1	1.00	38,729	38,582
2758	Admin Secretary III	0	0.00	1	1.00	0	32,923
3936	Legal Assistant II	1	1.00	0	0.00	27,888	0
2777	Criminal Legal Sec III	1	1.00	1	1.00	34,641	34,504
2776	Criminal Legal Sec II	1	1.00	1	1.00	28,331	31,648
2775	Criminal Legal Sec I	1	1.00	1	1.00	26,040	29,510
2403	Accounting Technician	1	1.00	1	1.00	23,949	26,248
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	24,957
2320	Personnel Aide	1	1.00	1	1.00	27,622	27,512
2661	Storekeeper/Evid Tech	1	1.00	1	1.00	26,646	26,542
2730	Senior Clerk	1	1.00	1	1.00	19,457	21,006
Total		30	30.00	30	30.00	\$1,535,012	\$1,579,943
Salary Adjustments:						12,016	10,531
Integrated Leave Program						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						425,445	518,297
Salary Savings:						(32,523)	(33,748)
Total Adjustments						\$404,938	\$495,080
Program Totals		30	30.00	30	30.00	\$1,939,950	\$2,075,023

PROGRAM: Public Assistance Fraud

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13025

ORGANIZATION #: 2900

MANAGER: Paul J. Pfungst, District Attorney

REFERENCE: 1995-96 Proposed Budget - Pg. 3-27

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).

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$696,128	\$4,571,042	\$5,013,167	\$5,573,051	\$5,933,209	6.5
Services & Supplies	143,815	657,176	551,821	1,577,799	1,577,799	0.0
Other Charges	0	0	0	84,000	0	(100.0)
Fixed Assets	8,684	158,922	16,927	303,848	20,000	(93.4)
Reimbursements	0	(6,024,339)	(6,599,099)	(8,478,778)	(8,539,654)	0.7
TOTAL DIRECT COST	\$848,627	\$(637,199)	\$(1,017,184)	\$(940,080)	\$(1,008,646)	7.3
PROGRAM REVENUE	\$(734,988)	\$(6,291)	\$(1,175)	\$0	\$0	0.0
NET GENERAL FUND CONTRIBUTION	\$113,639	\$(643,490)	\$(1,018,359)	\$(940,080)	\$(1,008,646)	7.3
STAFF YEARS	13.39	93.63	101.33	122.50	121.00	(1.2)

PROGRAM MISSION

To investigate allegations of public assistance fraud and carry out fraud prevention activities. To focus on preventing fraud at the point persons apply for public assistance. 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 maximize the deterrent impact of the Public Assistance Fraud program through the prosecution of appropriate cases of criminal public assistance fraud. To accomplish this mission at the least possible cost to the taxpayer.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures were lower than budgeted due to delays in State confirmation of funding for additional Early Fraud Detection and Prevention investigators. Continued delays were experienced in obtaining a permanent facility to house investigative staff. The facility was occupied in May, 1995. These savings decreased cost applied reimbursements during this fiscal year. Fixed Assets included vehicles budgeted in Public Assistance Fraud for which appropriations of \$171,000 were transferred to the Department of General Services after adoption of the budget. This increased the net general fund contribution reflected in the estimated actuals and resulted in a decrease in cost applied reimbursements.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Achieved \$127.8 million in long term costs avoided as a result of the Early Fraud Program.
2. Achieved the State established target of one investigator for every 300 applicants.
3. Addressed 38,716 referrals for investigation.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To address over 41,000 referrals for investigation of alleged public assistance fraud.
2. To prosecute all appropriate cases of criminal public assistance fraud.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Public Assistance Fraud Investigation [101.00 SY; E = \$(861,043); 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 Responsible for budget/administrative actions implementing the above activity which include:

Approved change letter item adjusts staffing to address PAF requirements. This includes the deletion of (1) Forensic Documents Examiner, the deletion of (.5) Intermediate Clerk Typist and the transfer of (1) Supervising Investigative Specialist to Family Support Enforcement. A replacement photocopier is also included in the change letter item. All costs are fully offset through cost applied reimbursement from Social Services.

2. Public Assistance Fraud Prosecution [20.00 SY; E = (\$147,603); 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/administrative actions implementing the above activity which include:

Approved change letter item adjusts staffing to address PAF requirements. This includes the addition of (1) Criminal Legal Secretary III. All costs are fully offset through cost applied reimbursement from Social Services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
INTERGOVERNMENTAL REVENUE:	\$0	\$	\$0	0
Miscellaneous Revenue	\$1,175	\$0	\$0	0
Sub-Total	\$1,175	\$0	\$0	\$0
Total	\$1,175	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$(1,018,359)	\$(940,080)	\$(1,008,646)	(68,566)
Sub-Total	\$(1,018,359)	\$(940,080)	\$(1,008,646)	\$(68,566)
Total	\$(1,018,359)	\$(940,080)	\$(1,008,646)	\$(68,566)

EXPLANATION/COMMENT ON PROGRAM REVENUES

No revenues are budgeted in this program since the State requires that cost applied accounting be used between the District Attorney's Office and the Department of Social Services.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	20,000
Total	\$20,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
N/A	\$0
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
<u>OUTPUT</u>					
Investigations					
Referrals for Investigation	N/A	41,841	38,716	41,841	42,000
Referrals Completed	N/A	41,684	38,580	41,684	41,160
Prosecutions					
Referrals from Investigation	N/A	1,009	1,399	1,700	1,200
Referrals Resulting in Criminal Charges Filed	N/A	1,632	1,340	1,760	1,200
<u>EFFICIENCY</u>					
Referrals for Investigation (Per Budgeted Program Investigator Staff Year)	N/A	820	653	675	646
Referrals from Investigation (Per Budgeted Program Attorney Staff Year)	N/A	202	266	340	340
<u>OUTCOME</u>					
Progress Towards State Approved Target of One Investigator for Every 300 Applications for AFDC and Food Stamp Assistance (Percent of Goal Achieved)	N/A	75%	100%	100%	100%
Cumulative Projected Long Term Costs Avoided as a Result of the Early Fraud (Long Term Costs Avoided Since Inception of the Program)	\$N/A	\$68 million	\$127.8 million	\$136 million	\$184.6

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.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
3925	Deputy DA V	2	2.00	2	2.00	\$179,191	\$189,073
3927	Deputy DA III	5	5.00	5	5.00	329,404	343,799
0332	Deputy Chief Investigator	1	1.00	1	1.00	68,505	68,245
5753	DA Investigator IV	4	4.00	4	4.00	224,857	225,296
2302	Admin Assist III	1	1.00	1	1.00	37,986	45,983
5754	DA Investigator III	10	10.00	10	10.00	476,618	498,728
5728	Public Asst Investigator II	56	56.00	56	56.00	1,830,090	1,930,956
5729	Public Asst Supv Investigator	9	9.00	9	9.00	378,144	389,789
5758	Investigative Technician	1	1.00	1	1.00	32,148	35,574
2405	Assistant Accountant	1	1.00	1	1.00	29,295	29,126
2427	Assoc Systems Analyst	1	1.00	1	1.00	45,018	46,828
2899	Legal Supp Svcs Div Mgr	1	1.00	1	1.00	41,716	41,553
5768	Supv Investigative Specialist	1	1.00	0	0.00	29,622	0
5721	Forensics Documents Examiner	1	1.00	0	0.00	44,130	0
5751	Investigative Specialist II	2	2.00	2	2.00	53,288	53,784
2777	Criminal Legal Sec. III	1	1.00	2	2.00	32,091	61,063
2776	Criminal Legal. Sec II	2	2.00	2	2.00	59,844	63,930
2907	Legal Procedures Clerk II	19	19.00	19	19.00	429,774	441,367
2906	Legal Procedures Clerk III	3	3.00	3	3.00	75,987	77,748
2660	Storekeeper I	1	1.00	1	1.00	19,517	19,403
2700	Inter Clerk Typist	1	.50	0	0.00	8,888	0
Total		123	122.50	121	121.00	\$4,426,113	\$4,562,245
Salary Adjustments:						(50,067)	6,848
Integrated Leave Program						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						1,350,011	1,530,356
Salary Savings:						(153,006)	(166,240)
Total Adjustments						\$1,146,938	\$1,370,964
Program Totals		123	122.50	121	121.00	\$5,573,051	\$5,933,209

GRAND JURY

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Grand Jury Proceedings	\$220,177	\$381,746	\$270,432	\$205,087	\$214,775	\$9,688	4.7
TOTAL DIRECT COST	\$220,177	\$381,746	\$270,432	\$205,087	\$214,775	\$9,688	4.7
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$220,177	\$381,746	\$270,432	\$205,087	\$214,775	\$9,688	4.7
STAFF YEARS	1.01	0.99	1.00	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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Review, prioritize, and investigate all significant complaints, issues and other County matters of civil concern brought before the Grand Jury.
 - a. Submit final reports to the Presiding Judge, the Board of Supervisors, and/or other responsible agencies, when applicable, as required by law (Penal Code §933).
2. In response to criminal complaints filed by the District Attorney, assemble criminal juries in a timely manner.
 - a. Return criminal indictments when warranted, and prepare other reports and declarations as required by law (Penal Code §939.8 et.seq.).

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$54,351	\$53,646	\$50,168	\$50,047	\$59,735	19.4
Services & Supplies	164,456	307,229	212,215	155,040	155,040	0.0
Fixed Assets	1,370	20,871	8,049	0	0	0.0
TOTAL DIRECT COST	\$220,177	\$381,746	\$270,432	\$205,087	\$214,775	4.7
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$220,177	\$381,746	\$270,432	\$205,087	\$214,775	4.7
STAFF YEARS	1.01	0.99	1.00	1.00	1.00	0.0

PROGRAM MISSION

Please refer to Department Summary page.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Mid-year adjustments to the 1994-95 budget consisted of a transfer of \$8,100 from services and supplies to fixed asset appropriations (Board Action #34, 9/20/94), a supplemental appropriation of \$20,000 for jury payroll costs (Board Action #14, 6/7/95) and a year-end transfer of \$150 to Salaries and Benefits from Services and Supplies.

FY 1994-95 expenditures (\$270,431) include \$48,019 carried forward from the prior fiscal year. Net FY 1994-95 actual expenditures of \$222,412 exceeded adopted budget by \$17,325. The discrepancy between FY 1994-95 actuals and budget reflects the on-going underfunding of this program since the 1991 enactment of Assembly Bill 607, that resulted in the seating of separate criminal Grand Juries and special investigations.

ACHIEVEMENT OF 1994-95 OBJECTIVES

- FY 1994-95 Grand Jury reviewed 257 non-criminal complaints and issued 14 major reports.
- Criminal Grand Jury issued 120 criminal indictments.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental objectives on the green sheet.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. **Grand Jury Proceedings** [1.00 SY; E = \$214,775; 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.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0515	Judicial Secretary	1	1.00	0	0.00	\$38,106	\$0
0725	Coordinator, Grand Jury	0	0.00	1	1.00	0	\$43,653
Total		1	1.00	1	1.00	\$38,106	\$43,653
Salary Adjustments:						210	0
Premium/Overtime Pay:						0	0
Employee Benefits:						11,731	16,082
Salary Savings:						(0)	(0)
Total Adjustments						\$11,941	\$16,082
Program Totals		1	1.00	1	1.00	\$50,047	\$59,735

MARSHAL

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
MARSHAL	\$18,664,510	\$18,256,653	\$18,112,655	\$18,131,921	\$18,898,243	766,322	4.2
TOTAL DIRECT COST	\$18,664,510	\$18,256,653	\$18,112,655	\$18,131,921	\$18,898,243	\$766,322	4.2
PROGRAM REVENUE	(2,835,807)	(3,054,578)	(2,635,345)	(2,900,480)	(2,987,760)	(87,280)	3.0
NET GENERAL FUND COST	\$15,828,703	\$15,202,075	\$15,477,310	\$15,231,441	\$15,910,483	\$679,042	4.5
STAFF YEARS	364.70	348.00	349.34	373.50	380.25	6.75	1.8

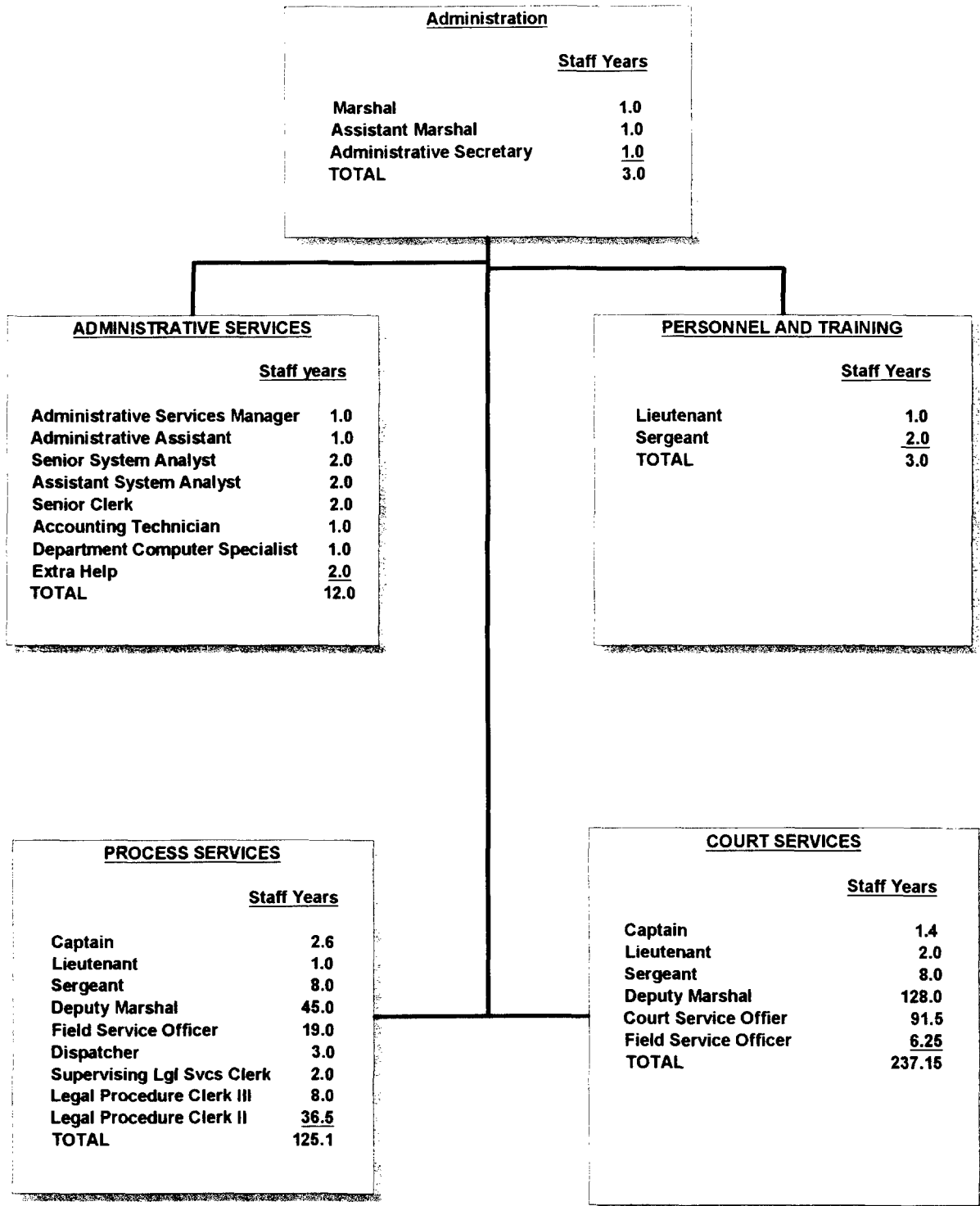
MISSION

To provide for the safety and security of the courts of San Diego County and to serve all process received from the courts or other competent authority.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Ensure that no weapons are brought into any court facility.
 - a. Screen 2.5 million persons entering seven court facilities each year for weapons or other contraband.
2. Maintain order during all court proceedings with no extraordinary interruptions.
 - a. Provide bailiffs as needed to 148 courts during all proceedings.
3. Prevent escape, rescue or lynching of prisoners appearing in court.
 - a. Maintain custody of approximately 140,000 prisoners each year awaiting appearance in court.
4. Execute warrants of arrest.
 - a. Attempt service of 14,000 felony warrants and misdemeanor warrants with commits attached each year.
5. Enforce all writs and orders and serve all subpoenas and civil process brought to us.
 - a. Receive, attempt service/enforcement and prepare returns of service for approximately 172,000 writs, orders, civil process and subpoenas each year.

**DEPARTMENT OF THE MARSHAL
FISCAL YEAR 1995/96**



TOTAL: 380.25

PROGRAM: MARSHAL

DEPARTMENT: MARSHAL

PROGRAM #: 01000
MANAGER: Michael Sgobba

ORGANIZATION #: 2500
REFERENCE: 1995-96 Proposed Budget - Pg. 5-1

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

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$18,247,109	\$17,768,578	\$17,520,469	\$17,171,333	\$17,979,777	4.7
Services & Supplies	367,519	381,882	448,765	445,308	535,136	20.2
Fixed Assets	49,882	106,193	143,421	515,280	383,330	(25.6)
TOTAL DIRECT COST	\$18,664,510	\$18,256,653	\$18,112,655	\$18,131,921	\$18,898,243	4.2
PROGRAM REVENUE	(2,835,807)	(3,054,578)	(2,635,345)	(2,900,480)	(2,987,760)	3.0
NET GENERAL FUND CONTRIBUTION	\$15,828,703	\$15,202,075	\$15,477,310	\$15,231,441	\$15,910,483	4.5
STAFF YEARS	364.70	348.00	349.34	373.50	380.25	1.8

PROGRAM MISSION

See department mission on the green sheet.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

1994-95 estimated actual costs are greater than adopted for several reasons. In October, 1994, the Board of Supervisors approved the addition of two staff years for the Oceanside Juvenile Dependency court. Also, reclassification of three communication dispatchers was approved at the same time. Also, it appears that CERS costs will exceed the amount budgeted by more than \$150,000. Finally, overexpenditures in the area of overtime and extra help costs are the result of added workload due to "Three Strikes" legislation.

ACHIEVEMENT OF 1994-95 OBJECTIVES

During calendar year 1994 we seized 8,384 weapons including 97 concealed handguns in the process of screening more than 2 million persons entering court facilities.

During fiscal year 1994/95 we staffed 148 courts and processed 138,524 prisoners through the courts.

During fiscal year 1994/95 we attempted service on 81,723 criminal subpoenas, 14,523 warrants and 89,508 civil process.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Please refer to the Department Summary page (green sheet).

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Executive/Administrative Services [15.00 SY; E = \$944,912; R = \$816,360]
 - o Mandated/Discretionary Service Level.
 - o Includes Marshal and Assistant Marshal and related support staff.
 - o Provides payroll, purchasing, budgeting and accounting activities. for department staff.
 - o Includes all services and supplies, other charges, and fixed asset expenditures.

2. Court Services [237.15 SY; E = \$11,716,912; 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 140,000 prisoners through the courts per year.
3. Process Services [125.10 SY; E = \$6,047,437; R = \$2,171,400]
- 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 92,000 civil process, 14,000 felony warrants, and 80,000 criminal subpoenas for service per year.
 - o Provides clerical and technical support for field enforcement.
 - o Maintains the county-wide Want/Warrant and Temporary Restraining Order repository.
4. Personnel/Training [3.00 SY; E = \$188,982; R = \$0]
- o Mandated/Discretionary Service Level
 - o Includes personnel and training responsibilities.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Civil Process Service	\$2,183,266	\$2,143,000	\$2,165,000	22,000
Federal Warrant Service	2,594	4,000	4,000	0
Failure to Provide Warrants	2,137	2,400	2,400	0
Sub-Total	\$2,187,997	\$2,149,400	\$2,171,400	\$22,000
OTHER REVENUE:				
Civil Process Surcharge	\$186,123	\$275,650	\$288,532	12,882
Writ Disbursement Fee Fund	25,204	116,330	116,330	0
Automated Warrant Fund	196,173	334,100	338,072	3,972
POST Training Reimbursement	15,932	25,000	17,000	(8,000)
Other Recovered Expenses	23,916	0	56,426	56,426
Sub-Total	\$447,348	\$751,080	\$816,360	\$65,280
Total	\$2,635,345	\$2,900,480	\$2,987,760	\$87,280

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$15,477,310	\$15,231,441	\$15,910,483	\$679,042
Total	\$15,477,310	\$15,231,441	\$15,910,483	\$679,042

EXPLANATION/COMMENT ON PROGRAM REVENUES

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	275,000
Total	\$275,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Communications Equipment	108,330
Total	\$108,330

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: COURT SERVICES					
% OF RESOURCES: 20%					
<u>OUTCOME (Planned Result)</u>					
No weapons brought into court	0	0	0	0	0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to screen visitors	unknown	\$912,883	\$905,633	\$906,596	\$944,913
<u>OUTPUT (Service or Product)</u>					
Screen 2.5 million visitors	unknown	unknown	2,579,200	2,500,000	2,500,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per visitor screened	unknown	unknown	\$0.35	\$0.36	\$0.37
ACTIVITY B: COURT SERVICES					
% OF RESOURCES: 46%					
<u>OUTCOME (Planned Result)</u>					
Prevent violence during court proceedings	0	0	0	0	0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to provide bailiffs to 148 courts	\$unknown	\$8,398,060	\$8,331,821	\$8,340,684	\$8,693,192
<u>OUTPUT (Service or Product)</u>					
Provide bailiffs to 148 courts	148	148	148	148	149
<u>EFFICIENCY (Input/Output)</u>					
Cost per courtroom staffed	\$unknown	\$56,744	\$56,296	\$56,256	\$58,344
ACTIVITY C: COURT SERVICES					
% OF RESOURCES: 13%					
<u>OUTCOME (Planned Result)</u>					
Prevent prisoner escape	0	0	0	0	0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to provide prisoner security	\$unknown	\$2,373,365	\$2,354,645	\$2,357,150	\$2,456,772
<u>OUTPUT (Service or Product)</u>					
Maintain custody of 140,000 prisoners	unknown	128,236	138,254	125,000	140,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per prisoner	\$unknown	\$18.51	\$17.03	\$18.86	\$17.54

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY D: FIELD/OFFICE SERVICES					
% OF RESOURCES: 6%					
<u>OUTCOME (Planned Result)</u>					
Execute warrants of arrest	unknown	15,514	14,253	14,000	14,250
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to serve warrants	\$unknown	\$1,095,399	\$1,086,759	\$1,098,715	\$1,133,895
<u>OUTPUT (Service or Product)</u>					
Attempt service of warrants	unknown	15,541	14,253	14,000	14250
<u>EFFICIENCY (Input/Output)</u>					
Cost per warrant worked in filed	\$unknown	\$70.61	\$76.24	\$78.48	\$79.57

**ACTIVITY E:
FIELD/OFFICE SERVICES****% OF RESOURCES: 20%**OUTCOME (Planned Result)

Enforce writs, subpoenas, civil process	unknown	174,657	171,231	180,000	180,000
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EFFECTIVENESS (Input/Outcome)

Cost to serve all process	\$unknown	\$3,651,352	\$3,622,531	\$3,626,382	\$3,779,649
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OUTPUT (Service or Product)

Serve writs, subpoenas, civil process	unknown	174,657	171,231	180,000	180,000
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EFFICIENCY (Input/Output)

Cost per item served	\$unknown	\$21	\$21.15	\$20	\$20.99
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STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0621	Marshal	1	1.00	1	1.00	\$90,995	\$102,846
0622	Assistant Marshal	1	1.00	1	1.00	75,835	85,707
0623	Captain	4	4.00	4	4.00	279,472	278,351
0641	Lieutenant	4	4.00	4	4.00	309,901	243,351
0643	Sergeant	18	18.00	18	18.00	976,112	973,368
0631	Deputy Marshal	170	170.00	173	173.00	7,494,752	7,629,539
0629	Court Service Officer	92	88.00	96	91.50	2,430,009	2,470,039
0628	Field Service Officer	25	25.00	26	25.25	495,214	486,278
0640	Communications Dispatcher II	3	3.00	0	0.00	81,444	0
0625	Admin. Service Mgr. II	1	1.00	0	0.00	54,747	0
0646	Admin. Assistant II	0	0.00	1	1.00	0	39,982
0647	Admin. Assistant I.	1	1.00	0	0.00	35,269	0
0624	Accounting Technician	1	1.00	1	1.00	26,666	26,562
0637	Admin. Secretary III	1	1.00	1	1.00	33,848	33,715
0642	Supv. Legal Service Clerk	2	2.00	2	2.00	62,240	63,540
0633	Legal Procedure Clerk III	8	8.00	8	8.00	210,656	209,730
0632	Legal Procedure Clerk II	31	31.00	37	36.50	739,356	843,878
0634	Legal Procedure Clerk I	6	5.50	0	0.00	101,898	0
0630	Senior Clerk	2	2.00	2	2.00	52,698	52,492
0649	Assistant Systems Analyst	1	1.00	0	0.00	35,290	0
0639	Associate Systems Analyst	2	2.00	2	2.00	99,344	85,598
0644	Senior Systems Analyst	1	1.00	2	2.00	54,747	109,280
1833	Admin. Service Mgr. III	0	0.00	1	1.00	0	59,225
1910	Emergency Services Dispatcher	0	0.00	3	3.00	0	90,699
1942	Dept. Computer Spec. II	0	0.00	0	0.00	0	0
1943	Dept. Computer Spec. III	1	1.00	1	1.00	39,096	41,191
9999	Temporary Help	2	2.00	2	2.00	43,004	43,004
Total		378	373.50	386	380.25	\$13,822,593	\$13,968,375
Salary Adjustments:						(894,682)	50,221
Premium/Overtime Pay:						60,000	60,000
Uniform Allowance:						180,731	181,941
Employee Benefits:						4,375,030	5,043,922
Salary Savings:						(372,339)	(1,324,682)
Total Adjustments						\$3,348,740	\$4,011,402
Program Totals		378	373.50	386	380.25	\$17,171,333	\$17,979,777

EL CAJON MUNICIPAL COURT

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
El Cajon Municipal Court	\$5,879,120	\$6,125,385	\$6,432,333	\$6,298,374	\$6,587,781	289,407	4.6
TOTAL DIRECT COST	\$5,879,120	\$6,125,385	\$6,432,333	\$6,298,374	\$6,587,781	\$ 289,407	4.6
PROGRAM REVENUE	(1,338,608)	(1,810,153)	(1,550,755)	(1,204,609)	(3,956,851)	(2,752,242)	228.5
NET GENERAL FUND COST	\$4,540,512	\$4,315,232	\$4,881,578	\$5,093,765	\$2,630,930	\$(2,462,835)	(48.4)
STAFF YEARS	115.73	120.58	122.18	119.50	121.50	2.00	1.7

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.

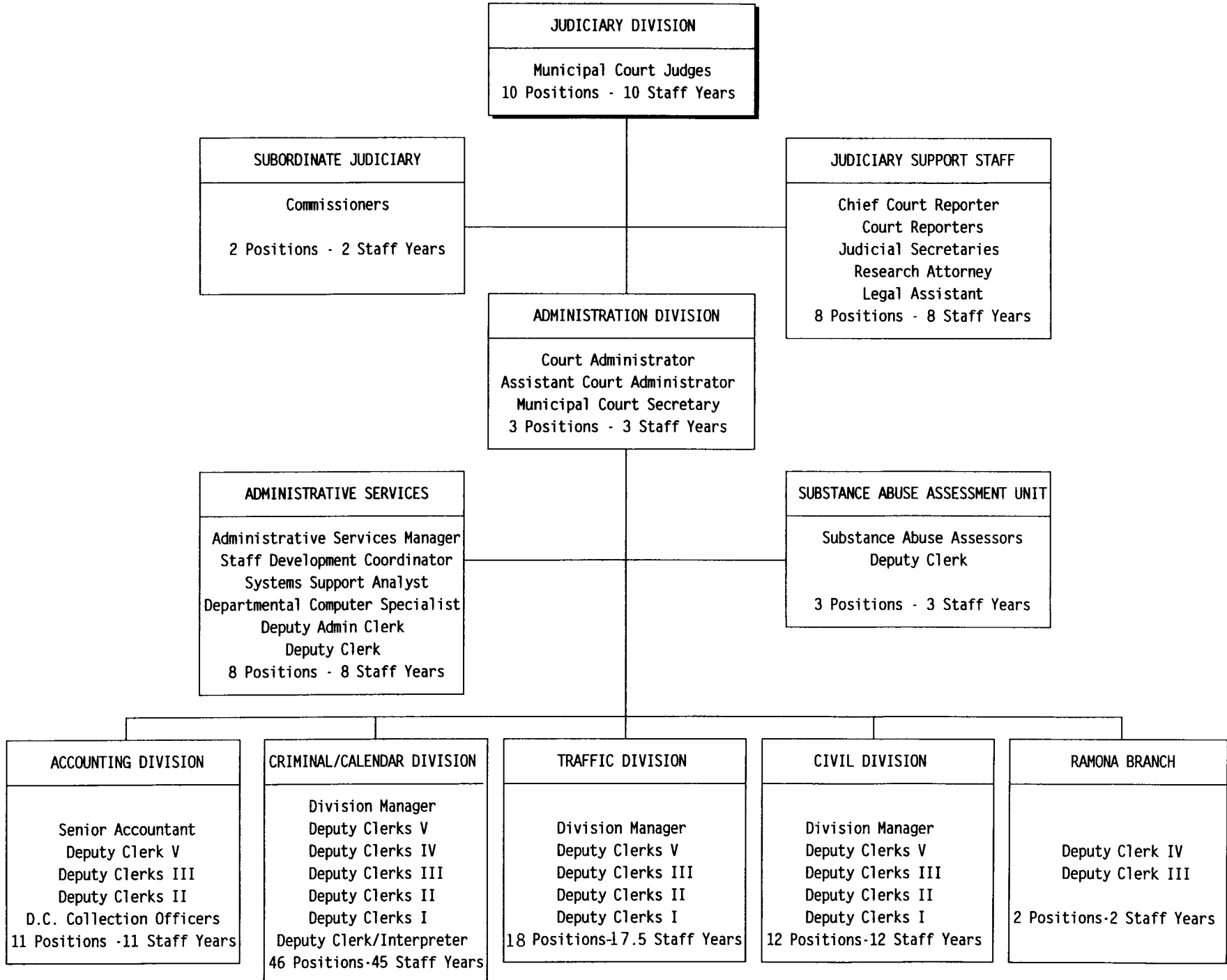
The Court Administrator and deputy clerks provide administrative support to the Court at two separate locations, and are responsible for the acceptance of case filings, preparation of Court calendars, entry of minutes on cases, maintenance of all Court records and documents, as well as the reception,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

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Continue to process and adjudicate cases within the time standards established by the State Judicial Council.
 - a. Exceed the state average in case processing times for Felony, Misdemeanor, Small Claims and Civil cases, as measured by the California Judicial Council Annual Report.
 - b. Adjudicate "three strikes" cases within statutory time limits while continuing to process all other casework within the case processing time standards adopted by the Judicial Council.
2. Continue to coordinate with the Superior Court in order to improve the public access to court services and reduce costs.
 - a. Continue to hear over 4,000 Superior Court cases per year.
3. Continue to operate an aggressive fine collection program which reduces the number of warrants issued, increases the number of cases disposed of, and increases fine collections.
 - a. Reduce number of backlog warrants on file.
 - b. Collect over \$750,000 in civil assessment revenue.
4. Make optimum use of appropriate technology and continue to cooperate with all justice agencies in the County to automate the processing of justice system cases and information.
 - a. Contract with vendor and begin implementation of the Municipal Court portion of the IJIS project.
5. Continue to provide quality training to staff to improve efficiency and performance in all court operations.
 - a. Provide training that increases the knowledge, skills, abilities, and productivity of each staff member so the delivery of court services is effective, efficient, and accurate.

EL CAJON MUNICIPAL COURT



PROGRAM #: 13035
MANAGER: Frederick W. LearORGANIZATION #: 2100
REFERENCE: 1995-96 Proposed Budget - Pg. 6-1

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

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,393,395	\$5,559,567	\$5,666,310	\$5,709,029	\$5,982,559	4.8
Services & Supplies	467,852	552,618	656,493	572,103	587,980	2.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	17,873	13,200	109,530	17,242	17,242	0.0
TOTAL DIRECT COST	\$5,879,120	\$6,125,385	\$6,432,333	\$6,298,374	\$6,587,781	4.6
PROGRAM REVENUE	(1,338,608)	(1,810,153)	(1,550,755)	(1,204,609)	(3,956,851)	228.5
NET GENERAL FUND CONTRIBUTION	\$4,540,512	\$4,315,232	\$4,881,578	\$5,093,765	\$2,630,930	(48.4)
STAFF YEARS	115.73	120.58	122.18	119.50	121.50	1.7

PROGRAM MISSION

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

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The difference between 1994-95 estimated actual net general fund costs and 1994-95 budgeted net general fund costs is unanticipated/over-realized revenue in "Court Fees and Costs" revenue accounts. 1994-95 actual services and supplies expenditures include prior year (1993-94) expenditures \$101,616, which were expended in 1994-95 using encumbered appropriations from 1993-94. Actual 1994-95 services and supplies expenditures were \$554,877, which was within budget. 1994-95 actual fixed asset expenditures also include prior year (1993-94) expenditures of \$55,286.

ACHIEVEMENT OF 1994-95 OBJECTIVES

All 1994-95 objectives were achieved.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See Departmental Outcome and Output Objectives on the Green Sheet.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Municipal Court Services [118.50 SY; E = \$6,437,762; R = \$3,806,832] 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 = \$130,000; R = \$130,000]
 - 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 [0.00 SY; E = \$20,019; R = \$20,019]

- o Discretionary Activity/Discretionary Service Level
- o 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
9162 Night Court Assessment	\$34,926	\$50,000	\$30,000	(20,000)
9713 Returned Check Fee	18,534	8,000	8,000	0
9821 Filing Documents	144,038	129,400	207,400	78,000
9822 Jury Fees	3,273	0	0	0
9827 Costs for Courts	281,155	68,233	191,739	123,506
9832 Traffic School	250,731	225,386	220,380	(5,006)
9833 Administrative Fee	0	165,000	0	(165,000)
9967 Duplicating Documents	12,579	9,000	9,000	0
9979 Other Miscellaneous	378,333	334,383	341,813	7,430
9996 Sales of Forms	1,204	3,000	1,500	(1,500)
9678 Federal Grants	17,212	45,019	20,019	(25,000)
9831 Costs - Other	191,346	(2,812)	155,000	157,812
9164 Substance Abuse Assessment	139,286	170,000	130,000	(40,000)
9958 VTO - Cash-in-lieu	0	0	0	0
9985 Int. Govt. Rev State Pr Yr	60,793	0	0	0
9989 Recovered Expenditures	1,309	0	0	0
9849 Enhanced Collection Recovery	15,776	0	0	0
9169 Assessment on FTA	0	0	0	0
9825 Notary Public Fees	260	0	0	0
9817 Operating Transfer from Trial Court Funding	0	0	2,642,000	2,642,000
Sub-Total	\$1,550,755	\$1,204,609	\$3,956,851	\$2,752,242
Total	\$1,550,755	\$1,204,609	\$3,956,851	\$2,752,242

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$4,881,578	\$5,093,765	\$2,630,930	\$(2,462,835)
Sub-Total	\$4,881,578	\$5,093,765	\$2,630,930	\$(2,462,835)
Total	\$4,881,578	\$5,093,765	\$2,630,930	\$(2,462,835)

EXPLANATION/COMMENT ON PROGRAM REVENUES: The difference between the 1994-95 budgeted and the 1994-95 actual revenue is primarily the result of unanticipated/over-realized revenue in various "court fees and costs" revenue accounts.

The differences between the 1994-95 actuals and the 1995-96 budgeted revenues are primarily attributable to the implementation of the Unlawful Detainer Pilot Project and the impact of the civil assessment program on program revenues.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$17,242
Total	\$17,242

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
Municipal Court Services - El Cajon					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Total Municipal Court Filings	113,833	105,434	96,691	120,000 ⁽¹⁾	107,350
Municipal Court Judicial Weighted Caseload	567,051	554,977	506,140	575,000	582,750
Total Superior Court Filings	4,938	5,213	4,196	5,500	5,000
Superior Court Judicial Weighted Caseload	819,898	899,233	542,760	800,000	785,000
<u>EFFICIENCY/OUTPUT</u>					
Weighted Municipal Court Caseload Units Per Judge Staff Year ⁽²⁾	56,705	55,498	50,614	57,500	58,275
Weighted Superior Court Caseload Units Per Judge Staff Year ⁽²⁾	81,990	89,233	54,276	80,000	78,500
<u>EFFECTIVENESS/OUTCOME</u>					
Combined Municipal and Superior Court Judge Equivalents	17.67	18.32	13.77	17.58	17.55

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

(2) Does not include Commissioner staff years.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0580	Judges, Municipal Court	10	10.00	10	10.00	\$952,480	\$977,360
0587	Commissioner	1	1.00	1	1.00	76,507	78,481
1510	Traffic Referee/Commissioner	1	1.00	1	1.00	66,944	73,580
0650	Court Administrator	1	1.00	1	1.00	89,808	97,591
0609	Asst. Court Administrator	1	1.00	1	1.00	79,199	84,320
0543	Chief Reporter	1	1.00	1	1.00	63,708	63,461
0544	Court Reporter	3	3.00	3	3.00	158,886	158,184
0690	Admin. Serv. Mgr. I	1	1.00	1	1.00	52,156	51,954
0608	Deputy Clerk V	7	7.00	7	7.00	252,142	251,699
0614	Judicial Secretary	3	3.00	3	3.00	99,405	99,015
0668	Division Manager III	1	1.00	3	3.00	43,991	153,957
0669	Division Manager II	4	4.00	2	2.00	160,420	70,264
0610	Deputy Clerk IV	14	14.00	15	14.00	456,263	455,482
0611	Deputy Clerk III	34	34.00	63	62.50	901,210	1,576,684
0612	Deputy Clerk II	24	24.00	0	0	568,510	0
0613	Deputy Clerk I	2	2.00	0	0	42,678	0
0605	Deputy Clerk-Interpreter	1	1.00	1	1.00	28,372	28,210
0671	DC-Senior Accountant	1	1.00	1	1.00	45,081	44,905
0592	Deputy Admin. Clerk III	2	2.00	2	2.00	61,029	56,380
0593	Deputy Admin Clerk II	1	1.00	1	1.00	23,650	27,117
0680	DC-Research Attorney II	1	1.00	1	1.00	58,691	58,463
1742	Dept. Comp. Spec. II	1	1.00	1	1.00	29,028	35,131
0688	D/C Subs. Abuse Assessor II	2	2.00	2	2.00	70,828	77,846
0694	DC-Muni Court Secretary	1	1.00	1	1.00	34,641	34,034
0695	DC-Staff Dev. Coord.	1	1.00	1	1.00	43,930	43,758
9999	Temporary Extra Help	2	.50	0	0	61,956	87,966
Total		121	119.50	123	121.50	\$4,521,513	\$4,685,842
Salary Adjustments:						25,059	6,350
Premium/Overtime Pay:						30,000	7,932
Employee Benefits:						1,229,835	1,379,813
Salary Savings:						(97,378)	(97,378)
Total Adjustments						\$1,187,516	\$1,296,717
Program Totals		121	119.50	123	121.50	\$5,709,029	\$5,982,559

NORTH COUNTY MUNICIPAL COURT

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
North County Muni Court	\$7,382,037	\$7,424,873	\$8,987,847	\$8,747,688	\$8,161,727	(585,961)	(6.7)
TOTAL DIRECT COST	\$7,382,037	\$7,424,873	\$8,987,847	\$8,747,688	\$8,161,727	\$(585,961)	(6.7)
PROGRAM REVENUE	(2,338,385)	(2,097,976)	(2,380,745)	(1,812,291)	(6,035,251)	(4,222,960)	233.0
NET GENERAL FUND COST	\$5,043,652	\$5,326,897	\$6,607,102	\$6,935,397	\$2,126,476	\$(4,808,921)	(69.3)
STAFF YEARS	148.61	151.04	164.22	144.25	150.25	6.00	4.2

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Continue to process and adjudicate cases within the time standards established by the State Judicial Council.
 - a. Exceed the state average in case processing times for Felony, Misdemeanor, Small Claims and Civil cases, as measured by the California Judicial Council Annual Report.
 - b. Adjudicate "three strikes" cases within statutory time limits while continuing to process all other casework within the case processing time standards adopted by the Judicial Council.

2. Continue to coordinate with the Superior Court in order to improve the public access to court services and reduce costs.
 - a. Begin the initial steps to implement the statewide coordination goals for trial courts that was recently adopted by the Judicial Council of California.
 - b. Continue to hear over 1,000 Superior Court cases per year.

3. Continue to operate an aggressive fine collection program which reduces the number of warrants issued, increases the number of cases disposed of, and increases fine collections.
 - a. Reduce number of backlog warrants on file by 40%.
 - b. Achieve a recovery rate of 20%, on \$18 million referred to collections.
 - c. Collect over \$2 million in net civil assessment revenue.

4. Make optimum use of appropriate technology and continue to cooperate with all justice agencies in the County to automate the processing of justice system cases and information.
 - a. Contract with vendor and begin implementation of the Municipal Court portion of the IJIS project.

5. Continue to provide quality training to staff to improve efficiency and performance in all court operations.
 - a. Implement an enhanced customer satisfaction program, focused on gaining feedback from customers on the service provided, and then acting upon that feedback.
 - b. Provide training that increases the knowledge, skills and abilities of each staff member so the processing of cases is as accurate as possible.

6. Assist in the design of the North County Regional Center.
 - a. Provide input and guidance to the architects and contractors to ensure a new courthouse that is functional, secure and efficient.

NORTH COUNTY MUNICIPAL COURT

JUDICIARY	
	<u>SY</u>
Presiding Judge	1.00
Judges	10.00
Commissioners	<u>3.00</u>
	14.00

JUDICIAL SUPPORT STAFF	
	<u>SY</u>
Judicial Secretary	3.00
Court Reporter	5.00
Research Attorney II	<u>.50</u>
	8.50

ADMINISTRATION	
	<u>SY</u>
Court Administrator	1.00
Assistant Court Admin	1.00
Administrative Secretary	<u>1.00</u>
	3.00

CRIMINAL COURT SERVICES	
	<u>SY</u>
Deputy Court Administrator	<u>.75</u>
	.75

ADMINISTRATIVE SERVICES	
	<u>SY</u>
Deputy Court Administrator	<u>1.00</u>
	1.00

BRANCH COURT OPERATIONS	
	<u>SY</u>
Deputy Court Administrator	<u>1.00</u>
	1.00

CRIMINAL COURT SERVICES	
	<u>SY</u>
Division Manager II	1.00
Division Manager I	1.00
Deputy Clerk V	3.00
Deputy Clerk IV	12.00
DC- Interpreter	2.00
Deputy Clerk III	20.50
COURT REFERRAL OFFICE	
DC-R&R Officer II	2.00
DC-Court Referral Officer	3.00
Deputy Clerk III	<u>1.00</u>
	45.50

ADMINISTRATIVE SERVICES	
	<u>SY</u>
Senior Accountant	1.00
Deputy Clerk V	1.00
Deputy Clerk III	5.00
Deputy Administrative Clk III	1.50
Deputy Administrative Clk II	2.00
Deputy Administrative Clk I	1.00
Deputy Clerk IV	1.00
Associate Systems Analyst	1.00
DC Staff Development Specialist	<u>1.00</u>
	14.50

SAN MARCOS BRANCH	
	<u>SY</u>
Division Manager II	1.00
Deputy Clerk V	3.00
Deputy Clerk IV	1.00
Deputy Clerk III	23.00
Deputy Clerk II	<u>6.00</u>
	34.00
CIVIL ASSESSMENT PROGRAM	
Deputy Clerk III	4.00
ESCONDIDO BRANCH	
Division Manager I	1.00
Deputy Clerk V	1.00
Deputy Clerk IV	2.00
Deputy Clerk III	<u>20.00</u>
	24.00

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,425,436	\$6,588,806	\$6,933,853	\$6,822,878	\$7,152,389	4.8
Services & Supplies	886,889	795,249	1,988,839	1,905,844	985,372	(48.3)
Fixed Assets	69,712	40,818	65,155	18,966	23,966	26.4
TOTAL DIRECT COST	\$7,382,037	\$7,424,873	\$8,987,847	\$8,747,688	\$8,161,727	(6.7)
PROGRAM REVENUE	(2,338,385)	(2,097,976)	(2,380,745)	(1,812,291)	(6,035,251)	233.0
NET GENERAL FUND CONTRIBUTION	\$5,043,652	\$5,326,897	\$6,607,102	\$6,935,397	\$2,126,476	(69.3)
STAFF YEARS	148.61	151.04	164.22	144.25	150.25	4.2

PROGRAM MISSION

See department mission on the green sheet.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The difference between estimated actual expenditures and the budget is a direct result of mid-year board letters funding the court referral program and microfilm project (both revenue offset). Additionally, the court collected unanticipated revenue in excess of \$328,295 due primarily to revenue collection and enhancement efforts.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Process cases within the time standards established by the State Judicial Council.

- 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.

2. Expand the court's fine collection program to include all new traffic failure to pay cases, and applicable backlog cases.

- Expanded the court's fine collection program to include Traffic Failure to Pay cases in October, 1994.
- Transferred all 55,000 possible backlog cases (3 to 5 year old cases in the marshal's want/warrant file), with a value of over \$25 million dollars, to our collection agency in November, 1994. Within the first 10 months, over \$1 million has been collected on these cases.

3. Assist in the design of the new North County Regional Center to ensure a new courthouse that is functional, secure and progressive.

- Provided input and guidance to the architects to establish a functional design, and assisted in modifying these designs to meet changing specifications and parameters.

4. Make optimum use of appropriate technology in the performance of judicial functions.

- Participated with the other courts and criminal justice agencies in the development of the Integrated Justice Information System request for proposal and system design.
- Developed several in-house computer applications to increase efficiency of court operations, including a Bond Record Tracking System, a Court Referral processing system, and a Case Calendaring System.

5. Continue to provide quality training of staff to improve efficiency and performance in all court operations.

- Implemented an enhanced customer satisfaction program which focuses on gaining feedback from customers on the service provided, and then acting upon that feedback.
- Extensive in-house training programs were conducted that increased the

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department outcome and output objectives on the green sheet.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. JUDICIARY [14.00 SY; E = \$1,491,222; R = \$1,491,222] is:
 - o Mandated/Mandated Service Level.
 - o Responsible for the adjudication of all cases filed with the court.
2. ADMINISTRATIVE SERVICES [27.00 SY; E = \$1,507,649; R = \$473,156] 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 [24.00 SY; E = \$909,854; R = \$635,840] 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 [81.25 SY; E = \$4,092,002; R = \$3,364,060] including support personnel involves all case processing support for public offenses and includes two major divisions.
 - A. CRIMINAL (46.25 SY; E = \$2,619,890)
 - o Mandated/Discretionary Service Level.
 - o Felony and more serious misdemeanor cases including driving under the influence.
 - B. TRAFFIC/MINOR OFFENSES (35.00 SY; E = \$1,472,112)
 - o Mandated/Discretionary Service Level.
 - o Bail forfeitable misdemeanor cases and both criminal and traffic infractions.
5. CIVIL ASSESSMENT PROGRAM [4.00 SY; E = \$161,000; R = \$70,973]
 - o Discretionary/Discretionary Service Level.
 - o Contact with private collection agency to collect on 40,000 delinquent cases each year, and collect in excess of 3.6 million in overdue fines/bail.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Vehicle Code Fines	\$59,784	\$70,000	\$70,000	0
Substance Abuse Assessment	113,608	0	240,994	240,994
Return Check Fee	17,465	7,000	17,000	10,000
Court Fees - Filings	221,146	65,489	190,000	124,511
Court Fees - Jury	10,558	10,000	10,000	0
Traffic School Fees	813,383	733,756	600,000	(133,756)
Court Fees Administration	0	0	0	0
Duplication Fees	18,102	11,046	17,000	5,954
Fed- Other Federal Grants	0	0	0	0
Fee for court costs	884	0	0	0
Court Fees/Other	1,125,815	915,000	1,033,257	118,257
Miscellaneous Revenues	0	0	0	0
Op Tsfr from Trial Court Fund	0	0	3,857,000	3,857,000
Micro-Automation	0	0	0	0
Sub-Total	\$2,380,745	\$1,812,291	\$6,035,251	\$4,222,960
Total	\$2,380,745	\$1,812,291	\$6,035,251	\$4,222,960

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$6,607,102	\$6,935,397	\$2,126,476	(4,808,921)
Sub-Total	\$6,607,102	\$6,935,397	\$2,126,476	\$(4,808,921)
Total	\$6,607,102	\$6,935,397	\$2,126,476	\$(4,808,921)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1995-96 proposed program revenues have increased as a result of the court's implementation of a court referral program and microfilm project. The substance abuse assessment levied on each DUI as a result of this program will result in an increase of \$240,994 in program revenue.

Revenue of \$3,857,000 is annotated to reflect the distribution of Trail Court Funding in North County Municipal Court's Budget.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$18,966
Modular Furniture - Equipment	2,000
Data Processing Equipment	2,000
Electronic Equipment- Audio Visual	1,000
Total	\$23,966

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE INDICATORS

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
% OF RESOURCES					
% OF RESOURCES:	100%				
WORKLOAD					
Clerical Weighted Caseload	10,400,452	9,732,574	9,248,166	10,867,600	10,697,730
Judicial Weighted Caseload	897,877	869,982	851,286	949,001	981,191
Felonies	3,610	4,004	4,202	4,000	5,025
Misdemeanors Group A	7,659	7,239	8,008	7,500	8,105
Group B	893	714	670	1,200	983
Group C	5,849	5,549	5,042	6,500	5,849
Group D	18,799	18,339	16,439	20,000	18,799
Criminal Infractions	3,640	2,868	2,588	4,000	3,640
Traffic Infractions	132,003	118,108	109,029	135,000	126,883
Parking	760	73	0	0	0
Civil	11,189	10,474	9,922	11,500	11,189
Small Claims	11,527	10,055	8,839	11,500	11,527
Total Filings	195,929	177,423	164,739	201,200	192,000
EFFICIENCY/OUTPUT					
Direct Cost					
Per Clerical Weighted Caseload	.71	.76	.94	.81	.85
Net Cost					
Per Clerical Weighted Caseload	.49	.55	.71	.64	.66
EFFECTIVENESS/OUTCOME					
Clerical Weighted Caseload					
Per Non Judicial Staff	88,140	75,423	61,157	91,133	88,594
Judicial Weighted Caseload					
Per Judicial Staff	64,134	62,142	65,484	67,786	70,085

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0580	Judge	11	11.00	11	11.00	\$1,043,199	\$1,075,096
0587	Traffic Commissioner	1	1.00	1	1.00	76,212	78,179
0591	Commissioner	2	2.00	2	2.00	152,424	156,358
0653	Court Administrator	1	1.00	1	1.00	89,506	89,165
0606	Assistant Court Administrator	1	1.00	1	1.00	79,489	79,186
0694	Deputy Court Administrator	0	0.00	3	2.75	0	156,445
0544	Court Reporter	5	5.00	5	5.00	269,676	268,546
0602	Judicial Secretary	3	3.00	2	2.00	67,776	67,509
0614	Judicial Secretary	0	0.00	1	1.00	33,135	33,135
0605	Deputy Clerk Interpreter	1	1.00	1	1.00	32,697	28,210
0694	D/C Municipal Court Secretary	1	1.00	1	1.00	34,641	34,504
0668	Division Manager III	2	1.75	0	0.00	90,685	0
0669	Division Manager II	2	2.00	2	2.00	83,394	83,068
0670	Division Manager I	3	3.00	2	2.00	113,139	66,964
0687	D/C Staff Development Spec	0	0.00	1	1.00	0	41,842
0608	Deputy Clerk V	8	8.00	8	8.00	283,163	287,362
0610	Deputy Clerk IV	16	16.00	16	16.00	509,297	522,815
0611	Deputy Clerk III	42	40.50	74	73.50	1,108,683	1,833,846
0612	Deputy Clerk II	34	31.00	8	6.00	756,096	127,980
0613	Deputy Clerk I	9	8.00	3	0.00	117,406	0
0615	Deputy Clerk Interpreter	2	1.00	2	1.00	32,697	23,514
0592	Deputy Admin. Clerk III	2	1.50	2	1.50	45,036	41,834
0593	Deputy Admin. Clerk II	2	2.00	2	2.00	54,452	54,234
0594	Deputy Admin Clerk I	0	0.00	1	1.00	0	21,702
0671	Senior Accountant	1	1.00	1	1.00	45,081	44,905
0678	Research Attorney I	1	.50	0	0.00	21,880	0
0680	D/C Research Attorney II	0	0.00	1	.50	0	25,260
0690	D/C Administrative Svs Manager	1	1.00	0	0.00	50,872	0
1727	D/C Assoc Systems Analyst	1	1.00	1	1.00	49,672	49,672
1754	D/C Collection Officer II	0	0.00	2	2.00	0	48,156
1785	D/C Court Referral Officer II	0	0.00	3	3.00	0	98,058
9999	Extra Help/Student Worker	1	0.00	0	0.00	162,178	162,178
Total		153	144.25	158	150.25	\$5,402,486	\$5,599,723
Salary Adjustments:						22,000	5,280
Premium/Overtime Pay:						50,000	50,000
Employee Benefits:						1,480,260	1,629,254
Salary Savings:						(131,868)	(131,868)
Total Adjustments						\$1,420,392	\$1,552,666
Program Totals		153	144.25	158	150.25	\$6,822,878	\$7,152,389

SAN DIEGO MUNICIPAL COURT

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
MUNICIPAL COURT	\$17,660,920	\$18,070,038	\$18,835,033	\$18,917,667	\$11,061,946	(7,855,721)	(41.5)
TOTAL DIRECT COST	\$17,660,920	\$18,070,038	\$18,835,033	\$18,917,667	\$11,061,946	\$(7,855,721)	(41.5)
PROGRAM REVENUE	(3,769,930)	(2,984,173)	(2,867,645)	(2,968,808)	(2,761,862)	206,946	(7.0)
NET GENERAL FUND COST	\$13,890,990	\$15,085,865	\$15,967,388	\$15,948,859	\$8,300,084	\$(7,648,775)	(48.0)
STAFF YEARS	331.95	324.10	325.17	346.75	356.75	10.00	2.9

MISSION

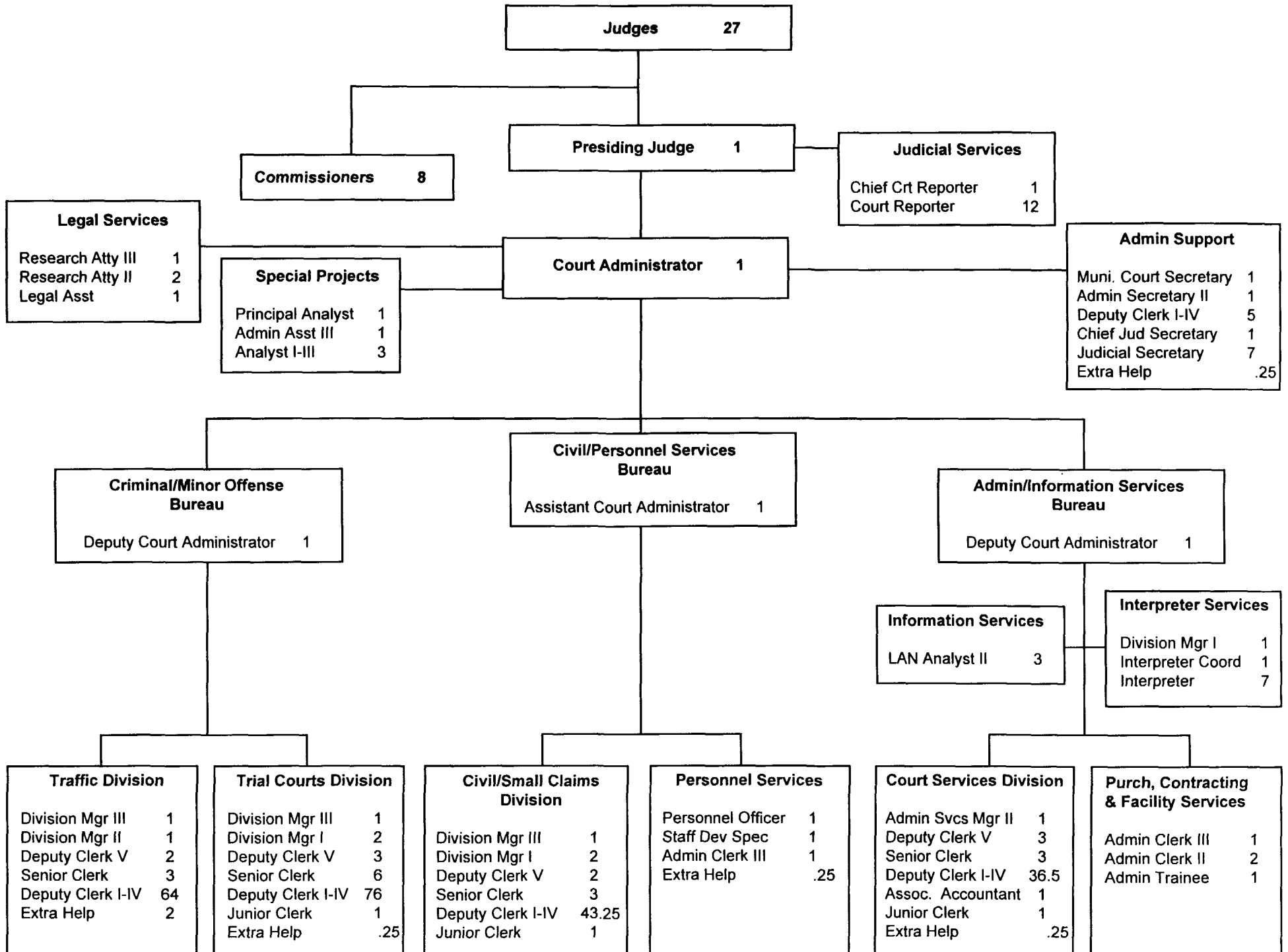
To provide an independent, quality Judicial forum which Upholds the law and Supports the Timely, Impartial resolution of Civil and criminal matters with Equal access and service to the community.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Provide a safe environment for employees and the public at all Court locations.
 - a. Secure the funding to provide airport type security and the necessary security staff to expand airport security to the Kearny Mesa Facility and the Civil Building.
2. Continue to process and adjudicate cases within the time standards established by the State Judicial Council.
 - a. Adjudicate cases within the case processing standards adopted by the Judicial Council.
3. Continue to coordinate with the Superior Court in order to improve the public access to the court services and to reduce costs.
 - a. Adjudicate "three strikes " cases within statutory time limits while continuing to process all other casework within the case processing standards adopted by the Judicial Council.
4. Given the Court has been given adequate resources, continue to operate an aggressive fine collection program which reduces the number of warrants issued, increase the number cases disposed of, and increase General Funds available to the County.
 - a. As a result of the Court's fine collection program, over \$4,000,000 of gross collections are projected for FY 1995-96.
 - b. The recalling of all unserved Failure To Appear Warrants and referral of these cases for collection via Civil Assessment could result in over \$8,000,000 of gross collections at a time when the County is facing severe fiscal shortfalls for FY 1995-96.
5. Make optimum use of technology and continue to cooperate with all justice agencies in the County to automate the processing of justice systems cases and to optimize the sharing of data through a fully integrated justice system.
 - a. The implementation of CD-ROM technology, document imaging, and a fully integrated case management system will result in more efficient court operations and savings through cost avoidance.
6. Continue to provide quality training to all staff to improve efficiency and performance in all court operations.
 - a. Provide training that increases the knowledge, skills, and abilities of each staff members so that fewer errors are made in the processing of cases.
 - b. Provide training as necessary for all Judges and Commissioners.

The funding to enable the San Diego Municipal Court to meet objectives 2-6 has been approved by the Trial Court Budget Commission for FY 1995-96.

San Diego Municipal Court



7-2

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$15,295,081	\$16,328,388	\$16,123,023	\$16,043,393	\$16,825,488	4.9
Services & Supplies	2,010,589	1,580,746	2,434,933	2,626,219	1,650,403	(37.2)
Fixed Assets	355,250	160,904	277,077	248,055	248,055	0.0
Operating Transfers	0	0	0	0	(7,662,000)	100.0
TOTAL DIRECT COST	\$17,660,920	\$18,070,038	\$18,835,033	\$18,917,667	\$11,061,946	(41.5)
PROGRAM REVENUE	(3,769,930)	(2,984,173)	(2,867,645)	(2,968,808)	(2,761,862)	(7.0)
NET GENERAL FUND CONTRIBUTION	\$13,890,990	\$15,085,865	\$15,967,388	\$15,948,859	\$8,300,084	(48.0)
STAFF YEARS	331.95	324.10	325.17	346.75	356.75	2.9

*Appropriations of \$7,662,000 to reimburse General Fund for Trial Court costs incurred by the San Diego Municipal Court on Trial Court Funding revenue pursuant to AB 2544.

PROGRAM MISSION

See department mission on the green sheet.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The San Diego Municipal Court estimated actuals exceed budgeted appropriations for the following reasons:

1. Three Strikes - The Court is estimating the 1994-95 fiscal impact to be \$313,171.
2. The City/County Jail - In April 1994 the City implemented a new booking policy that included the booking of female prisoners. The workload has increased significantly as a result of the new policy. The average number of defendants has increased 18% from 149 to 181. The average number of cases has increased 15% from 411 to 482. The annual fiscal impact is \$156,472.
3. Civil Assessment - During the development of the FY 1994-95 Budget, the Court agreed to start-up an aggressive fine collection program with the understanding the County would support a mid-year adjustment to the adopted budget once the full impact of the program could be quantified.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. The San Diego Municipal Court completed the FY 1995-96 Trial Court Budget and the approved budgeted amount was \$27,847,000. The San Diego Municipal Court had the lowest cost per judicial position of all the Courts in San Diego County and one of the lowest cost per judicial position of all the Courts in California.
2. The Court implemented the Civil Assessment Program in conjunction with the County and Lockheed IMS on September 6, 1994.
3. On June 25, 1995, the Civil Assessment Program was expanded to include existing warrants that consisted of 116,000 eligible warrants with a value of \$45 million.
4. The Court in conjunction with other San Diego County criminal justice agencies is currently planning an automated criminal justice application to further streamline operations.
5. The San Diego Municipal Court has completed the second stage of the strategic planning process and work continues on the final three steps of this beneficial process.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department program outcome and output objectives on the green sheet.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Judiciary [106.00 SY; E = \$3,286,801; R = \$820,623] 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 [13.25 SY; E = \$410,850; R = \$102,578] 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 which provides for the screening of cases and the furnishing of preliminary data to the judiciary at all Judicial Districts in San Diego County.
 - o Provides special studies, reports and research for the judiciary and the Court.
3. Administration and Information Services Bureau [55.75 SY; E = \$1,728,671; R = \$431,601] 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 [56.50 SY; E = \$1,751,927; R = \$437,408] 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 [125.25 SY; E = \$3,883,697; R = \$969,652] 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Night Court Assessment	\$109,965	\$100,000	\$100,000	0
Returned Check Fee	22,102	28,711	28,711	0
Civil Filings	522,789	555,114	555,114	0
Jury Fees	16,383	32,496	32,496	0
Reporters Fees	1,063	5,000	5,000	0
Court Fees	96,669	168,548	154,448	(14,100)
Court Fees & Costs - CRT Appt Atty	1,519	0	0	0
Administrative Fee	949,974	1,042,913	908,963	(133,950)
Traffic School	611,819	647,745	560,795	(86,950)
Duplicating Forms	29,244	27,616	27,616	0
Interest - Deposits and Investments	20,929	70,000	70,000	0
Rents and Concessions	0	24,000	24,000	0
State - Other Victim Witness	50,690	12,631	12,631	0
Sales of Forms	4,254	5,800	5,800	0
2% Municipal Court Automation Fund	354,084	165,584	193,638	28,054
Micro-Automation Fee	52,694	82,650	82,650	0
AB2989 Want Warrant Fee	0	0	0	0
Other Miscellaneous	23,467	0	0	0
Sub-Total	\$2,867,645	\$2,968,808	\$2,761,862	\$(206,946)
Total	\$2,867,645	\$2,968,808	\$2,761,862	\$(206,946)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
GENERAL FUND SUPPORT COSTS:	\$15,967,388	\$15,948,859	\$8,300,084	(7,648,775)
Sub-Total	\$15,967,388	\$15,948,859	\$8,300,084	\$(7,648,775)
Total	\$15,967,388	\$15,948,859	\$8,300,084	\$(7,648,775)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The shortfall in program revenue is a direct result of Civil Assessment. The over-realized 2% Municipal Court Automation Fund Revenue is due to a mid-year increase of appropriations to enhance local area network capabilities at the downtown courthouse and at the Kearny Mesa Facility in preparation for IJIS.

FIXED ASSETS

Category	Total Cost
Office Equipment-General	\$59,325
Data Processing Equipment	186,355
Engineering/Industrial Equip & Ins	2,375
Total	\$248,055

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
JUDICIARY					
% OF RESOURCES: 45%					
<u>OUTCOME (Planned Result)</u>					
Maximize Judicial Assignments To Superior Court	0	0	0	0	10%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Total Judicial Days Available (- Vacation)	0	0	0	0	6,692
<u>OUTPUT (Service or Product)</u>					
Days Assigned	0	0	0	0	863
<u>EFFICIENCY (Input/Output)</u>					
Percentage of Assignment	0	0	0	0	13%
ACTIVITY B:					
Administration and Information Services					
% OF RESOURCES: 13%					
<u>OUTCOME (Planned Result)</u>					
Refer 100% Of All FTA and FTP Cases (Based On Resource Availability)	0	0	0	0	\$23,500,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Staff Assigned Collections Effort	0	0	0	0	10.00
<u>OUTPUT (Service or Product)</u>					
20% Collection Rate	0	0	0	0	\$4,700,000
<u>EFFICIENCY (Input/Output)</u>					
Gross Collections Per Staff Year	0	0	0	0	\$470,000
ACTIVITY C:					
CIVIL AND PERSONNEL					
% OF RESOURCES: 11%					
<u>OUTCOME (Planned Result)</u>					
Disposition Of Civil and Small Claims Cases	0	0	0	0	35,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Clerical Cost	0	0	0	0	\$1,751,927
<u>OUTPUT (Service or Product)</u>					
Annual Filings	0	0	0	0	35,500
<u>EFFICIENCY (Input/Output)</u>					

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
Clerical Cost Per Case	0	0	0	0	\$49

ACTIVITY D:
CRIMINAL AND MINOR OFFENSE

% OF RESOURCES: 27%

OUTCOME (Planned Result)

Disposition Of Criminal and Minor Offense Cases 0 0 0 0 256,000

EFFECTIVENESS (Input/Outcome)

Clerical Cost 0 0 0 0 \$6,107,896

OUTPUT (Service or Product)

Annual Filings 0 0 0 0 256,000

EFFICIENCY (Input/Output)

Clerical Cost Per Case 0 0 0 0 \$24

Note: Since this is a new performance measure format starting with FY 1995-96, prior fiscal year reporting is not applicable.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0543	Chief Court Reporter	1	1.00	1	1.00	63,708	63,461
0544	Court Reporter	12	12.00	12	12.00	664,740	662,172
0580	Muni Court Judge	28	28.00	28	28.00	\$2,657,867	\$2,736,608
0587	Traffic Trial Commissioner	2	2.00	2	2.00	152,424	151,834
0590	Commissioner	6	6.00	6	6.00	457,272	466,815
0592	Dep Admin Clerk III	2	2.00	2	2.00	65,352	55,577
0593	Dep Admin Clerk II	2	2.00	2	2.00	54,452	54,234
0596	DC Admin Secretary III	1	1.00	1	1.00	30,774	30,653
0600	Asst Court Admin	1	1.00	1	1.00	83,061	82,741
0601	Court Administrator	1	1.00	1	1.00	107,991	107,577
0603	DC Admin Services Mgr II	1	1.00	1	1.00	54,747	54,533
0604	Senior Deputy Clerk	15	15.00	15	15.00	482,874	512,580
0605	DC Court Interpreter	7	7.00	7	7.00	223,748	223,624
0608	Deputy Clerk V	10	10.00	10	10.00	361,000	359,570
0610	Deputy Clerk IV	39	39.00	39	39.00	1,274,304	1,252,079
0611	Deputy Clerk III	85	85.00	188	185.75	2,258,099	4,583,268
0612	Deputy Clerk II	79	73.25	0	0.00	1,746,087	0
0613	Deputy Clerk I	22	20.50	0	0.00	403,070	0
0614	Judicial Secretary	7	7.00	7	7.00	230,667	226,094
0618	DC Court Worker**	10	0.00	0	0.00	0	0
0620	DC Junior Clerk	3	3.00	3	3.00	44,502	44,253
0661	Chief Judicial Secty.	1	1.00	1	1.00	41,427	41,265
0663	DC Admin Assistant III	1	1.00	1	1.00	46,163	45,983
0667	DC Dep. Court Admin.	2	2.00	2	2.00	129,826	124,459
0668	Division Manager III	3	3.00	3	3.00	155,480	153,547
0669	Division Manager II	6	6.00	1	1.00	235,771	41,534
0670	Division Manager I	0	0.00	5	5.00	0	198,675
0672	DC Associate Accountant	1	1.00	1	1.00	32,212	32,027
0676	DC Municipal Court Worker II**	10	0.00	0	0.00	0	0
0680	Research Atty II	2	2.00	2	2.00	117,382	108,845
0682	DC Analyst II	1	1.00	1	1.00	39,532	41,412
0683	DC Analyst III	2	2.00	2	2.00	85,279	84,881
0684	DC Princ. Admin. Analyst	1	1.00	1	1.00	52,156	51,954
0685	DC Interpreter Coordinator	1	1.00	1	1.00	36,100	35,957
0687	DC Staff Development Specialist	1	1.00	1	1.00	35,456	39,523
0691	DC Administrative Trainee	1	1.00	1	1.00	25,809	25,660
0692	DC Personnel Officer II	1	1.00	1	1.00	46,163	39,852
0694	DC Municipal Court Secretary	1	1.00	1	1.00	34,641	34,504
0696	DC Research Attorney III	1	1.00	1	1.00	62,874	68,927
1711	DC Legal Assistant I	1	1.00	1	1.00	24,950	24,810
1746	DC LAN Systems Analyst II	2	2.00	3	3.00	90,768	135,635
9999	Extra Help	1	1.00	3	3.00	48,000	94,447
Total		374	346.75	359	356.75	\$12,756,728	\$13,091,570
Salary Adjustments/ILP:						21,159	27,031
Premium/Overtime Pay:						50,000	50,000
Employee Benefits:						3,540,511	3,919,511
Salary Savings:						(325,005)	(262,624)
Total Adjustments						\$3,286,665	\$3,733,918
Program Totals		374	346.75	359	356.75	\$16,043,393	\$16,825,488

**Classifications are authorized but staff year and position totals will not be entered on the staffing schedule until funding is available.

SOUTH BAY MUNICIPAL COURT

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Municipal Court Services	\$4,121,355	\$4,304,745	\$4,577,569	\$4,679,793	\$4,835,047	155,254	3.3
TOTAL DIRECT COST	\$4,121,355	\$4,304,745	\$4,577,569	\$4,679,793	\$4,835,047	\$155,254	3.3
PROGRAM REVENUE	(915,076)	(952,154)	(867,907)	(865,964)	(2,917,114)	(2,051,150)	236.9
NET GENERAL FUND COST	\$3,206,279	\$3,352,591	\$3,709,662	\$3,813,829	\$1,917,933	\$(1,895,896)	(49.7)
STAFF YEARS	76.79	81.51	87.50	92.50	93.50	1.00	1.1

MISSION

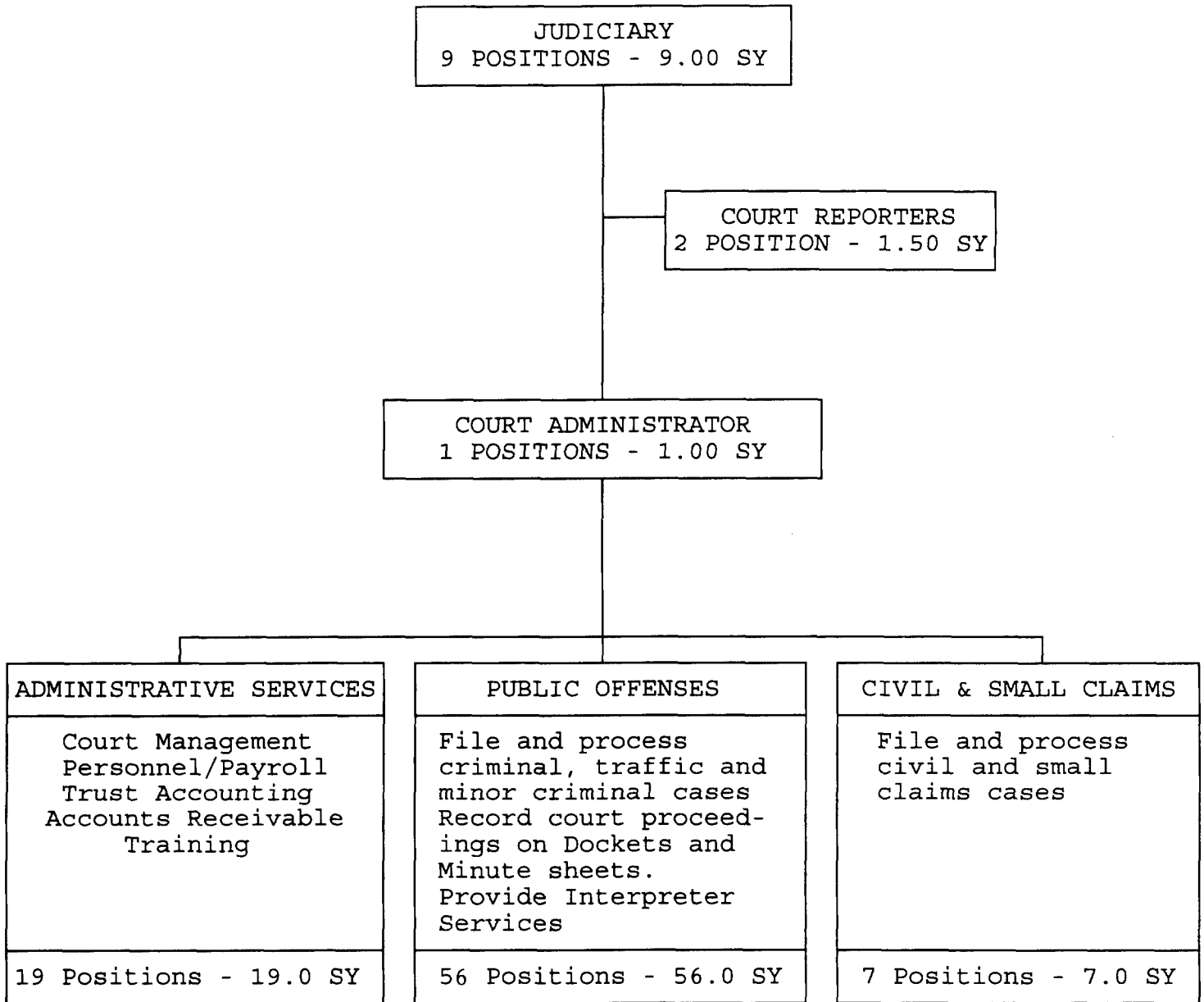
To provide due process of law in the determination of guilt or innocence for persons charged with the commission of public offenses; and to resolve legal disputes of a non-criminal nature.

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Continue to process and adjudicate cases within the time standards established by the State Judicial Council.
 - a. Adjudicate cases within the case processing time standards adopted by the Judicial Council.
2. Continue to coordinate with the superior court in order to improve the public access to court services and reduce costs.
 - a. Adjudicate "three strike" cases within statutory time limits while continuing to process all other casework with the case processing time standards adopted by Judicial Council.
3. Continue to operate an aggressive fine collection program which reduces the number of warrants issued, increases the number of cases disposed of, and increases fine collections.
 - a. As a result of the courts' fine collection program, continue to provide in excess of \$600,000 in general revenue to the County, and reduce the number of warrants issued by the court by 30%.
4. Make optimum use of appropriate technology and continue to cooperate with all criminal justice agencies in the County in the effort to automate the processing of criminal cases and defendant information.
 - a. Reduce maintenance costs of expensive hard-bound law books with the implementation of CD-ROM law libraries, and on-line research services.
5. Continue to provide quality training to staff to improve efficiency and performance in all court operations.
 - a. Provide training that increases the knowledge, skills and abilities of each staff member so that fewer errors are made in the processing of cases.

**SOUTH BAY MUNICIPAL COURT
1995-96 FINAL 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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,709,916	\$3,991,450	\$4,099,307	\$4,323,671	\$4,469,118	3.4
Services & Supplies	364,017	289,723	444,844	312,322	322,129	3.1
Other Charges	1,045	0	0	0	0	0.0
Fixed Assets	46,377	23,572	33,418	43,800	43,800	0.0
TOTAL DIRECT COST	\$4,121,355	\$4,304,745	\$4,577,569	\$4,679,793	\$4,835,047	3.3
PROGRAM REVENUE	(915,076)	(952,154)	(867,907)	(865,964)	(2,917,114)	236.9
NET GENERAL FUND CONTRIBUTION	\$3,206,279	\$3,352,591	\$3,709,662	\$3,813,829	\$1,917,933	(49.7)
STAFF YEARS	76.79	81.51	87.50	92.50	93.50	1.1

PROGRAM MISSION

See department mission on the green sheet.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

FY 1994-95 costs were approximately \$104,000 less than budgeted.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Continue to process and adjudicate cases within the time standards established by the State Judicial Council.
 - a. Adjudicate cases within the case processing time standards adopted by the Judicial Council.
2. Continue to coordinate with the Superior Court in order to improve the public access to court services and reduce costs.
 - a. Adjudicate "three strike" cases within statutory time limits while continuing to process all other casework with the case processing time standards adopted by Judicial Council.
3. Continue to operate an aggressive fine collection program which reduces the number of warrants issued, increases the number of cases disposed of, and increases fine collections.
 - a. As a result of the courts' fine collection program, continue to provide in excess of \$600,000 in general revenue to the County, and reduce the number of warrants issued by the court by 30%.
4. Make optimum use of appropriate technology and continue to cooperate with all criminal justice agencies in the County in the effort to automate the processing of criminal cases and defendant information.
 - a. Reduce maintenance costs of expensive hard-bound law books with the implementation of CD-ROM law libraries, and on-line research services.
5. Continue to provide quality training to staff to improve efficiency and performance in all court operations.
 - a. Provide training that increases the knowledge, skills and abilities of each staff member so that fewer errors are made in the processing of cases.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The Adopted Budget includes the reclassification of budgeted positions to match positions included in Government Code Section 74745, the addition of one Deputy Clerk III position and \$43,800 for fixed assets to support the program. There are not additional costs associated with the reclassifications. The activities of this program are summarized as follows:

1. JUDICIARY [9.00 SY; E = \$1,008,801; R = \$427,823] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for the adjudication of all cases filed with the Court.
2. ADMINISTRATIVE SERVICES [20.00 SY; E = \$984,174; R = \$549,988] 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 reclassification of 3.0 SY Deputy Clerk III (assigned to Public Offenses in FY 1994-95) to Deputy Clerk - Court Collection Officer II; 1.0 SY Deputy Clerk - Administrative Assistant II to Deputy Clerk Administrative Assistant III; 1.0 SY Deputy Clerk III to Deputy Clerk - Administrative Clerk III and the addition of 1.0 SY Deputy Clerk III.
3. PUBLIC OFFENSES [57.50 SY; E = \$2,546,315; R = \$1,656,736] provides all case processing support and reporting services for public offenses and is responsible for two major case classifications:
 - A. CRIMINAL [27.00 SY; E = \$1,165,194]
 - 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 transfer of 1.0 SY Deputy Clerk III to Administrative Services where the positions were reclassified to Court Collection Officer II; and, the reclassification of 11.0 SY Deputy Clerk II to Deputy Clerk III.
 - B. TRAFFIC/MINOR OFFENSES [30.50 SY; E = \$1,381,121]
 - o Mandated/Discretionary Service Level.
 - o Bail Forfeitable misdemeanor cases and both criminal and traffic infractions.
 - o Includes the transfer of 2.0 SY Deputy Clerk III to Administrative Services where the positions were reclassified to Court Collection Officer II; and the reclassification of 12.0 SY Deputy Clerk II and 1.0 SY Deputy Clerk I to 13.0 SY Deputy Clerk III.
4. CIVIL/SMALL CLAIMS [7.00 SY ; E = \$295,757; R = \$282,567] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for processing civil and small claims cases filed with the Court.
 - o Includes the reclassification of 3.0 SY Deputy Clerk II to Deputy Clerk III.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
PROGRAM REVENUE:				
9162 Night Court Assessment	\$32,880	\$37,000	\$32,000	(5,000)
9713 Returned Check Fee	8,155	14,100	8,400	(5,700)
9749 Special Dist/Local Boards	0	0	4,150	4,150
9821 Filing Documents	121,143	103,600	120,000	16,400
9822 Court Cost - Jury	876	0	0	0
9827 Cost for Courts	94,105	128,094	128,094	0
9831 Other Court Cost	397,416	352,345	385,000	32,655
9832 Traffic School	204,258	225,525	184,770	(40,755)
9967 Duplicating Documents	6,513	4,000	5,800	1,800
9989 Recovered Expenditures	590	0	0	0
9996 Other - Sales Taxable	1,971	1,300	1,900	600
9817 Operating Transfer from Trial Court Fund	0	0	2,047,000	2,047,000
Sub-Total	\$867,907	\$865,964	\$2,917,114	\$2,051,150
Total	\$867,907	\$865,964	\$2,917,114	\$2,051,150

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$3,709,662	\$3,813,829	\$1,917,933	(1,895,896)
Sub-Total	\$3,709,662	\$3,813,829	\$1,917,933	\$(1,895,896)
Total	\$3,709,662	\$3,813,829	\$1,917,933	\$(1,895,896)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The adjustments in program revenue in FY 1995-96 are directly attributable to the implementation of a comprehensive collection program which will result in more than a \$600,000 increase in general fund revenue to the County; the distribution of a customer service training video produced by the municipal courts funded by a \$4,150 grant; and a \$2,047,000 operating transfer from Trial Court Funding.

FIXED ASSETS

Category	Total Cost
OFFICE EQUIPMENT - GENERAL	\$10,000
MODULAR FURNITURE & EQUIPMENT	1,000
DATA PROCESSING EQUIPMENT	31,800
ELECTRONIC EQUIP - AUDIO/VIDEO	1,000
Total	\$43,800

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
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ACTIVITY A: Municipal Court Services - South Bay

% OF RESOURCES: 100%WORKLOAD

Total Filings	104,854	86,502	86,324	88,500	88,575
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Judicial Weighted Caseload	455,672	428,801	463,146	462,500	484,065
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EFFICIENCY/OUTPUT

Judicial Weighted Caseload per Judge Staff Year *	65,096	61,257	66,164	66,071	69,151
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EFFECTIVENESS/OUTCOME

Judge Equivalents	7.20	6.77	7.32	6.80	7.30
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* Does not include Commissioner Staff years.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0580	Municipal Court Judge	7	7.00	7	7.00	\$666,736	\$684,152
0590	Court Commissioner	1	1.00	1	1.00	76,212	78,179
1510	Traffic Referee/Commissioner	1	1.00	1	1.00	66,664	73,296
0651	Court Administrator	1	1.00	1	1.00	89,808	97,591
1540	Deputy Court Administrator	3	3.00	3	3.00	165,348	164,707
0544	Court Reporter	2	1.50	2	1.50	83,199	82,772
0669	Division Manager II	1	1.00	1	1.00	41,697	39,580
0695	DC-Staff Development Coordinator	1	1.00	1	1.00	41,842	43,758
2432	DC-System Support Analyst	1	1.00	1	1.00	37,524	38,409
1742	DC-Muni.Ct. Computer Spec. II	1	1.00	1	1.00	29,028	29,718
0671	DC-Senior Accountant	1	1.00	1	1.00	45,081	44,905
0608	Deputy Clerk V	6	6.00	6	6.00	213,228	214,305
0691	DC-Municipal Court Sec.	1	1.00	1	1.00	34,641	34,504
0663	DC-Admin. Assist. III	0	0.00	1	1.00	0	38,805
0664	DC-Admin. Assist. II	1	1.00	0	0.00	34,852	0
0610	Deputy Clerk IV	8	8.00	8	8.00	261,378	254,425
0605	DC-Interpreter	2	2.00	2	2.00	65,394	65,138
8801	DC-Volunteer Program Coordinator	1	1.00	1	1.00	25,933	27,206
0611	Deputy Clerk III	23	23.00	49	48.00	588,225	1,178,417
0592	DC-Admin. Clerk III	0	0.00	1	1.00	0	27,226
0593	DC-Admin. Clerk II	2	2.00	2	2.00	51,301	54,234
1754	DC-Court Collection Officer II	0	0.00	3	3.00	0	56,805
0612	Deputy Clerk II	28	27.00	0	0.00	625,093	0
0596	DC-Admin. Sec. III	1	1.00	1	1.00	30,774	30,653
0613	Deputy Clerk I	1	1.00	0	0.00	18,723	0
9999	Extra Help	3	0.00	0	0.00	137,667	134,059
Total		97	92.50	95	93.50	\$3,430,348	\$3,492,844
Salary Adjustments:						\$12,929	\$3,124
Premium/Overtime Pay:						16,000	16,000
Bilingual Pay:						2,520	2,520
Employee Benefits:						925,154	1,019,625
Salary Savings:						(63,280)	(64,995)
Total Adjustments						\$893,323	\$976,274
Program Totals		97	92.50	95	93.50	\$4,323,671	\$4,469,118

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

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
MCISU	\$1,373,099	\$1,106,085	\$1,404,513	\$1,126,272	\$1,350,386	224,114	19.9
TOTAL DIRECT COST	\$1,373,099	\$1,106,085	\$1,404,513	\$1,126,272	\$1,350,386	\$224,114	19.9
PROGRAM REVENUE	(981,081)	(466,849)	(1,062,877)	(918,241)	(1,142,377)	(224,136)	24.4
NET GENERAL FUND COST	\$392,018	\$639,236	\$341,636	\$208,031	\$208,009	\$22	0.0
STAFF YEARS	5.00	5.63	6.67	5.00	9.00	4.00	80.0

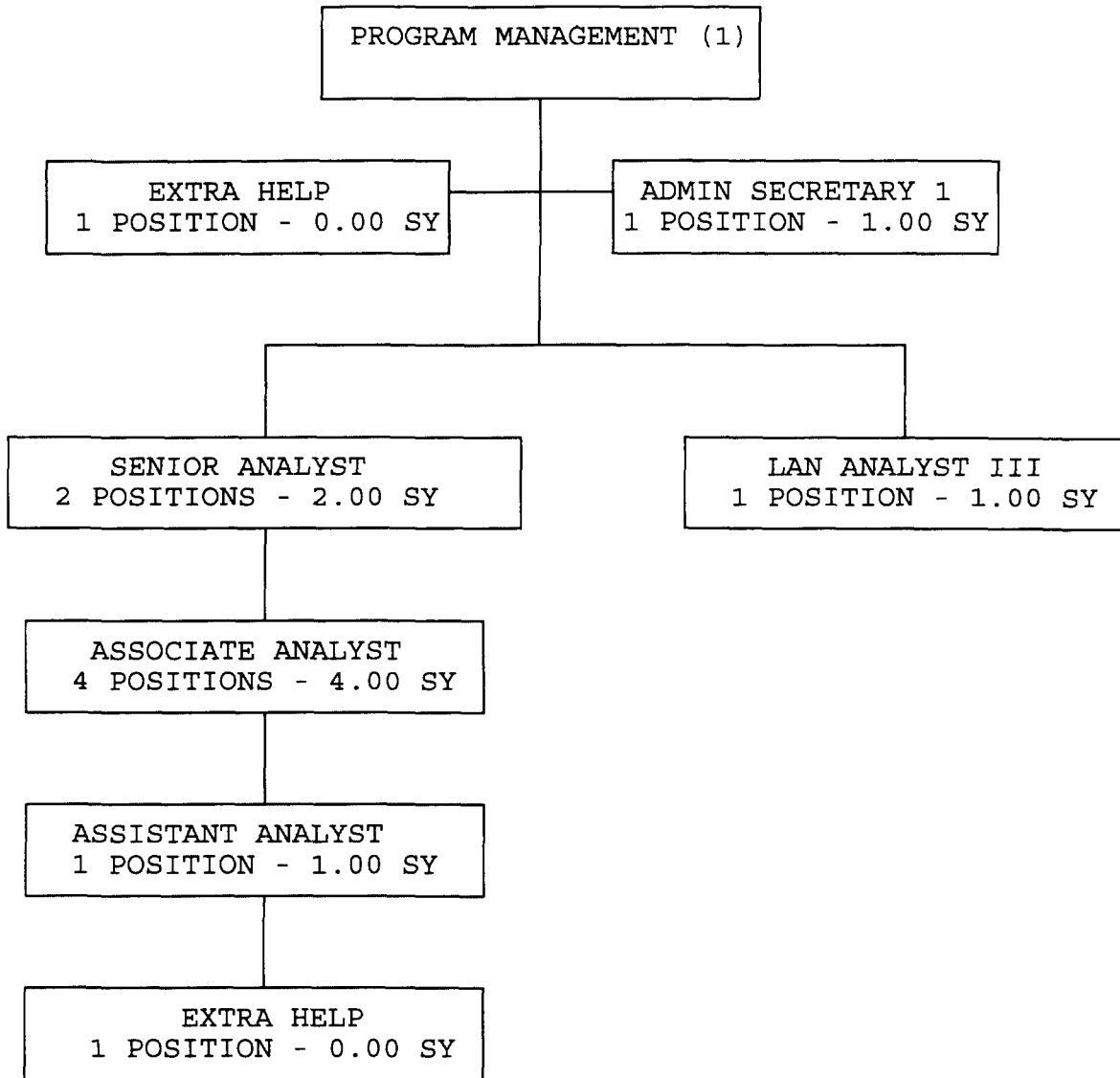
MISSION

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

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Maintain an overall customer feedback rating of very good to excellent (4.5 on scale of 1-5) on all completed Service Requests.
 - a. Complete 98% of all Service Requests requiring 50 analyst hours or less within 30 working days after date of receipt from the customer.
 - b. Complete 90% of all Service Requests requiring over 50 analyst hours within original estimated date of completion in the priority sequence set by our customers.

MUNICIPAL COURT
INFORMATION SERVICES UNIT
1995 - 96 FINAL BUDGET



(1) Program Management provided by Department of Information Services under Memorandum of Agreement with the Municipal Courts.

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$378,845	\$348,619	\$415,365	\$480,627	\$692,125	44.0
Services & Supplies	555,289	537,864	\$555,511	\$478,441	\$491,057	2.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	438,965	219,602	\$433,637	\$167,204	\$167,204	0.0
TOTAL DIRECT COST	\$1,373,099	\$1,106,085	\$1,404,513	\$1,126,272	\$1,350,386	19.9
PROGRAM REVENUE	(981,081)	(466,849)	(1,062,877)	(918,241)	(1,142,377)	24.4
NET GENERAL FUND CONTRIBUTION	\$392,018	\$639,236	\$341,636	\$208,031	\$208,009	(0.0)
STAFF YEARS	5.00	5.63	6.67	5.00	9.00	80.0

PROGRAM MISSION

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

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The 1994-95 actual expense in Salaries and Benefits is approximately \$278,000 higher than budgeted due to a mid-year Board action, of 12/13/94, to increase staffing.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Implemented Enterprise E-Mail for all courts.
 Installed BOS 1.2 UNIX Operating System on the 182 DPX/2 computer.
 Converted all courts to the new FISCAL application.
 Implemented SNA Connectivity through the UNIX platform at all courts.
 Implemented the Viking Data Entry package for use by all courts.
 Removed and sold the DPS/6 computers after their utilization ended.
 Trained the SCC staff in UNIX procedures.
 Installed the BULL EPOCH backup system.
 Implemented a pilot project for El Cajon Municipal Court concerning issuance of citations by hand-held computers.
 Participated in the Automated Tape Disposition study for North County Municipal Court.
 Participated in the Public Access Kiosk study at San Diego Municipal Court.
 Established a change management procedure.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain an overall customer feedback rating of very good to excellent (4.5 on scale of 1-5) on all completed Service Requests.
 - a. Complete 98% of all Service Requests requiring 50 analyst hours or less within 30 working days after date of receipt from the customer.
 - b. Complete 90% of all Service Requests requiring over 50 analyst hours within original estimated date of completion in the priority sequence set by our customers.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

1. Municipal Courts-EDP Services [9.0 SY; E = \$1,350,386; R = \$1,142,377] provides timely and cost effective 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 \$99,476 for FY 94-95 and \$198,952 for FY 95-96 for mid year staffing increase.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
9831 Other Court Costs	\$156,840	\$206,086	\$206,086	0
9834 Micro-Automation Fee	0	133,197	50,107	(83,090)
9837 2% Automation Fund	905,672	578,958	886,184	307,226
9967 Other-Copy Duplicate File Documents	365	0	0	0
Sub-Total	\$1,062,877	\$918,241	\$1,142,377	\$224,136
Total	\$1,062,877	\$918,241	\$1,142,377	\$224,136

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$341,636	\$208,031	\$208,009	0
Total	\$341,636	\$208,031	\$208,009	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

The difference in budgeted revenue and estimated actual revenue for FY 1994/95 is related to the revenue responsibility incurred with the mid-year Board action of 12/13/94 for increased staffing.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$33,000
Data Processing Equipment	134,204
Total	\$167,204

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: MUNICIPAL COURT SUPPORT					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Maintain customer rating of 4.	N/A	4.0	4.5	4.5	4.6
<u>EFFECTIVENESS (Input/Outcome)</u>					
Analyst labor rate per hour	N/A	N/A	N/A	N/A	N/A
<u>OUTPUT (Service or Product)</u>					
50 hr requests complete w/i 30 days	N/A	95%	98%	99%	99%
<u>EFFICIENCY (Input/Output)</u>					
Average cost complete Service Request	N/A	N/A	N/A	N/A	N/A
<u>OUTPUT (Service or Product)</u>					
Over 50 hr complete w/i target	N/A	80%	90%	90%	92%
<u>EFFICIENCY (Input/Output)</u>					
Average cost complete Service Request	N/A	N/A	N/A	N/A	N/A

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
1747	Dep. Clerk LAN Sys. Analyst III	0	0.00	1	1.00	0	53,397
0596	Dep. Clerk Adm. Sec. III	0	0.00	1	1.00	0	19,027
0666	DC-EDP Systems Manager	0	0.00	0	0.00	\$0	\$0
0654	DC-Senior Systems Analyst	1	1.00	2	2.00	54,747	90,650
0655	DC-Associate Systems Analyst	2	2.00	4	4.00	99,344	190,483
0656	DC-Assistant Systems Analyst	2	2.00	1	1.00	90,716	36,117
9999	Non-Permanent Positions	15	0.00	15	0.00	0	164,000
Total		20	5.00	24	9.00	\$244,807	\$553,674
Salary Adjustments:						164,446	1,420
Premium/Overtime Pay:						0	0
Employee Benefits:						71,374	137,031
Salary Savings:						(0)	(0)
Total Adjustments						\$235,820	\$138,451
Program Totals		20	5.00	24	9.00	\$480,627	\$692,125

PRETRIAL SERVICES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Pretrial Services	\$1,238,077	\$844,204	\$765,202	\$781,847	\$2,321,314	1,539,467	196.9
TOTAL DIRECT COST	\$1,238,077	\$844,204	\$765,202	\$781,847	\$2,321,314	\$1,539,467	196.9
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$1,238,077	\$844,204	\$765,202	\$781,847	\$2,321,314	\$1,539,467	196.9
STAFF YEARS	35.08	22.53	19.00	22.00	22.00	0.00	0.0

MISSION

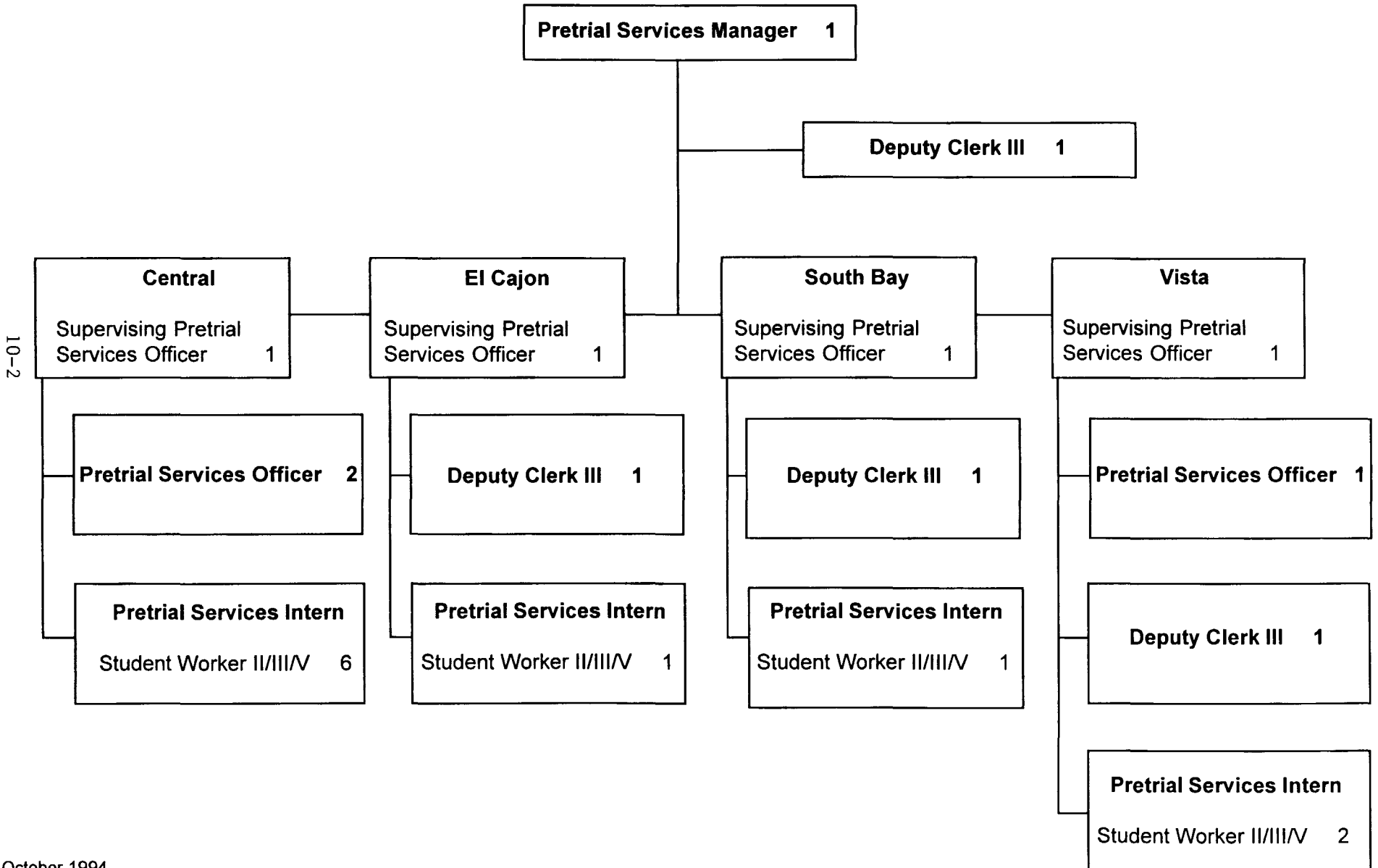
To assist the judiciary in making release and bail setting decisions by providing non-adversarial information to the courts in all four judicial districts; to secure and protect the public by providing an accurate assessment of offender risk; and to provide appropriations for commission payments related to the Civil Assessment Program in the Municipal Courts.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Continue to provide the judiciary the defendant's criminal history summary at time of arraignment so that they can make earlier informed bail setting decisions.
 - a. Prepare Limited Arraignment reports for the arraignment hearings to reduce the need for bail review hearings.
2. In addition to the criminal history summaries, provide verified interview information to the judiciary to assist in bail setting decisions.
 - a. Furnish 99% of all requested bail review reports.
3. Conduct supervised release investigations at the request of the judiciary to assess defendant's risk and suitability for release with court ordered conditions.
 - a. Provide supervised release reports at time of bail review hearings.
4. Provide appropriations for commission payments related to the Civil Assessment Program in the Municipal Courts.
 - a. Based on Gross Collections of \$7.6 million (Gross Civil Assessment Collections of \$4.5 million) Commissions are estimated to total \$1,537,850 outlined as follows:
 - El Cajon Municipal Court: \$151,000
 - North County Municipal Court: \$800,000
 - San Diego Municipal Court: \$425,231
 - South Bay Municipal Court: \$161,619

**** Department outcome objectives are listed in numerical order of importance; department output objectives follow their related outcomes and are designated with a lower case letter.**

Pretrial Services



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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,234,577	\$840,273	\$724,002	\$775,265	\$751,778	(3.0)
Services & Supplies	3,499	\$3,931	\$7,054	\$6,582	\$21,686	229.5
Fixed Assets	0	0	34,146	0	10,000	100.0
Civil Assessment Commissions	0	0	0	0	1,537,850	100.0
TOTAL DIRECT COST	\$1,238,076	\$844,204	\$765,202	\$781,847	\$2,321,314	196.9
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	??
NET GENERAL FUND CONTRIBUTION	\$1,238,076	\$844,204	\$765,202	\$781,847	\$2,321,314	196.9
STAFF YEARS	35.08	22.53	19.00	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.

**Note: This Department did not receive an operational increase of \$1,537,850. The County Budget Office budgeted Civil Assessment Commissions for all the Municipal Courts within this Department for accounting purposes. These appropriations are not associated with the function or operation of Pretrial Services in any respect.

PROGRAM MISSION

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

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

In Fiscal Year 1994-95, there were appropriation changes creating Services and Supplies appropriations and fixed asset line items. The intent of the transfer was to streamline Pretrial Services' operations by purchasing computer systems that will allow staff to create a database on all defendants.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Prepared 32,554 Arraignment reports summarizing the criminal history of felony defendants who remain in custody for the arraignment courts.
2. Prepared 2,321 Supervised Released Reports determining defendant's conditional release suitability for the courts.
3. Monitored 836 defendants who were placed on supervised release.
4. Pretrial Services' automated computer application is operational at all Department sites.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please Refer to the Department Summary page.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

1. **San Diego Judicial District** [11.00 SY; E = \$391,732; 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.
 - o Continue to maintain a 90% or better appearance rate and a 15% or better rearrest rate for defendants under Pretrial Services' supervision.
 - o Provide all administrative support for the Department of Pretrial Services.

2. **El Cajon Judicial District** [3.00 SY; E = \$106,836; 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.
 - o Continue to maintain a 90% or better appearance rate and a 15% or better rearrest rate for defendants under Pretrial Services' supervision.

3. **North County Judicial District** [5.00 SY; E = \$178,060; 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.
 - o Continue to maintain a 90% or better appearance rate and a 15% or better rearrest rate for defendants under Pretrial Services' supervision.

4. **South Bay Judicial District** [3.00 SY; E = \$106,836; 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.
- o Continue to maintain a 90% or better appearance rate and a 15% or better rearrest rate for defendants under Pretrial Services' supervision.

5. **Civil Assessment Commissions** (0.00 SY;E=\$1,537,850; R=\$0) are:

- o Discretionary/Discretionary Service Level
- o Provides appropriations for commission payments related to Civil Assessment Program in the Municipal Courts.
- o Based on Gross Collections of \$7.6 million (Gross Civil Assessments of \$4.5 million) Commissions are estimated to total \$1,537,850 outlined as follows:

-El Cajon Municipal Court:	\$151,000
-North County Municipal Court:	\$800,000
-San Diego Municipal Court:	\$425,231
-South Bay Municipal Court:	\$161,619

FIXED ASSETS

Category	Total Cost
Office Equipment General	\$10,000
Total	\$10,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: LIMITED ARRAIGNMENT REPORTS					
% OF RESOURCES: 86%					
<u>OUTCOME (Planned Result)</u>					
Bail Reviews Waived	0	0	8,942	8,996	8,987
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to maintain limited arraignment report process	0	0	\$672,388	\$680,207	\$673,779
<u>OUTPUT (Service or Product)</u>					
# of Arraignment reports	0	0	32,554	33,764	32,145
<u>EFFICIENCY (Input/Output)</u>					
Cost per Report processing	0	0	\$20.65	\$20.15	\$20.96

**ACTIVITY B:
BAIL REVIEW REPORTS****% OF RESOURCES: 8%****OUTCOME (Planned Result)**

% of bail review reports prepared at request of judiciary.	0	0	99%	99%	99%
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EFFECTIVENESS (Input/Outcome)

Cost to prepare bail review reports	0	0	\$62,548	\$54,729	\$62,677
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OUTPUT (Service or Product)

# of bail review reports	0	0	2,832	2,748	2,832
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EFFICIENCY (Input/Output)

Cost per report process	0	0	\$22.09	\$19.92	\$22.13
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PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>ACTIVITY C:</u>					
SUPERVISED RELEASE					
% OF RESOURCES: 6%					
<u>OUTCOME (Planned Result)</u>					
Continue to prepare supervised release reports for all judicial districts (Total released on S.O.R.)	0	0	836	720	870
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Supervised Release Process	0	0	\$46,911	\$46,911	\$47,008
<u>OUTPUT (Service or Product)</u>					
# of Supervised Release Reports	0	0	2,321	2,124	2,026
<u>EFFICIENCY (Input/Output)</u>					
Cost per report process	0	0	\$20.21	\$22.09	\$23.20

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
1770	Pretrial Services Manager	1	1.00	1	1.00	35,307	51,112
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	96,300
9007	Salary Adjustments					65,086	1,393
9999	Extra Help	10	10.00	10	10.00	184,588	161,355
	Total	22	22.00	22	22.00	\$641,191	\$593,873
Integrated Leave Savings:		0				(0)	0
Premium/Overtime Pay:		0				\$0	\$0
Employee Benefits:						\$134,134	\$157,905
Salary Savings:						(60)	(0)
Total Adjustments						\$134,074	\$157,905
Program Totals		22	22.00	22	22.00	\$775,265	\$751,778

PROBATION

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Adult Field Services	\$17,392,489	\$17,670,957	\$17,287,484	\$17,490,211	\$17,956,241	466,030	2.7
Special Services	10,026,583	10,180,705	10,152,441	10,030,237	8,869,307	(1,160,930)	(11.6)
Juvenile Field Services	7,714,238	8,419,608	8,804,002	8,246,692	9,452,854	1,206,162	14.6
Juvenile Institutional Services	13,969,276	17,188,830	19,420,213	16,645,674	21,585,331	4,939,657	29.7
Department Administration	2,141,770	2,473,327	2,778,954	2,759,475	3,916,237	1,156,762	41.9
TOTAL DIRECT COST	\$51,244,356	\$55,933,427	\$58,443,094	\$55,172,289	\$61,779,970	\$6,607,681	12.0
PROGRAM REVENUE	(12,430,420)	(25,742,446)	(32,333,532)	(26,592,719)	(32,219,006)	(5,626,287)	21.2
NET GENERAL FUND COST	\$38,813,936	\$30,190,981	\$26,109,562	\$28,579,570	\$29,560,964	\$981,394	3.4
STAFF YEARS	1,109.03	1,153.12	1,200.96	1,142.00	1,198.75	56.75	5.0

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

Adult Field Services Investigation:

1. Superior and Municipal Court will concur with 85% of the sentencing recommendations submitted by the investigating Probation Officer.
 - a. Probation Officers will conduct 30,150 pre-sentence investigations.

Adult Field Services Supervision:

2. Hold 100% of offenders granted probation accountable for terms and conditions of their Court orders.

Special Services:

Adult Institutions Camps Program:

3. Maintain 85% of operational capacity or at least 147% of Board of Corrections rated capacity at minimum security rural honor camp/work furlough urban honor camp.
 - a. Provide 204,765 minimum security bed days.
4. Generate revenue of \$982,094 from collecting an administrative fee charged to individuals enrolling in the Work Project Public Service Program and from operating cost recovery labor crews.
 - a. Process 30,000 referrals from the Court, enrolling over 10,730 participants in the Work Project Program.
 - b. Provide 36,378 days of labor from participants ordered by the Court to perform public service.

Special Operations:

5. Protect the public through the detection of probation violations, including new crimes; remove from the community the resulting 452 rearrested offenders.
 - a. Intensively supervise an annual average of 1,220 gang involved offenders in high-risk caseloads, including terminated cases; compliance violations, assignment to regular supervision, and successful completions.

Juvenile Field Services Investigation:

6. Seek prosecution of minors (file petitions with District Attorney) in 3,605 cases.
 - a. Review 8,384 arrest reports (referrals) on non-wards from law enforcement agencies.

Juvenile Field Services Supervision:

7. File 1,808 petitions will be filed for probation violations, including new arrests while on probation.
 - a. Monitor 2,943 probationers will be monitored and evaluate them for compliance with the conditions of their probation as ordered by the Court.

Juvenile Institutions - Juvenile Detention:

8. Detain an estimated 7,400 juvenile offenders in Juvenile Hall ensuring their appearance before the Juvenile Court and/or for placement outside their homes.
 - a. Provide 187,392 bed days annually (512 A.D.A.) for predatory offenders in Juvenile Hall.

Juvenile Institutions - Juvenile Corrections:

9. Ensure that 85% of the 877 offenders placed in the Juvenile Ranch Facility (JRF) in a year, will successfully complete their individual programs.
 - a. Provide 73,200 bed days at JRF annually (200 A.D.A.) for youthful offenders.

Department Administration:

10. Maintain no more than a 2% vacancy rate in department staffing levels.
 - a. Conduct six recruitment campaigns; three (3) for sworn employees and three (3) for clerical employees.

PROBATION DEPARTMENT
ORGANIZATION CHART 1995-96

	Staff Years
Chief Probation Officer	1.00
Asst. Chief Probation Officer	1.00
Administrative Secretary IV	1.00
Administrative Secretary III	1.00
	4.00
4 Positions - 4 Staff Years	

<u>JUVENILE FIELD SERVICES</u>	<u>Staff Years</u>
Deputy Chief Probation Officer	1.00
Probation Director	3.00
Probation Youth Athletic Director	1.00
Senior Systems Analyst	1.00
Principal Administrative Analyst	1.00
Supervising Probation Officer	11.00
Senior Probation Officer	26.25
Deputy Probation Officer	75.00
Transportation Officer	1.00
Principal Clerk II	1.00
Correctional Dep. Prob. Off. II	5.00
Administrative Secretary III	1.00
Word Processing Center Supervisor	2.00
Probation Aide	9.00
Senior Transcriber Typist	3.00
Word Processor Operator	17.00
Senior Clerk	8.00
Records Clerk	12.00
Mail Clerk Driver	1.00
Intermediate Clerk Typist	11.00
Telephone Switchboard Operator	2.00
Junior Clerk Typist	4.00
	196.25
198 Positions - 196.25 Staff Years	

<u>ADMINISTRATIVE SERVICES</u>	<u>Staff Years</u>
Deputy Chief Probation Officer	1.00
Probation Director	1.00
Manager, Prob. Program Planning	1.00
Departmental Budget Manager	1.00
Dept'l Personnel & Training Admin.	1.00
Associate Systems Analyst	1.00
Principal Administrative Analyst	1.00
Supervising Probation Officer	1.00
Coordinator, Prob. Comm. Affairs	1.00
Departmental Personnel Officer II	1.00
Analyst III	2.00
Senior Probation Officer	2.00
Analyst II	2.00
Departmental Personnel Officer I	2.00
Staff Development Specialist	1.00
Deputy Probation Officer	1.00
Dept'l Computer Specialist II	1.00
Coordinator, Volunteer Services	1.00
Administrative Secretary III	1.00
Supervising Clerk	1.00
Probation Aide	1.00
Senior Word Processor Operator	1.00
Administrative Secretary II	1.00
Senior Payroll Clerk	3.00
Storekeeper II	1.00
Senior Clerk	2.00
Word Processor Operator	1.00
	34.00
34 Positions - 34 Staff Years	

<u>JUVENILE INSTITUTIONAL SERVICES</u>	<u>Staff Years</u>
Deputy Chief Probation Officer	1.00
Probation Director	5.00
Supervising Probation Officer	21.00
Chief, Food Services	1.00
Analyst III	1.00
Senior Probation Officer	43.00
Deputy Probation Officer	19.50
Correctional Dep. Prob. Off. II	41.00
Administrative Secretary III	1.00
Detention Processing Supervisor	1.00
Food Services Supervisor	2.00
Correctional Dep. Prob. Off. I	207.50
Administrative Secretary II	1.00
Senior Payroll Clerk	2.00
Storekeeper II	2.00
Booking Clerk	9.50
Senior Cook	14.00
Senior Clerk	2.00
Correctional Facility Clerk	4.00
Intermediate Clerk Typist	2.00
Stock Clerk	2.00
Sewing Room Supervisor	6.00
Food Services Worker	6.00
Laundry Worker	1.00
	391.50
395 Positions - 391.5 Staff Years	

<u>ADULT FIELD SERVICES</u>	<u>Staff Years</u>
Deputy Chief Probation Officer	1.00
Probation Director	5.00
Supervising Probation Officer	25.00
Senior Probation Officer	43.00
Deputy Probation Officer	181.00
Principal Clerk II	1.00
Principal Clerk I	1.00
Administrative Secretary III	1.00
Word Processing Center Supervisor	1.00
Supervising Clerk	6.00
Senior Word Processor Operator	5.00
Senior Transcriber Typist	1.00
Administrative Secretary II	3.00
Senior Clerk	9.00
Word Processor Operator	33.00
Records Clerk	52.00
Mail Clerk Driver	3.00
Intermediate Clerk Typist	17.00
Junior Clerk Typist	4.00
	392.00
392 Positions - 392 Staff Years	

<u>SPECIAL SERVICES</u>	<u>Staff Years</u>
Deputy Chief Probation Officer	1.00
Probation Director	3.00
Supervising Probation Officer	10.00
Senior Probation Officer	21.00
Deputy Probation Officer	32.00
Correctional Dep. Prob. Off. II	17.50
Administrative Secretary III	1.00
Detention Processing Supervisor	1.00
Food Services Supervisor	2.00
Correctional Dep. Prob. Off. I	60.50
Supervising Clerk	1.00
Storekeeper II	1.00
Senior Cook	4.00
Senior Clerk	5.00
Word Processor Operator	3.00
Records Clerk	10.00
Correctional Facility Clerk	4.00
Intermediate Clerk Typist	3.00
Stock Clerk	1.00
	181.00
184 Positions - 181 Staff Years	

PROGRAM: Adult Field Services

DEPARTMENT: PROBATION

PROGRAM #: 17009
MANAGER: Doug Willingham

ORGANIZATION #: 3600
REFERENCE: 1995-96 Proposed Budget - Pg. 12-5

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$16,804,285	\$16,981,281	\$16,591,071	\$17,028,658	\$17,444,077	2.4
Services & Supplies	541,891	607,263	696,413	459,662	510,273	11.0
Other Charges	46,313	3,062	0	1,891	1,891	0.0
Fixed Assets	0	79,351	0	0	0	0.0
TOTAL DIRECT COST	\$17,392,489	\$17,670,957	\$17,287,484	\$17,490,211	\$17,956,241	2.7
PROGRAM REVENUE	(818,718)	(8,452,531)	(9,334,068)	(8,931,148)	(9,062,548)	1.5
NET GENERAL FUND CONTRIBUTION	\$16,573,771	\$9,218,426	\$7,953,416	\$8,559,063	\$8,893,693	3.9
STAFF YEARS	371.86	369.36	373.65	391.50	392.00	0.1

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

An overall savings of \$202,727 was realized between 1994-1995 Budget and Expenditures. Overrealized revenues for this program totaled \$402,290 due primarily to recovery of the cost of investigations and supervision of probationers, as well as greater than anticipated receipts from sales tax for public protection. Specifically, salary savings accounted for \$437,587 or 2.6% of appropriations, while Service & Supply accounts were overexpended by \$236,751 due to unbudgeted drug testing.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Adult Field Services Objectives and Outcome results were met overall with a total of 36,363 investigation reports presented to the court with 90% of the officers pre-sentence investigation recommendations being accepted by the court. Over 18,800 offenders were assessed and placed on formal probation during this fiscal year, with 12,333 subject to search conditions and 11,878 requiring drug and or alcohol testing. During the same period, 37,335 drug tests were administered with 76% showing no indication of drug or alcohol use. Throughout the year 5,010 revocations of probation were documented. Of those, 496 offenders were brought before the Revocation Court with 439 (89%) offenders being committed to state prison. Overall adult prison commitments for the year totaled 4,526 offenders. Successful terminations totaled 5,372 during the same period or 57% of the 9,338 offender completing probation during the fiscal year.

The format of objectives and outcome results for the 1995-1996 fiscal year have been changed to accommodate shifts in policy and refinement of direction given by the Board of Supervisors and the Chief Administrative Officer.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Investigation:

1. Superior and Municipal Court will concur with 85% of the sentencing recommendations submitted by the Investigating Probation Officer.

- a. Probation officers will conduct 30,150 investigations.
2. Investigations conducted by probation officers will result in 10% of new cases resulting in incarceration in State Prison.
 - a. 3,015 offenders will be sent to State Prison.
3. Investigations conducted by probation officers will result in 36% of new cases being ordered by the Court to be placed on formal probation.
 - a. 11,000 new grants of probation will be ordered by the Court.

Supervision:

4. Hold 100% of offenders granted probation accountable for terms and conditions of their Court orders.
 - a. Supervise or monitor 18,700 offenders in the community.
5. Maintain 55% success rate by monitoring and supervising the activity of individuals placed on probation by the Court.
 - a. 5,700 probationers will complete the terms and conditions of probation without violations.
 - b. Public protection will be maintained by revoking probation of 45%, or 4,692 offenders, returning them to Court for violating their conditions of probation.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

This program includes two activities:

1. Investigation [263.00 SY; E = \$11,715,422; R = \$2,861,257] includes investigation of Superior and Municipal Court referrals. This activity is:
 - o Mandated/Mandated Service Level.
 - o Mandated/Discretionary Service Level for misdemeanor referrals.
 - o Offset 24.4% by revenue from both fees and charges (\$792,648) and from Sales Tax Revenue for Public Protection (\$2,068,609).
 - o A one-half staff year decrease represents the transfer of an Intermediate Transcriber Typist half year to Home Supervision in Juvenile Institutions.
2. Supervision [129.00 SY; E = \$6,240,819; R = \$6,201,291] includes supervision of all offenders placed on formal probation/diversion by the Superior Courts. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 99.4% offset by Public Protection Sales Tax revenue (\$6,201,291) with .6% (\$39,528) offset by the General Fund.
 - o A Supervision Probation Officer has been transferred from Adult Institutions to this sub-program to function as the Departmental Range Master and as the Supervisor of the Crisis Action Team.
 - o An increase in Services & Supplies of \$50,611 is budgeted for computer software licensing fees for Adult Services.

Overall, transfers between programs have resulted in a half staff year increase in Adult Field Services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
State Aid Sales Tax - Public Protection	\$7,947,220	\$7,838,500	\$8,269,900	\$431,400
Cost of Investigation/Supervision	1,145,961	792,648	792,648	0
Federal Aid - SB 910	185,146	300,000	0	(300,000)
Miscellaneous	55,741	0	0	0
Sub-Total	\$9,334,068	\$8,931,148	\$9,062,548	\$131,400
Total	\$9,334,068	\$8,931,148	\$9,062,548	\$131,400

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
General Fund Support Cost	\$7,953,416	\$8,559,063	\$8,893,693	\$334,630
Sub-Total	\$7,953,416	\$8,559,063	\$8,893,693	\$334,630
Total	\$7,953,416	\$8,559,063	\$8,893,693	\$334,630

EXPLANATION/COMMENT ON PROGRAM REVENUES

State Aid Sales Tax for Public Protection is the single most significant revenue source for this program. Sales tax receipts are expected to improve as the overall economy improves, with a \$431,400 increase anticipated in the 1995-96 Fiscal Year.

The cost of investigation and supervision represents the fees paid by probationers for pre-sentence investigations and monthly supervision cost. These revenues exceeded budget by \$353,313 at the end of Fiscal Year 1994-95 and are budgeted in the Investigation sub-program.

Federal Aid - SB 910 - This revenue source represents the amount of reimbursement claimed by the Department for Medicare Administrative Costs. Reimbursement for these claims has not been realized and the Department, in conjunction with Health Services, has determined that subsequent year participation would not be cost effective. While monies have not been received for retroactive claims for the SB 910 program, a total of \$185,146 has been accrued by the Auditor and Controller in the 1994-95 fiscal year.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: INVESTIGATION					
% OF RESOURCES: 67%					
<u>OUTCOME (Planned Result)</u>					
Concurrence of 85% from the Courts on pre-sentence investigation reports (Percent of investigation conducted output)	N/A	N/A	32,363	25,628	25,628
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of recommendation accepted by the Courts	N/A	N/A	89%*	85%	85%
<u>OUTPUT (Service or Product)</u>					
Conduct 30,150 investigations	30,318	28,397	36,363	30,150	30,150
<u>EFFICIENCY (Input/Output)</u>					
Cost per investigations	\$357	\$377	\$298	\$383	\$389
Investigations per Senior/Deputy Probation Officer	217	203	260	215	215
<u>OUTCOME (Planned Result)</u>					
10% of investigations resulting in recommendation for State Prison/ Youth Authority	N/A	3,701 (13%)	4,526 (12%)	3,015 (10%)	3,015 (10%)
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of offenders receiving local sentences (Probation/Probation and Jail/Diversion/ Fine/Work in Lieu of Fine/Restitution)	N/A	87%	88%	90%	90%
<u>OUTPUT (Service or Product)</u>					
Recommend State Prison on 3,015 cases	N/A	3,701	4,526	3,015	3,015
<u>EFFICIENCY (Input/Output)</u>					
% of offenders sent to prison	N/A	13%	12%	10%	10%
<u>OUTPUT (Service or Product)</u>					
36% of investigations result in grants of probation	N/A	13,316 (47%)	11,641 (32%)	11,000 (36%)	11,000 (36%)
<u>EFFICIENCY (Input/Output)</u>					
Number of investigations resulting in other Court action (Diversion/Fines-Forfeiture/Restitution/Probation to the Court)	N/A	11,380 (40%)	20,196 (56%)	16,135 (54%)	16,135 (54%)

* From 50% case sample

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY B: SUPERVISION					
% OF RESOURCES: 33%					
<u>OUTCOME (Planned Result)</u>					
Hold 100% offenders granted probation accountable for conditions ordered by the Court	20,301	18,534	18,898	18,700	18,700
<u>EFFECTIVENESS (Input/Outcome)</u>					
% Held accountable	100%	100%	100%	100%	100%
<u>OUTPUT (Service or Product)</u>					
Supervise/Monitor 18,700 offenders	20,301	18,534	18,898	18,700	18,700
Intensively supervised (1:50 officer to offender ratio)	N/A	2,607	2,467	2,600	2,600
Felony Banks (caseloads of 1:500)	N/A	11,566	9,777	9,500	9,500
Other Banks (caseloads from 1:600 to 1:2,000) (includes felons, misdeameanants and divertees)	N/A	4,361	6,654	6,600	6,600
<u>EFFICIENCY (Input/Output)</u>					
Cases supervised per Senior/Deputy Probation Officer					
Intensive Supervision	N/A	52	58	52	52
Felony Banks	N/A	609	455	500	500
All Other Banks (Average) (Includes both felony misdemeanants and divertees case of supervision)	N/A	623	1,024	943	943
Average cost of supervision	\$335	\$371	\$337	\$319	\$332
<u>OUTCOME (Planned Result)</u>					
Maintain 55% success rate on <u>all cases closed</u> (No new arrests or revocations)	10,261	9,338	10,382	10,392	10,392
<u>EFFECTIVENESS (Input/Outcome)</u>					
Successes/Closings	47%	57%	52%	55%	55%
<u>OUTPUT (Service or Product)</u>					
5,700 offenders will not violate probation at the time of case closing	4,823	5,352	5,372	5,700	5,700
<u>EFFICIENCY (Input/Output)</u>					
Successful completion/Closing	47%	57%	52%	55%	55%
<u>OUTPUT (Service or Product)</u>					
Protect public by returning probation violators to Court (revocations)	5,438	3,986	5,010	4,692	4,692
<u>EFFICIENCY (Input/Output)</u>					
% Returned to Court	53%	43%	48%	45%	45%

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0399	Probation Director	5	5.00	5	5.00	\$312,569	\$306,775
2291	Deputy Chief Probation Officer	1	1.00	1	1.00	70,803	70,530
2700	Intermediate Clerk Typist	17	17.00	17	17.00	328,764	333,705
2710	Jr. Clerk	4	4.00	4	4.00	61,012	61,841
2714	Int. Transcriber Typist	36	35.50	0	0.00	758,999	0
2715	Records Clerk	40	40.00	52	52.00	829,009	1,070,535
2724	Sr. Transcriber Typist	2	1.00	1	1.00	26,310	26,205
2725	Principal Clerk	1	1.00	1	1.00	31,465	31,341
2726	Principal Clerk II	1	1.00	1	1.00	34,930	34,792
2730	Senior Clerk	13	13.00	9	9.00	304,964	207,651
2745	Supervising Clerk	6	6.00	6	6.00	161,401	162,067
2757	Admin. Secretary II	3	3.00	3	3.00	76,422	76,116
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,653
3008	Senior Word Proc. Oper.	1	1.00	5	5.00	25,602	111,320
3009	Word Proc. Oper.	10	10.00	33	33.00	231,445	676,085
3010	Word Proc. Center Supv.	1	1.00	1	1.00	30,571	30,452
3039	Mail Clerk Driver	3	3.00	3	3.00	60,062	58,449
5065	Deputy Probation Officer	181	181.00	181	181.00	6,921,590	6,902,481
5090	Senior Probation Officer	43	43.00	43	43.00	1,841,059	1,829,689
5115	Supervising Probation Officer	24	24.00	25	25.00	1,128,763	1,171,403
Total		393	391.50	392	392.00	\$13,266,514	\$13,192,090
Salary Adjustments:						0	967
Bilingual Pay:						1,686	1,686
Premium/Overtime Pay:						195,360	195,360
Employee Benefits:						3,909,024	4,409,698
Salary Savings:						(343,926)	(355,724)
Total Adjustments						\$3,762,144	\$4,251,987
Program Totals		393	391.50	392	392.00	\$17,028,658	\$17,444,077

PROGRAM: Special Services

DEPARTMENT: PROBATION

PROGRAM #: 17007
MANAGER: David Price

ORGANIZATION #: 3600
REFERENCE: 1995-96 Proposed Budget - Pg. 12-11 & 12-28

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. 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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$8,909,084	\$9,049,434	\$8,882,764	\$8,810,130	\$8,055,808	(8.6)
Services & Supplies	987,150	977,906	1,227,544	1,213,259	804,291	(33.7)
Other Charges	77,959	78,302	12,134	3,848	9,208	139.3
Fixed Assets	52,390	75,063	29,999	3,000	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$10,026,583	\$10,180,705	\$10,152,441	\$10,030,237	\$8,869,307	(11.6)
PROGRAM REVENUE	(2,913,211)	(2,995,196)	(4,185,342)	(4,131,716)	(3,502,319)	(15.2)
NET GENERAL FUND CONTRIBUTION	\$7,113,372	\$7,185,509	\$5,967,099	\$5,898,521	\$5,366,988	(9.0)
STAFF YEARS	206.59	206.16	211.53	205.50	181.00	(12.8)

PROGRAM MISSION

Special Services is the newly configured service division created effective July 1, 1995. The former Adult Institutions Service has been combined with probation functions involving proactive gang suppression units which are known as Special Operations. This new diverse division has been named Special Services. These two divergent program components have distinctive missions as follows:

Adult Institutions

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); to provide contract compliance services to Correctional Alternatives Inc., and Pacific Furlough, the contracted operators for 240 work furlough beds; 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.

Special Operations

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 fugitives or 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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Overall, actual expenditures for Fiscal Year 1994-95 exceeded budgeted levels by \$122,204. Salaries & Benefits represented the largest overexpenditure \$72,634, this increase was primarily the result of retirement offset. Services & Supplies were overspent by \$14,285, Rents & Lease were \$8,286 over budget, while Fixed Assets exceeded the budget by \$26,999, the result of Teeter monies appropriated mid-year in the Department's Overhead Division. An overrealization of \$53,626 in revenue offsets the Direct Cost over expenditure of \$122,204, reducing the Net County Cost increase to \$68,578.

ACHIEVEMENT OF 1994-95 OBJECTIVESSpecial Services:

The program combines what was formerly the Adult Institutional Services Program with the Special Operations Program to create the Special Services Program responsible to a single Deputy Chief Probation Officer.

Program outcome and output objectives for FY 1995-96 have been revised to comply with shifts in policy and refinement in direction given by the Board of Supervisors.

Adult Institutions:

This program screened and received into custody a total of 4,925 inmates for placement in rural camps or work furlough facilities (public and private). Another 29,660 offenders were sentenced by the courts to perform public service.

Together, the rural work camps, urban work furlough center, and Work project program provided 247,216 days of labor on public works and generated \$1,432,097, an overrealization of 344,807 in offsetting revenue during the 1994-95 fiscal year. During the same period Probation work crews were responsible for providing labor crew whose work was valued at \$4,332,246 based on minimum wage (\$4.25 per hour) to County departments and other public agencies for projects that would otherwise not be done. Another \$316,655 was collected for Administrative fees charged to Work Project participants. Inmates confined to Adult Institutions facilities when not participating in work crews were either attending educational classes, ROP classes or attending Substance Abuse Education Program. During FY 1994-95 162 inmates successfully completed school programs. Inmates who elected to participate in ROP programs totaled 811, thereby increasing their opportunities for employment upon release from custody

Special Operations:

This unit consists of the Gang Suppression Unit and the Jurisdictions United for Drug and Gang Enforcement. During the 1994-95 fiscal year this unit cooperated with State, Federal and Local Law Enforcement and Prosecutorial agencies in sharing information on gang and drug activity and individual offenders. Probation Officers assigned to Special Operations Units initiated or participated in 2,525 searches of documented gang members. These searches yield contraband, weapons and drugs and resulted sanctions against these offenders. A total of 409 adult and juvenile offenders were arrested or re-arrested. At the initiation of the JUDGE Unit through revocation hearings, 835 gang members were sentenced to state prison or local detention facilities.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVESRural Camp Program:

1. Maintain 85% of operational capacity or at least 147% of Board of Corrections rated capacity at minimum security rural honor camp/work furlough urban honor camp.
 - a. Provide 152,023 minimum security bed days.
2. Generate revenue of \$533,740 by providing inmate labor crews to government and non-profit agencies contracting with Probation for the service of these inmate crews.
 - a. Provide 28,926 days of labor from inmate assigned to cost recovery labor crews.
3. Generate annual cost avoidance of \$1,127,978 by providing inmate labor at no cost to government and non-profit agencies.
 - a. Provide 57,845 days of labor from inmates confined in honor camps.

Work Project:

4. Generate revenue of \$982,094 from collecting an administrative fee charged to individuals enrolling in the Work Project Public Service Program and from operating cost recovery labor crews.
 - a. Process 30,000 referrals from the Court, enrolling over 10,730 participants in the Work Project Program.
 - b. Provide 36,378 days of labor from participants ordered by the Court to perform public service.
5. Generate cost avoidance of \$2,139,858 by providing labor crews at no cost to government and non-profit agencies.
 - a. Provide 83,916 days of labor from participants ordered by the Court to perform public service.

Gang Suppression Unit:

6. Protect the public through the detection of probation violations, including new crimes; the resulting 452 offenders rearrested being removed from the community.

- a. Intensively supervise an annual average of 1,220 gang involved offenders in high risk caseloads, including terminated cases; compliance violations, assignment to regular supervision, and successful completions.

J.U.D.G.E. Unit:

7. As a result of task force efforts, 600 adult and juvenile offenders will be removed from the community and incarcerated in state correctional and local detention facilities.
 - a. Target 850 gang and drug involved offenders for inter-agency surveillance, tracking and specialized monitoring.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Rural Camps [108.00 SY; E = \$5,355,696; R = \$2,194,758] includes two rural camps - Barrett and West Fork.
 - o Discretionary/Discretionary Service Level.
 - o Offset 40.9% by program revenue.

Staffing for this program has been reduced by five (5) S.Y., two (2) Supervising Probation Officers, one (1) Chief of Food Services and two (2) Senior Cooks. The positions were shifted to those program where these various positions were needed either to support operations or to maintain adequate supervision to subordinate control. Services and Supplies were reduced by \$226,611 to budget appropriate to actual expenditures.
2. Work Project [32.00 SY; E = \$1,445,807; R = \$982,094] provides the Court 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 67.9% by program revenue.

Staffing for this program was increased by 5.5 S.Y., Salaries & Benefits were offset in kind by revenue from cost recovery labor crews.
3. Private Work Furlough Contract Compliance [4.00 SY; E = \$205,009; R = 0] responsible for monitoring the operations of two private work furlough facilities. Effective July 1st, the County-operated Work Furlough Program was privatized, and staffing was reduced by 25 staff years.
4. Gang Suppression Unit [28.00 SY; E = \$1,407,108; 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 2.3% by \$32,784 in revenue from Educate, Motivate, Organize and Mobilize (EMOM) Program.
 - o Able to supervise a monthly average of 429 adult and 286 juvenile high-risk, gang involved offenders.
5. Jurisdictions Unified for Gang and Drug Enforcement (J.U.D.G.E.) Unit [9.00 SY; E = \$455,687; 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 64.2% by \$292,683 in revenues from the San Diego Regional Drug Enforcement Program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
State Meal Subvention	\$50,082	\$33,500	\$31,500	\$(2,000)
Institutional Care & Services County	612,014	673,345	0	(673,345)
Institutional Care & Services Federal	835,135	1,100,000	1,100,000	0
Charges to Other Gov't Agencies	1,432,097	1,087,790	1,204,645	116,855
Other Charges for Current Services-Private Work Furlough	0	70,907	0	(70,907)
Work Project Administrative Fee	316,655	314,789	311,189	(3,600)
Jurisdictions Unified for Drug and Gang Enforcement (JUDGE)	267,084	300,467	300,467	0
Project Educate, Motivate, Organize, Mobilize (EMOM)	25,000	25,000	25,000	0
Asset forfeiture	78,714	0	0	0
Miscellaneous	47,015	0	3,600	3,600
Sub-Total	\$3,663,796	\$3,605,798	\$2,976,401	\$(629,397)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$521,546	\$525,918	\$525,918	\$0
Sub-Total	\$521,546	\$525,918	\$525,918	\$0
Total	\$4,185,342	\$4,131,716	\$3,502,319	\$(629,397)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$5,967,099	\$5,898,521	\$5,366,988	\$(531,533)
Sub-Total	\$5,967,099	\$5,898,521	\$5,366,988	\$(531,533)
Total	\$5,967,099	\$5,898,521	\$5,366,988	\$(531,533)

EXPLANATION/COMMENT ON PROGRAM REVENUES

1995-96 revenue is reduced by \$629,397 resulting from the privatization of the Probation operated Work Furlough Program.

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

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

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

Charges to other Governmental Agencies. This source reflects revenue to be generated by work crews from the Rural Camps, Work Furlough/Urban Honor Camp and Work Project.

Other Charges for Current Services. Include cost recovery for monitoring the private work furlough program. The Board acted on December 7, 1993 (#4) to suspend fees paid by private centers.

Work Project Administrative Fee. 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.

Miscellaneous. This Revenue Source includes reimbursement for Salaries & Benefits associated with the Inmate Commissary as well as reimbursement from the federal government via grant for overtime cost of staff in Special Operations.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
CAMP PROGRAMS					
% OF RESOURCES: 87%					
<u>OUTCOME (Planned Result)</u>					
Maintain 85% of operational capacity (or 147% of Board of Corrections rated capacity)	N/A	552	584	561	417*
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of capacity achieved	N/A	84%	88%	85%	85%
<u>OUTPUT (Service or Product)</u>					
Provide 204,765 bed days	N/A	201,480	213,160	204,765	152,023*
<u>EFFICIENCY (Input/Output)</u>					
Cost/ADA/365 Days per day bed cost	N/A	\$26.58	\$19.95	\$20.34	\$20.77
<u>OUTCOME (Planned Result)</u>					
Revenue Labor Crews	N/A	\$613,490	\$872,466	\$614,340	\$533,740*
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of Direct Cost Offset by Revenue Crews	N/A	9%	12.15%	9%	10%
<u>OUTPUT (Service or Product)</u>					
Revenue Labor Days	N/A	35,622	44,233	33,300	28,926*
<u>EFFICIENCY (Input/Output)</u>					
Revenue Labor Day Per Staff Year	N/A	247	296	235	267
<u>OUTCOME (Planned Result)</u>					
(Labor Days X \$4.25 X 6 Hours) Cost Avoidance	N/A	\$2,297,270	\$1,889,015	\$2,200,500	\$1,127,978*
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost Avoided Per Staff Year	N/A	\$15,916	\$12,631	\$16,062	\$10,444
<u>OUTPUT (Service or Product)</u>					
Provide 93,012 Days of Labor	N/A	90,089	74,079	86,294	57,845*
<u>EFFICIENCY (Input/Output)</u>					
Non-Revenue Labor Day Per Staff Year	N/A	626	495	630	536

* Decrease in Performance Measures from FY 1994-95 to 1995-96 reflects the privatization of the Probation-operated Work Furlough Program

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY B: WORK PROJECT					
% OF RESOURCES: 13%					
<u>OUTCOME (Planned Result)</u>					
Revenue Labor Crews	N/A	\$523,900	\$559,631	\$473,450	\$670,905
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of Cost Offset	N/A	50%	48.2%	47%	46%
<u>OUTPUT (Service or Product)</u>					
Revenue Labor Days	N/A	30,420	25,854	25,668	36,378
<u>EFFICIENCY (Input/Output)</u>					
Revenue Labor Days Per Staff Year	N/A	1,220	1,027	969	1,136
<u>OUTCOME (Planned Result)</u>					
Administrative Fee Revenue	N/A	\$314,444	\$316,655	\$311,189	\$311,189
<u>EFFECTIVENESS (Input/Outcome)</u>					
% Cost Offset	N/A	30%	27.3%	31%	22%
<u>OUTPUT (Service or Product)</u>					
Process 30,000 Referrals	N/A	31,547	29,660	30,000	30,000
<u>EFFICIENCY (Input/Output)</u>					
Referral Processed Per Staff Year	N/A	1,265	1,178	1,132	938
<u>OUTCOME (Planned Result)</u>					
(Labor Day X \$4.25 X 6 Hours) Cost Avoidance	N/A	\$2,249,865	\$2,166,123	\$2,139,858	\$2,139,858
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost Avoided Per Staff Year	N/A	\$90,247	\$86,060	\$80,749	\$66,871
<u>OUTPUT (Service or Product)</u>					
Provide 83,916 Labor Days	N/A	88,230	84,946	83,916	83,916
<u>EFFICIENCY (Input/Output)</u>					
Non-Revenue Labor Day Per Staff Year	N/A	3,539	3,375	3,166	2,622

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C:					
GANG SUPPRESSION UNIT					
% OF RESOURCES: 77%					
<u>OUTCOME (Planned Result)</u>					
Offenders re-arrested	N/A	0	409	0	452
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost-per offender re-arrested (Direct cost/offender re-arrested)	N/A	\$0	\$3,440	\$0	\$3,113
<u>OUTPUT (Service or Product)</u>					
Supervised offenders	N/A	0	1,431	0	1,220
<u>EFFICIENCY (Input/Output)</u>					
Cost per offender supervised (Direct cost/offenders supervised)	N/A	\$0	\$983	\$0	\$1,153
ACTIVITY D:					
JURISDICTIONS UNIFIED FOR DRUG AND GANG ENFORCEMENT					
% OF RESOURCES: 23%					
<u>OUTCOME (Planned Result)</u>					
Offenders sentenced to detention facilities	N/A	0	835	0	600
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per offenders sentenced (Direct cost/offenders sentenced)	N/A	\$0	\$546	\$0	\$759
<u>OUTPUT (Service or Product)</u>					
Offenders targeted	N/A	0	616	0	850
<u>EFFICIENCY (Input/Output)</u>					
Cost per offender monitored (Direct cost/offenders targeted)	N/A	\$0	\$740	\$0	\$536

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0339	Probation Director	4	4.00	3	3.00	\$255,558	\$193,219
2291	Deputy Chief P.O.	1	1.00	1	1.00	70,803	70,530
2650	Stock Clerk	1	1.00	1	1.00	18,649	19,733
2658	Storekeeper II	1	1.00	1	1.00	24,349	24,686
2700	Intermediate Clerk Typist	3	3.00	3	3.00	56,552	56,354
2715	Records Clerk	10	10.00	10	10.00	203,527	203,859
2720	Correctional Facility Clerk	5	5.00	4	4.00	103,383	79,005
2728	Detention Proc. Supervisor	1	1.00	1	1.00	27,770	27,660
2730	Senior Clerk	7	6.00	5	5.00	136,175	116,067
2745	Supervising Clerk	1	1.00	1	1.00	27,770	23,993
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,653
3009	Word Processing Operator	3	3.00	3	3.00	71,217	67,755
4459	Chief, Food Services	1	1.00	0	0.00	40,642	0
5065	Deputy Probation Officer	34	33.00	33	32.00	1,243,999	1,195,736
5069	Correctional DPO II	16	16.00	18	17.50	556,826	1,667,710
5068	Correctional DPO I	78	70.50	61	60.50	1,742,282	566,173
5090	Senior Probation Officer	25	24.00	22	21.00	1,062,424	933,560
5115	Supervising Probation Officer	13	13.00	10	10.00	619,074	490,271
6405	Food Services Supervisor	3	3.00	2	2.00	81,429	51,619
6410	Senior Cook	8	8.00	4	4.00	186,322	90,385
Total		216	205.50	184	181.00	\$6,559,525	\$5,908,968
Salary Adjustments:						10,155	(29,274)
Temporary Help:						116,948	88,598
Bilingual Premium:						5,058	5,058
Holiday Premium:						23,714	17,727
Shift Differential:						26,211	26,211
Call Back:						19,953	15,525
Premium Overtime:						253,642	235,897
Employee Benefits:						1,967,447	1,955,868
Salary Savings:						(172,523)	(168,770)
Total Adjustments						\$2,250,605	\$2,146,840
Program Totals		216	205.50	184	181.00	\$8,810,130	\$8,055,808

NOTE

Staffing has been adjusted to reflect actual position assignments in fiscal years 1994-95 and 1995-96.

PROGRAM: Juvenile Field Services

DEPARTMENT: PROBATION

PROGRAM #: 17005
MANAGER: Linda Duffy

ORGANIZATION #: 3600
REFERENCE: 1995-96 Proposed Budget - Pg. 12-17

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 in appropriate cases, to consult 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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,803,392	\$7,513,187	\$7,658,956	\$7,448,496	\$8,641,670	16.0
Services & Supplies	549,732	641,341	761,064	766,590	766,590	0.0
Other Charges	361,114	372,805	616,294	361,300	374,288	3.6
Fixed Assets	0	0	47,544	0	0	0.0
Reimbursements	0	(107,725)	(279,856)	(329,694)	(329,694)	0.0
TOTAL DIRECT COST	\$7,714,238	\$8,419,608	\$8,804,002	\$8,246,692	\$9,452,854	14.6
PROGRAM REVENUE	(4,809,910)	(4,588,287)	(4,658,971)	(4,212,257)	(4,954,324)	17.6
NET GENERAL FUND CONTRIBUTION	\$2,904,328	\$3,831,321	\$4,145,031	\$4,034,435	\$4,498,530	11.5
STAFF YEARS	152.00	167.57	178.94	171.00	196.25	14.8

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 intensive supervision and rehabilitative services to juveniles, thus protecting the public and enabling minors to develop lawful behavior; and to utilize resources within the community to reduce the number of juveniles entering the juvenile justice system.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Overall, the Estimated Actuals for FY 1994-95 are \$557,310 over budget. This is a result of the following: Salaries and Benefits were overexpended because of Juvenile Field Services staff working overtime in the Intake and Investigation Unit. The next largest area of overexpenditure \$254,994 is Other Charges. This cost over run was directly related to Court ordered placements in residential 24-hour facilities. Fixed Assets accounts were \$47,544 over budget due to expenditure of Teeter monies appropriated mid-year with Department Overhead costs allocated to the expending service. Revenue was overrealized by \$446,714, primarily from Emergency Assistance Title IV-E. Taking into account overexpenditures and overrealized revenue this program had an overall increased net County cost of \$110,596.

ACHIEVEMENT OF 1994-95 OBJECTIVES

There were 1,733 more referrals reviewed and processed, and 539 more investigations conducted. The monthly average of wards being supervised was 3,081; 34% of whom were returned to court for new offenses and probation violations. Probation Officers in the School Truancy Program conducted 4,972 total contacts with school truants. Staffing costs for this program (\$363,325) are reimbursed by school districts who use increased Average Daily Attendance revenue and grant funds to support this program.

Program outcome and output objectives for FY 1995-96 have been revised to comply with shifts in policy and refinement in direction given by the Board of Supervisors and the Chief Administrative Officer.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Investigation:

1. Seek prosecution of minors (file petitions with District Attorney) in 3,605 cases.
 - a. Review 8,384 arrest reports (referrals) on non-wards from law enforcement agencies.

2. 2,005 cases will have dispositions from the Juvenile Court for placement with parent or relative, with appropriate conditions, to avoid incarceration costs, family disruption, and to meet the statutory objective of the Welfare and Institutions Code of preserving and strengthening the minor's family ties whenever possible, and removing the minor from parental custody only when necessary for the child's welfare or the safety and protection of the public.
 - a. Provide 3,085 investigations with dispositional recommendations to enable the Juvenile Court to order appropriate placement/commitments or sanctions.

Supervision:

3. 1,808 petitions will be filed for probation violations, including new arrests while on probation.
 - a. 2,943 wards will be monitored and evaluated for compliance with the conditions of their probation as ordered by the Court.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Juvenile Intake and Investigation [91.00 SY; E = \$4,030,510; R = \$309,221] 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 [105.25 SY; E = \$5,422,344; R = \$4,645,103] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 85.6% by revenue for the Intensive Supervision of high-risk offenders; supervise Juvenile Court wards; and provide pro-active delinquency prevention services to seven school districts through the School Truancy Program.
 - o Able to provide resources to supervise an average of 2,943 wards per month.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Support and Care of Persons	52,792	257,665	257,665	0
Revenue Contracts with School Districts	363,325	271,820	383,195	111,375
Miscellaneous	27,321	0	0	0
Federal Grants	65,957	0	0	0
State Emergency Assistance/IV-A	1,141	0	630,692	630,692
Sub-Total	\$510,536	\$529,485	\$1,271,552	\$742,067
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$405,208	\$408,637	\$408,637	0
Title IV-E Revenue	\$3,743,227	\$3,274,135	\$3,274,135	0
Sub-Total	\$4,148,435	\$3,682,772	\$3,682,772	\$0
Total	\$4,658,971	\$4,212,257	\$4,954,324	\$742,067

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$4,145,031	\$4,034,435	\$4,498,530	\$464,095
Sub-Total	\$4,145,031	\$4,034,435	\$4,498,530	\$464,095
Total	\$4,145,031	\$4,034,435	\$4,498,530	\$464,095

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1994-95 actual revenue exceeded total budget by \$446,714 primarily due to overrealized revenue from Title IV-E. In specific accounts, the actuals for support and care of persons are \$204,873 less than budgeted. The District Attorney assumed responsibility for collections of support and care in October 1993 and has confronted problems in complying with legal mandates in the billing of parents for these costs. A system for case referral, billing and collection is being established to resume this activity. Revenue Contracts with School Districts is \$91,505 over budget due to the addition of one new contract with the Oceanside School District and full year funding of the contract with the Escondido Union School District. A contract with Poway School District is pending which would increase revenue for FY 95-96. The State Emergency Assistance/IV-A revenue program which was initiated during FY 94-95 is budgeted at a higher level for FY 95-96 due to revenue that will be realized from services provided by the newly-created Title IV-A Emergency Assistance Unit and the Juvenile Aftercare Program.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: INTAKE AND INVESTIGATION					
% OF RESOURCES: 43%					
<u>OUTCOME (Planned Result)</u>					
Seek prosecution in 3,605 cases (Petitions filed)	3,028	3,605	3,787	3,222	3,605
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of cases with petitions filed	36%	39%	37%	38%	43%
<u>OUTPUT (Service or Product)</u>					
Review 8,384 arrest reports (referrals)	8,373	9,262	10,117	8,384	8,384
<u>EFFICIENCY (Input/Output)</u>					
Cost per referral	\$139	\$139	\$130	\$155	\$169
<u>OUTCOME (Planned Result)</u>					
Court dispositions for placement with parent/relative	N/A	N/A	N/A	N/A	2,005
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of cases in which probation officers recommendation for placement with parent/relative is followed by court	N/A	N/A	N/A	N/A	65%
<u>OUTPUT (Service or Product)</u>					
3,085 investigations with dispositional recommendations prepared for Juvenile Court	2,880	2,724	3,624	3,085	3,085
<u>EFFICIENCY (Input/Output)</u>					
Cost per investigation	\$576	\$672	\$589	\$601	\$744
ACTIVITY B: SUPERVISION					
% OF RESOURCES: 57%					
<u>OUTCOME (Planned Result)</u>					
1,808 petitions filed for probation violations/new arrest	N/A	N/A	1,049	N/A	1,808
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of total cases with violations of probation filed	N/A	N/A	34%	N/A	61%
<u>OUTPUT (Service or Product)</u>					
2,943 probationers will be evaluated for compliance with Court order	N/A	N/A	3,081	2,943	2,943
<u>EFFICIENCY (Input/Output)</u>					
Cost of probation supervision per case	\$1,669	\$1,600	\$1,532	\$1,396	\$1,724

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0399	Probation Director	3	3.00	3	3.00	\$184,780	\$188,642
2291	Deputy Chief P.O.	1	1.00	1	1.00	70,803	70,530
2319	Probation Aide	4	4.00	9	9.00	95,732	224,932
2367	Principal Administrative Analyst	0	0.00	1	1.00	0	42,742
2525	Senior System Analyst	0	0.00	1	1.00	0	44,866
2700	Intermediate Clerk Typist	11	11.00	11	11.00	214,286	215,364
2710	Junior Clerk Typist	4	4.00	4	4.00	59,506	59,004
2715	Records Clerk	9	9.00	12	12.00	187,123	242,610
2724	Sr. Transcriber Typist	3	3.00	3	3.00	72,016	75,110
2726	Principal Clerk II	1	1.00	1	1.00	34,930	34,792
2730	Senior Clerk	8	8.00	8	8.00	187,674	182,673
2758	Administrative Sec. III	1	1.00	1	1.00	26,712	30,570
2810	Telephone Operator	2	2.00	2	2.00	38,611	37,367
3009	Word Processor Operator	17	17.00	17	17.00	384,323	381,464
3010	Word Processor Ctr. Supervisor	2	2.00	2	2.00	61,142	60,904
3039	Mail Clerk Driver	1	1.00	1	1.00	20,713	20,629
5065	Deputy Probation Officer	65	63.00	76	75.00	2,403,673	2,763,952
5069	Corr. Deputy Prob. Officer II	5	5.00	5	5.00	162,517	156,014
5090	Senior Probation Officer	25	25.00	27	26.25	1,037,198	1,097,268
5115	Supervising Probation Officer	9	9.00	11	11.00	419,383	510,799
5120	Transportation Officer	1	1.00	1	1.00	36,685	36,541
5125	Prob. Youth Athletic Dir.	1	1.00	1	1.00	50,339	50,143
Total		173	171.00	198	196.25	\$5,748,146	\$6,526,916
Salary Adjustments:						21,457	8,556
Summary Extra Help:						14,000	14,000
Bilingual Pay:						8,430	8,430
Regular Overtime:						92,405	92,405
Employee Benefits:						1,712,079	2,167,423
Salary Savings:						(148,021)	(176,060)
Total Adjustments						\$1,700,350	\$2,114,754
Program Totals		173	171.00	198	196.25	\$7,448,496	\$8,641,670

NOTE

Staffing has been adjusted to reflect actual position assignments in fiscal years 1994-95 and 1995-96.

PROGRAM: Juvenile Institutional Services

DEPARTMENT: PROBATION

PROGRAM #: 17004
MANAGER: Rena Robinson

ORGANIZATION #: 3600
REFERENCE: 1995-96 Proposed Budget - Pg. 12-22

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$12,922,175	\$13,942,805	\$14,791,585	\$13,435,146	\$15,732,571	17.1
Services & Supplies	1,043,967	3,246,025	4,600,739	3,210,528	5,849,888	82.2
Other Charges	3,134	0	9,535	0	2,872	100.0
Fixed Assets	0	0	18,354	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$13,969,276	\$17,188,830	\$19,420,213	\$16,645,674	\$21,585,331	29.7
PROGRAM REVENUE	(3,536,529)	(9,376,652)	(13,652,977)	(8,936,795)	(14,376,012)	60.9
NET GENERAL FUND CONTRIBUTION	\$10,432,747	\$7,812,178	\$5,767,236	\$7,708,879	\$7,209,319	(6.5)
STAFF YEARS	343.00	373.00	398.35	336.00	391.50	16.5

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, illegal sexual behavior, weapons, and drug offenses; and provide for offender redirection through placement and treatment in the Juvenile Ranch Facility, Girls Rehabilitation Facility, the Youth Day Center and the Families and Children Empowered for Success (FACES) program.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The continuing overcrowding at Juvenile Hall in excess of the population for which staffing was budgeted has caused Salaries and Benefits overexpenditure of \$1,356,439. The same condition is responsible for a Service and Supply cost of \$410,700 in excess of budget for Food (\$65,052), Clothing & Personal Supplies (\$53,386) and Household (\$61,262), and Physical Health Services were greater than budget by \$174,936. A new Cost Applied procedure for Mental Health Services initiated mid-year inflates the overexpenditure by \$979,511, as well as prior year costs (\$56,173). Staff years exceeded those budgeted by 62.35 as a result of overtime generated in maintaining a 1:10 ratio of staff to detainees in accordance with Youth Authority mandated standards.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved 97% of the goal to provide 186,880 bed days for predatory offenders in Juvenile Hall providing 182,159 bed days.

Achieved 149% of the goal to monitor an average of 96 youthful offenders on house arrest by monitoring an average of 143 youthful offenders on house arrest.

Achieved 97% of the goal to provide 75,190 bed days for offenders at the Juvenile Ranch Facility (JRF) by providing 73,162 bed days.

Achieved 99.8% of the goal to provide 7,300 bed days for offenders at the Girls Rehabilitation Facility (GRF) by providing 7,285 bed days.

Achieved 92% of the goal to provide for wards about to re-enter the community from JRF and GRF, a comprehensive day treatment program in a non-residential setting for an average of 20 wards a month by providing a day treatment program for an average of 18 wards a month.

Achieved 102% of the goal to provide a comprehensive treatment program in a non-residential program, in-lieu of out-of-home placement, for 60 wards by placing 61 wards in the Families And Children Empowered for Success (FACES).

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Juvenile Detention:

1. Detain an estimated 7,400 juvenile offenders in Juvenile Hall ensuring their appearance before the Juvenile Court and/or for placement outside their homes.
 - a. Provide 187,392 bed days annually (512 A.D.A.) for predatory offenders in Juvenile Hall.
2. Generate \$2,971,920 in cost avoidance per year by placing 1,892 offenders, who would otherwise be in Juvenile Hall at \$64 a day, on house arrest.
 - a. Monitor a daily average of 145 offenders on Home Supervision.

Juvenile Institutional Corrections:

3. Ensure that 85% of the 877 offenders placed in the Juvenile Ranch Facility (JRF) in a year, will successfully complete their individual programs.
 - a. Provide 73,200 bed days at JRF annually (200 A.D.A.) for youthful offenders.
4. Ensure that 80% of the 92 offenders placed in the Girls Rehabilitation Facility (GRF) in a year, will successfully complete their individual programs.
 - a. Provide 7,320 bed days at GRF annually (20 A.D.A.) and an additional 10 A.D.A. in a Day Program for youthful offenders.
5. Ensure that 75% of the 275 wards participating at the Youth Day Center (YDC), will successfully complete their individual programs.
 - a. Provide a transitional program for an average of 30 wards per day at YDC.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Juvenile Detention [285.50 SY; E = \$15,868,214; R = \$9,501,902] includes Juvenile Hall and Home Supervision. This activity is:
 - o Mandated/Mandated Service Level.
 - o Offset 59.9% by program revenue.
 - o The only juvenile detention facility in the County for use by the Court and local law enforcement agencies.
 - o Transferred Detention Control with 5 Deputy Probation Officer (5065) S.Y. to Juvenile Field Services and received on transfer one Chief Food Services (4459) S.Y. and two Senior Cook (6410) S.Y. to better reflect organizational relationships. An additional one-half Intermediate Clerk Typist (2700) S.Y. was transferred from Adult Field Services to better make use of this resource. The identification of Health Services medical costs at Juvenile Hall is reflected by an increase of \$2,322,907 in Services & Supplies budgeted for 1995-96 compared to the budget for 1994-95 which did not include these costs.
2. Juvenile Institutional Corrections [106.00 SY; E = \$5,717,117; R = \$4,874,110] includes the boys facilities, Rancho del Campo and Rancho del Rayo, Girls Rehabilitation Center, the Youth Day Center and FACES. This activity is:
 - o Discretionary/Mandated Service Level.
 - o Offset 85.3% by program revenue.
 - o A local sentencing option to the Juvenile Court as an alternative to California Youth Authority, private 24-hour schools and other private placements.
 - o Rancho del Campo funded utilizing revenues from Social Services Realignment Fund.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
State Aid Corrections (AB 799)	\$484,144	\$1,905,179	\$0	(1,905,179)
State Meal Subvention	838,973	716,056	716,056	0
State Emergency Assistance	9,672,865	3,758,385	11,102,781	7,344,396
Charges for Institutional Care - County	524,410	332,821	332,821	0
Institutional Care and Services - Federal	131,300	66,180	66,180	0
Miscellaneous	7,517	0	0	0
Grants - Other (FACES)	0	74,831	74,831	0
Sub-Total	\$11,659,209	\$6,853,452	\$12,292,669	\$5,439,217
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$1,993,768	\$2,083,343	\$2,083,343	0
Sub-Total	\$1,993,768	\$2,083,343	\$2,083,343	\$0
Total	\$13,652,977	\$8,936,795	\$14,376,012	\$5,439,217

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$5,767,236	\$7,708,879	\$7,209,319	(499,560)
Sub-Total	\$5,767,236	\$7,708,879	\$7,209,319	\$(499,560)
Total	\$5,767,236	\$7,708,879	\$7,209,319	\$(499,560)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue for FY 1994-95 exceeded budgeted revenue by \$4,716,182 primarily as a result of a lengthened claiming period allowed for State Emergency Assistance and more wards eligible for emergency assistance than were projected, which results in \$5,914,480 more than anticipated; the contract for housing Federal detainees at Juvenile Hall also produced \$65,120 more than was budgeted and State Meal Subvention was \$122,917 greater than budget. These revenue increases are partially offset by the discontinuance of the State Aid to Corrections (AB 799) funding, a budgeted revenue loss of \$1,421,035.

Revenue for FY 1995-96 reflects the loss of AB 799 revenue, more than offset by an increase in the amount budgeted for State Emergency Assistance.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
JUVENILE DETENTION					
% OF RESOURCES: 74					
<u>OUTCOME (Planned Result)</u>					
Admissions Juvenile Hall	5,528	6,740	7,362	6,048	7,400
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Admission	\$1,498	\$1,674	\$1,715	\$1,778	\$2,078
<u>OUTPUT (Service or Product)</u>					
Average Daily Attendance (ADA) JH	372	434	489	463	512
<u>EFFICIENCY (Input/Output)</u>					
Cost/ADA - Juvenile Hall	\$61	\$69	\$71	\$64	\$82
<u>OUTCOME (Planned Result)</u>					
Cost Avoidance of Home Supervision (Home Supervision ADA x Cost/ ADA at Juvenile Hall)	\$2,493,680	\$3,451,075	\$3,705,845	\$1,787,040	\$4,351,740
<u>EFFICIENCY (Input/Output)</u>					
Cost Avoidance/Cost	632%	762%	731%	392%	885%
<u>OUTPUT (Service or Product)</u>					
Average Daily Assigned Home Supervision	112	155	143	96	145
<u>EFFICIENCY (Input/Output)</u>					
Cost/Assignment Day	\$10	\$8	\$10	\$13	\$9

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY B:					
JUVENILE INSTITUTIONAL CORRECTIONS					
% OF RESOURCES: 26					
<u>OUTCOME (Planned Result)</u>					
Admissions - Juv Ranch Fac (JRF/Stop Program)	979	978	1,069	844	980
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Admission - JRF	\$4,269	\$4,899	\$4,478	\$5,403	\$4,885
<u>OUTPUT (Service or Product)</u>					
Average Daily Attendance (ADA) JRF	193	196	200	200	200
<u>EFFICIENCY (Input/Output)</u>					
Cost/ADA - JRF	\$61	\$67	\$66	\$61	\$65
<u>OUTCOME (Planned Result)</u>					
Admissions - Girls Rehab Fac (GRF)	85	81	115	92	92
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Admission - GRF	\$7,910	\$8,293	\$5,709	\$6,814	\$7,136
<u>OUTPUT (Service or Product)</u>					
Average Daily Attendance (ADA) GRF	20	18	30*	20	30*
* Includes "Day Program" attendees					
<u>EFFICIENCY (Input/Output)</u>					
Cost/ADA - GRF	\$92	\$102	\$69	\$86	\$60
<u>OUTCOME (Planned Result)</u>					
Admissions - Youth Day Center (YDC)	181	203	220	275	125
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Admission - YDC	\$2,043	\$1,916	\$1,241	\$942	\$2,185
<u>OUTPUT (Service or Product)</u>					
Average Daily Attendance (ADA) YDC	21	16	18	20	20
<u>EFFICIENCY (Input/Output)</u>					
Cost/ADA - YDC	\$48	\$67	\$42	\$35	\$37

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0399	Probation Director	4	4.00	5	5.00	\$270,913	\$352,700
2291	Deputy Chief P.O.	1	1.00	1	1.00	70,803	70,530
2413	Analyst III	0	0.00	1	1.00	0	37,834
2511	Sr. Payroll Clerk	1	1.00	2	2.00	21,759	42,695
2650	Stock Clerk	1	1.00	2	2.00	19,812	37,969
2658	Storekeeper II	2	2.00	2	2.00	49,566	49,372
2700	Intermediate Clerk Typist	2	1.50	2	2.00	29,630	38,423
2720	Correctional Facility Clerk	4	4.00	4	4.00	84,940	84,596
2728	Detention Proc. Supv.	1	1.00	1	1.00	29,188	29,072
2730	Senior Clerk	2	2.00	2	2.00	47,898	47,706
2757	Admin. Sec II	0	0.00	1	1.00	0	21,403
2758	Admin. Sec. III	1	1.00	1	1.00	30,774	30,653
3002	Booking Clerk*	13	9.50	10	9.50	222,889	227,913
4459	Chief Food Services	0	0.00	1	1.00	0	42,590
5065	Deputy P.O.	25	23.50	21	19.50	829,582	735,052
5068	Corr. DPO I	175	173.50	209	207.50	4,196,443	5,182,817
5069	Corr. DPO II	35	35.00	41	41.00	1,171,435	1,338,541
5090	Senior P.O.	41	41.00	43	43.00	1,762,514	1,831,887
5115	Supervising Probation Officer	18	18.00	21	21.00	857,494	1,002,939
6405	Food Services Supervisor	2	2.00	2	2.00	55,677	56,570
6410	Senior Cook	10	10.00	14	14.00	234,298	314,605
6415	Food Services Worker	3	3.00	6	6.00	47,797	87,878
6530	Laundry Worker	0	0.00	1	1.00	0	18,210
7530	Sew. Room Supervisor	2	2.00	2	2.00	38,286	38,199
Total		343	336.00	395	391.50	\$10,071,698	\$11,720,154
Salary Adjustments:						\$0	(\$55,639)
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:						3,060,904	3,818,867
Salary Savings:						(268,683)	(322,038)
Total Adjustments						\$3,363,448	\$4,012,417
Program Totals		343	336.00	395	391.50	\$13,435,146	\$15,732,571

* Three positions (Booking Clerk) deleted in error. This error has not been corrected.

PROGRAM: Department Administration

DEPARTMENT: PROBATION

PROGRAM #: 91000
MANAGER: Vicki K. Markey

ORGANIZATION #: 3600
REFERENCE: 1995-96 Proposed Budget - Pg. 12-33

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,900,064	\$1,969,830	\$2,023,514	\$2,158,234	\$2,199,928	1.9
Services & Supplies	241,706	502,541	599,651	601,241	954,359	58.7
Other Charges	0	956	1,924	0	0	0.0
Fixed Assets	0	0	153,865	0	761,950	100.0
TOTAL DIRECT COST	\$2,141,770	\$2,473,327	\$2,778,954	\$2,759,475	\$3,916,237	41.9
PROGRAM REVENUE	(352,052)	(329,780)	(502,174)	(380,803)	(323,803)	(15.0)
NET GENERAL FUND CONTRIBUTION	\$1,789,718	\$2,143,547	\$2,276,780	\$2,378,672	\$3,592,434	51.0
STAFF YEARS	35.61	37.03	38.49	38.00	38.00	0.0

PROGRAM MISSION

To provide leadership and policy direction to assist the operational components of the Probation Department to complete their public protection missions; to provide sufficient administrative support in budgetary control, personnel and payroll services, automation design, 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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Salaries & Benefits reflect an underexpenditure of \$134,720 due to realization of Standards in Training for Corrections (STC) program overtime costs department wide rather than in this program. Savings of \$1,590 were realized in Services & Supplies. By mid-year adjustment by the Board of Supervisors on March 7, 1995 (#14) \$1,924 was spent in Other Charges not originally budgeted. Revenue exceeded budget by \$121,371 primarily as a result of one-time recovery of General Fund expenditures for the Inmate Welfare Fund of \$208,529 partially offset by reduced claims for STC of \$87,363 as a result of a reduction in the earnings rate applied by the Board of Corrections for STC.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain no more than a 2% vacancy rate in Department staffing levels.
 - a. Conduct six recruitment campaigns; three (3) for sworn employees and three (3) for clerical employees.
2. Achieve 100% compliance with State mandated training requirements.
 - a. Provide 54,872 hours of staff training.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Chief Probation Officer [4.00 SY; E = \$303,605; 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 \$61.8 million budget.
 - o Increased \$13,091 in Salaries & Benefits as a result of changes in retirement contributions.
2. Administrative Services [34.00 SY; E = \$3,612,632; R = \$323,803] includes administrative and technical support services to the Department's five operational programs. This activity is:
- o Discretionary/Discretionary Service Level.
 - o Offset 9% by program revenue.
 - o Increased \$28,603 in Salaries & Benefits as a result of changes in retirement contributions. Services & Supplies were increased by \$195,838 for department wide costs for Public Liability Insurance; and \$178,500 for minor equipment which was frozen together with the \$761,950 in Fixed Assets until review of the First Quarter Budget Status Report.
 - o Revenue is reduced \$57,000 to reflect the adjustment applied to the STC earnings rate during FY 1994-95.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Standards in Training for Corrections (SB924)	\$456,619	\$380,803	\$323,803	\$(57,000)
Other-Miscellaneous	45,555	0	0	0
Sub-Total	\$502,174	\$380,803	\$323,803	\$(57,000)
Total	\$502,174	\$380,803	\$323,803	\$(57,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$2,276,780	\$2,378,672	\$3,592,434	\$1,213,762
Sub-Total	\$2,276,780	\$2,378,672	\$3,592,434	\$1,213,762
Total	\$2,276,780	\$2,378,672	\$3,592,434	\$1,213,762

EXPLANATION/COMMENT ON PROGRAM REVENUES

The state division of Standards in Training for Corrections (STC) reduced the earnings rate applied by the Board of Corrections which reduced revenue by \$57,000. Appropriations were reduced in like kind.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$261,000
Modular Furniture & Equipment	189,000
Data Processing Equipment	286,950
Engineering /Industrial Equipment & Insurance	3,000
Specialized Department & Safety Equipment	22,000
Total	\$761,950

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0399	Probation Director	1	1.00	1	1.00	\$66,190	\$61,355
2157	Chief Probation Officer	1	1.00	1	1.00	84,721	84,404
2265	Asst. Chief Probation Officer	1	1.00	1	1.00	80,342	80,034
2266	Deputy Chief P.O. Mgmt. Svcs.	1	1.00	1	1.00	67,401	67,141
2312	Dept. Personnel & Training Adm.	1	1.00	1	1.00	57,483	57,261
2319	Probation Aide	1	1.00	1	1.00	23,985	27,512
2328	Dept. Personnel Off. II	1	1.00	1	1.00	46,163	45,983
2330	Dept. Personnel Off. I	2	2.00	2	2.00	83,684	83,356
2358	Coord., Prob. Community Aff.	1	1.00	1	1.00	46,163	45,983
2365	Staff Development Specialist	1	1.00	1	1.00	35,456	35,257
2367	Prin. Admin. Anal.	1	1.00	1	1.00	52,156	51,954
2395	Mgr. Prob. Program Planning	1	1.00	1	1.00	57,483	57,261
2412	Analyst II	2	2.00	2	2.00	83,684	83,356
2413	Analyst III	2	2.00	2	2.00	85,695	91,966
2427	Associate Systems Analyst	1	1.00	1	1.00	49,672	49,481
2511	Senior Payroll Clerk	3	3.00	3	3.00	75,168	74,871
2537	Department Budget Manager	1	1.00	1	1.00	57,483	57,261
2658	Storekeeper II	1	1.00	1	1.00	24,783	24,686
2730	Senior Clerk	2	2.00	2	2.00	44,723	47,706
2745	Supervising Clerk	1	1.00	1	1.00	27,770	25,077
2757	Admin. Secretary II	1	1.00	1	1.00	23,949	23,853
2758	Admin. Secretary III	2	2.00	2	2.00	61,548	61,306
2759	Admin. Secretary IV	1	1.00	1	1.00	33,135	33,005
3008	Senior Word Proc. Operator	1	1.00	1	1.00	25,602	25,502
3009	Word Processing Operator	1	1.00	1	1.00	20,606	20,489
3119	Dept. Comp. Spec. II	1	1.00	1	1.00	35,269	35,131
5065	Deputy P.O.	1	1.00	1	1.00	38,923	38,771
5090	Senior P.O.	2	2.00	2	2.00	85,816	85,480
5115	Supervising P.O.	1	1.00	1	1.00	39,876	47,108
6344	Coord., Vol. Svcs.	1	1.00	1	1.00	31,509	31,384
Total		38	38.00	38	38.00	\$1,546,438	\$1,553,934
Salary Adjustments:						\$(23,009)	\$(978)
SB 924 Reimbursed Overtime:						\$192,577	\$135,577
Employee Benefits:						485,111	555,760
Salary Savings:						(42,883)	(44,365)
Total Adjustments						\$611,796	\$645,994
Program Totals		38	38.00	38	38.00	\$2,158,234	\$2,199,928

NOTE

Staffing has been adjusted to reflect actual position assignments in fiscal years 1994-95 and 1995-96.

PUBLIC DEFENDER

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Indigent Defense	\$22,890,931	\$24,323,720	\$25,135,176	\$25,765,269	\$33,516,753	7,751,484	30.1
TOTAL DIRECT COST	\$22,890,931	\$24,323,720	\$25,135,176	\$25,765,269	\$33,516,753	\$7,751,484	30.1
PROGRAM REVENUE	(\$963,648)	(\$841,775)	(\$938,311)	(1,124,375)	(3,653,911)	(2,529,536)	225.0
NET GENERAL FUND COST	\$21,927,283	\$23,481,945	\$24,196,865	\$24,640,894	\$29,862,842	\$5,221,948	21.2
STAFF YEARS	335.01	356.00	349.75	371.00	402.00	31.00	8.4

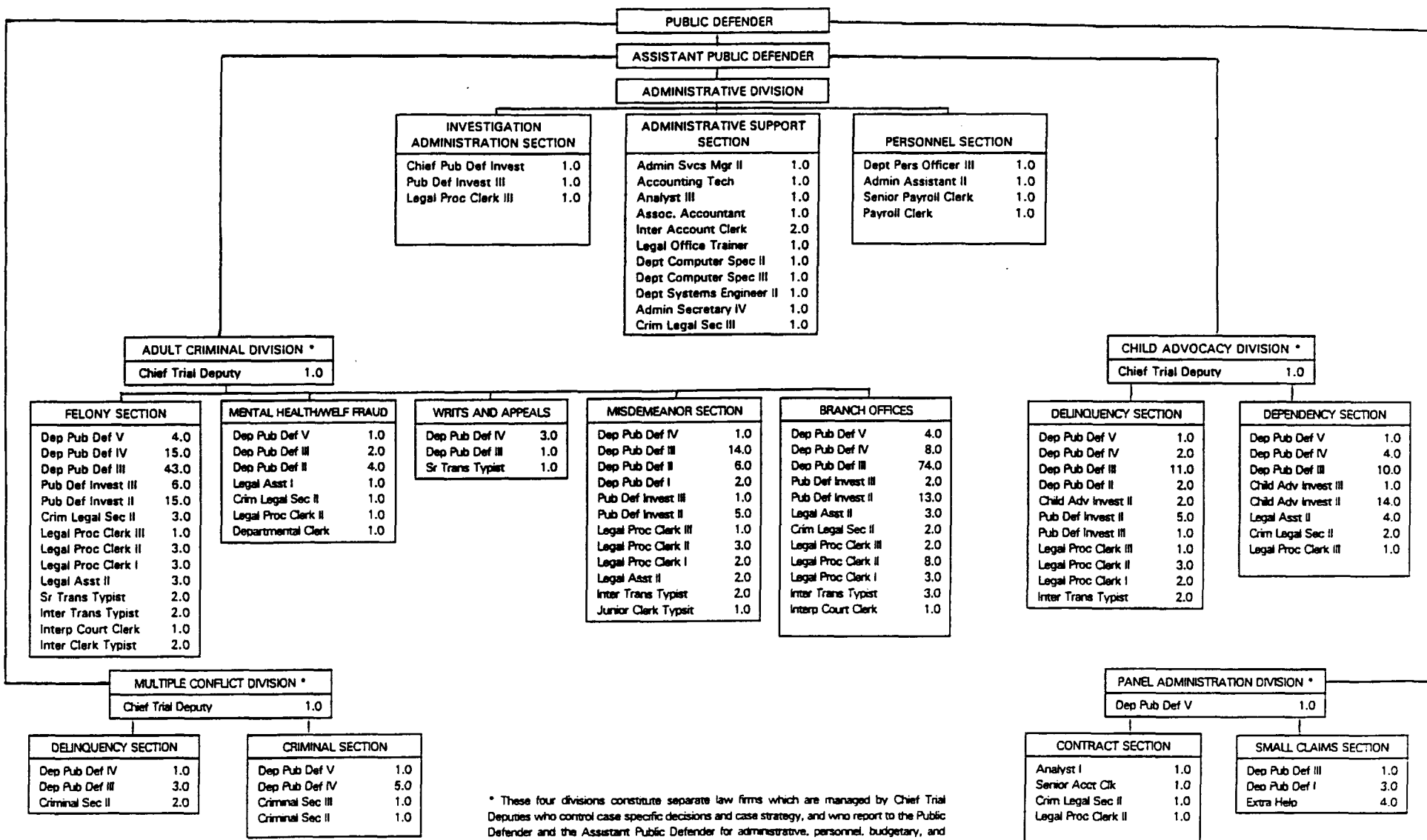
MISSION

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. To provide criminal legal representation to 500 three strike cases.
 - a. The Department of Public Defender will provide legal criminal representation to 500 three strike defendants at a cost less than the private bar. The Department estimates the cost of a three strike representation at less than \$6,000 per case.
2. To provide criminal legal representation to 2,000 serious felony cases.
 - a. The Department will provide legal criminal representation to 2,000 serious felony cases at a cost substantially less than the private bar. The Department estimates the cost of this representation at less than \$1,810 per case.
3. To provide criminal legal representation to 1,400 two strike cases.
 - a. The Department will provide legal criminal representation to 1,400 two strike cases at a cost less than the private bar. The Department estimates these costs not to exceed \$1,545 per case.
4. To provide criminal legal representation in 17,000 felony cases.
 - a. The Department of the Public Defender anticipates providing criminal legal representation in 17,000 felony cases at a cost less than the private bar. The Department estimates the cost of this representation at less than \$450 per case.
5. To provide criminal legal representation in 100,000 misdemeanor cases.
 - a. The Department will provide legal criminal representation in 100,000 misdemeanor cases at a cost less than the private bar. The Department estimates that cost at less than \$80 per case.
6. To provide administration of private panel attorneys appointed by the Courts to represent indigents charged with crime and to represent parents and children in dependency matters which are in conflict with the Department of the Public Defender and the Department of Alternate Public Defender.
 - a. The Courts shall assign private panel attorneys to provide representation to 3,221 indigents charged with crime
 - b. The Superior Court shall assign private panel attorneys to represent parents, guardian or children involved in 1,034 Juvenile Dependency matters.
7. To provide legal representation to 54 indigents charged with murder and to 700 minors in Juvenile Dependency matters utilizing the Multiple Conflicts Division, an independent law office in the Department of the Public Defender.
 - a. The Criminal Section of the Multiple Conflicts Division will provide representation to 54 indigents charged with murder.
 - b. The Dependency Section of the Multiple Conflicts Division will provide representation to 700 children involved in Juvenile Dependency matters.
8. To provide counseling services to 48,000 small claims litigants at no cost to the County.
 - a. To advise 30,000 litigants through phone & phone tree information system.
 - b. To advise 18,000 litigants who walk in to the Small Claims Advisors offices.

DEPARTMENT OF THE PUBLIC DEFENDER
402 STAFF YEARS



* These four divisions constitute separate law firms which are managed by Chief Trial Deputies who control case specific decisions and case strategy, and who report to the Public Defender and the Assistant Public Defender for administrative, personnel, budgetary, and computer related services.

PROGRAM: Indigent Defense

DEPARTMENT: PUBLIC DEFENDER

PROGRAM #: 13023

ORGANIZATION #: 2950

MANAGER: Francis J. Bardsley

REFERENCE: 1995-96 Proposed Budget - Pg. 13-1

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$21,191,043	\$22,694,283	\$23,194,546	\$23,799,441	\$26,418,967	11.0
Services & Supplies	1,680,638	1,596,694	1,816,941	1,924,628	7,097,786	268.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	19,250	32,743	123,689	41,200	0	(100.0)
TOTAL DIRECT COST	\$22,890,931	\$24,323,720	\$25,135,176	\$25,765,269	\$33,516,753	30.1
PROGRAM REVENUE	(\$963,648)	(\$841,775)	(\$938,311)	(1,124,375)	(3,653,911)	225.0
NET GENERAL FUND CONTRIBUTION	\$21,927,283	\$23,481,945	\$24,196,865	\$24,640,894	\$29,862,842	21.2
STAFF YEARS	335.01	356.00	349.75	371.00	402.00	8.4

PROGRAM 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 ACTUAL TO 1994-95 BUDGET COMPARISON

The 1994-1995 savings of \$604,895 in salaries and benefits is due to the numerous resignations in attorney and investigator positions. Additionally, the Department anticipated a revenue shortage and delayed non critical hires to reduce costs to the County due to lack of revenues. The savings of \$107,687 in services and supplies is due to a lower than anticipated capital murder case expenditures. The fixed assets exceeded the budgeted amount due to the roll-over of prior year costs associated with the Jail Teleconferencing project previously approved by your Board.

ACHIEVEMENT OF 1994-95 OBJECTIVES

- a. Provided representation to 309 three-strike cases at \$5,997.10 per case.
- b. Provided representation to 2,076 serious felony cases at \$1,804.22 per case.
- c. Provided representation to 890 two-strike cases at \$1,542.11 per case.
- d. Provided representation to 10,967 felony cases at \$449.78 per case.
- e. Provided representation to 94,155 misdemeanor cases at \$77.11 per case.
- f. Provided representation to 1,276 minors in Juvenile Dependency matters at \$1,725 per case.
- g. Provided representation to 2,289 minors in Juvenile Delinquency at \$719.12 per case.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(See Department Summary)

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1 Administration [19 SY; E = \$1,034,980; R = \$0] including all administrative support staff and Director's office is:
 - o Mandated/Discretionary Service Level.
 - o Providing administrative support for Director, attorneys, and investigators.
 - o Providing accounting support and reports.
 - o Providing budgeting responsibilities.
 - o Coordinating EDP systems.
 - o Reviewing personnel, administration, payroll and employee performance.
 - o Providing planning, long term and short term.
 - o Coordinating purchasing and stores.
 - o Coordinating travel for attorneys and investigators.
 - o Space management
2. Legal Services [355 SY; E = \$25,567,976; R = \$1,564,034] including all legal support and investigators is:
 - o Mandated/Discretionary Service Level.
 - o Providing a high level of defense to indigent clients on criminal matters in Municipal Court and Superior Court.
 - o Providing attorney services in welfare fraud matters.
 - o Providing attorney services in delinquency and dependency issues.
 - o Providing mental health legal services to clients.
 - o Providing legal support to all staff attorneys.
 - o Providing investigative services to all staff attorneys.
 - o Providing writs and appeals service to all staff attorneys.
 - o Providing State Bar mandated training to all staff attorneys.
3. Multiple Conflicts [15 SY; E = \$1,543,374; R = \$0] including support is:
 - o Mandated/Discretionary Service Level.
 - o Providing Attorney services in conflict murder cases.
 - o Providing Attorney services in conflict dependency cases.
4. Court Appointed Panel Attorney Administration [9 SY; E = \$5,035,585; R = \$1,667,427] including support is:
 - o Mandated/Discretionary Service Level.
 - o Auditing and paying panel attorney billings.
 - o Coordinating, providing, reviewing and presenting applications from attorneys seeking placement on the private attorney panels.
 - o Approving, monitoring and paying ancillary services used by attorneys on behalf of assigned clients.
 - o Providing Revenue & Recovery with collection information on time to increase revenue collection.

5. Small Claims Advisory [4 SY; E = \$334,838; R = \$422,450] including support is:
- o Mandatory/Discretionary Service Level.
 - o Advising/counseling the public on their rights and legal procedures in Small Claims.
 - o Providing Advisors in Clairemont Mesa, El Cajon, South Bay and Escondido Small Claims Courts.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Court Fees and Costs,	0	0	422,250	422,250
Court Appointed Attorneys	\$866,487	\$1,052,136	1,381,743	329,607
Other Revenue	\$194	0	1,777,679	1,777,679
Sub-Total	\$866,681	\$1,052,136	\$3,581,672	\$2,529,536
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$71,630	\$72,239	\$72,239	0
Sub-Total	\$71,630	\$72,239	\$72,239	\$0
Total	\$938,311	\$1,124,375	\$3,653,911	\$2,529,536

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$24,196,865	\$24,640,894	\$29,862,842	5,221,948
Sub-Total	\$24,196,865	\$24,640,894	\$29,862,842	\$5,221,948
Total	\$24,196,865	\$24,640,894	\$29,862,842	\$5,221,948

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A - Three Strikes Cases					
<u>% of Resources:</u> 8.9%					
<u>Outcomes</u>					
% of Total Three Strike Cases	n/a	n/a	.3%	0	.3%
<u>Effectiveness</u>					
Total Cost - Three Strike Cases	n/a	n/a	\$1,853,104	0	\$2,997,500
<u>Outputs</u>					
Number of Three Strikes Cases	n/a	n/a	309	0	500
<u>Efficiency</u>					
Cost/Case - Three Strike Cases	n/a	n/a	\$5,995.10	0	\$5,995
ACTIVITY B - Serious Felonies					
<u>% of Resources:</u> 10.8%					
<u>Outcomes</u>					
% of Total Serious Felony Cases	1.4%	1.5%	1.7%	1.4%	1.0%
<u>Effectiveness</u>					
Total Cost - Serious Felony Cases	\$4,057,770	\$2,906,273	\$3,745,561	\$2,730,000	\$3,608,000
<u>Outputs</u>					
Number of Serious Felony Cases	2,062	2,295	2,076	2,100	2,000
<u>Efficiency</u>					
Cost/Case - Serious Felony Cases	\$1,967.88	\$1,266.35	\$1,804.22	\$1,300	\$1,804
ACTIVITY C - Two Strike Cases					
<u>% of Resources:</u> 6.4%					
<u>Outcomes</u>					
% of Total Two Strike Cases	n/a	n/a	.7%	0	.1%
<u>Effectiveness</u>					
Total Cost - Two Strike Cases	n/a	n/a	1,372,478	0	\$2,158,800
<u>Outputs</u>					
Number of Two Strikes Cases	n/a	n/a	890	0	1,400
<u>Efficiency</u>					
Cost/Case - Two Strike Cases	n/a	n/a	1,542.11	0	\$1,542

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY D - Felony Cases					
<u>% of Resources: 22.8%</u>					
<u>Outcomes</u>					
% of Felony Cases	10.9%	11.2%	9.1%	11.2%	12.6%
<u>Effectiveness</u>					
Total Cost - Felony Cases	\$6,257,341	\$6,065,463	\$4,932,737	\$6,375,000	\$7,650,000
<u>Outputs</u>					
Number of Felony Cases	16,313	17,358	10,967	17,000	17,000
<u>Efficiency</u>					
Cost/Case - Felony Cases	\$383.58	\$349.43	\$449.78	\$375.00	\$450
ACTIVITY E - Misdemeanor Cases					
<u>% of Resources: 22.9%</u>					
<u>Outcomes</u>					
% of Total Misdemeanors Cases	82.5%	81.5%	78.4%	80.5%	74.4%
<u>Effectiveness</u>					
Total Cost - Misdemeanors Cases	\$8,080,457	\$8,754,854	\$7,260,292	\$8,662,000	\$7,700,000
<u>Outputs</u>					
Number of Misdemeanors Cases	122,878	124,024	94,155	122,000	100,000
<u>Efficiency</u>					
Cost/Case - Misdemeanors Cases	\$65.76	\$70.59	\$77.11	\$71.00	\$77.00
ACTIVITY F- Multiple Conflicts Cases					
<u>% of Resources: 4.7%</u>					
<u>Outcomes</u>					
% of Total Multiple Conflicts Criminal Cases	n/a	n/a	n/a	n/a	0%
% of Total Multiple Conflicts Dependency Cases	n/a	n/a	n/a	n/a	.5%
<u>Effectiveness</u>					
Total Cost - Multiple Conflicts Criminal Cases	n/a	n/a	n/a	n/a	\$974,108
Total Cost - Multiple Conflicts Dependency Cases	n/a	n/a	n/a	n/a	\$615,840
<u>Outputs</u>					
Number of Multiple Conflicts Criminal Cases	n/a	n/a	n/a	n/a	54
Number of Multiple Conflicts Dependency Cases	n/a	n/a	n/a	n/a	700
<u>Efficiency</u>					
Cost/Case - Multiple Conflicts Criminal Cases	n/a	n/a	n/a	n/a	\$18,039.03
Cost/Case - Multiple Conflicts Dependency Cases	n/a	n/a	n/a	n/a	\$879.77

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY G- Court Appointed Atty Cases					
% of Resources: 15.1%					
Outcomes					
% of Total Serious Felony Cases	n/a	n/a	n/a	n/a	.2%
% of Total Juvenile Dependency Cases	n/a	n/a	n/a	n/a	.8%
Effectiveness					
Total Cost - Serious Felony Cases	n/a	n/a	n/a	n/a	\$1,938,377
Total Cost - Juvenile Dependency Cases	n/a	n/a	n/a	n/a	\$1,132,455
Outputs					
Number of Serious Felony Cases	n/a	n/a	n/a	n/a	255
Number of Juvenile Dependency Cases	n/a	n/a	n/a	n/a	1,034
Efficiency					
Cost/Case - Serious Felony Cases	n/a	n/a	n/a	n/a	\$7,601.48
Cost/Case - Juvenile Dependency Cases	n/a	n/a	n/a	n/a	\$1,095.22

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0339	Chief Pub. Def. Invest.	1	1.00	1	1.00	\$63,640	\$64,996
0370	Chief Trial Deputy	2	2.00	3	3.00	189,012	242,067
2124	Public Defender	1	1.00	1	1.00	117,368	116,917
2201	Assistant Public Defender	1	1.00	1	1.00	99,136	98,755
2303	Admin. Assistant II	1	1.00	1	1.00	39,387	41,264
2307	Dept. Personnel Officer III	1	1.00	1	1.00	52,156	51,954
2370	Admin. Services Manager II	1	1.00	1	1.00	54,747	54,533
2403	Accounting Technician	1	1.00	1	1.00	23,883	23,853
2411	Analyst I	0	0.00	1	1.00	0	29,629
2413	Analyst III	0	0.00	1	1.00	0	37,834
2425	Associate Accountant	1	1.00	1	1.00	37,125	36,979
2493	Intermediate Account Clerk	2	2.00	2	2.00	39,069	38,375
2510	Senior Account Clerk	0	0.00	1	1.00	0	20,103
2494	Payroll Clerk	0	0.00	1	1.00	0	18,273
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	24,957
2700	Intermediate Clerk Typist	2	2.00	2	2.00	38,594	37,208
2709	Departmental Clerk	1	1.00	1	1.00	14,543	16,679
2710	Junior Clerk Typist	1	1.00	1	1.00	17,081	17,012
2712	Interpreter Court Clerk	2	2.00	2	2.00	52,824	53,155
2714	Inter. Transcriber Typist	9	9.00	9	9.00	190,965	184,948
2724	Senior Transcriber Typist	3	3.00	3	3.00	69,540	72,683
2731	Legal Office Trainer	1	1.00	1	1.00	32,175	32,047
2759	Admin. Secretary IV	1	1.00	1	1.00	27,560	25,372
2776	Crim. Legal Secretary II	8	8.00	12	12.00	236,926	348,572
2777	Crim. Legal Secretary III	1	1.00	2	2.00	34,641	63,602
2903	Legal Procedures Clerk I	10	10.00	10	10.00	206,982	197,123
2906	Legal Procedures Clerk III	7	7.00	7	7.00	180,549	189,450
2907	Legal Procedures Clerk II	18	18.00	19	19.00	390,096	426,641
3120	Dept. Computer Specialist III	1	1.00	1	1.00	42,086	41,678
3119	Dept. Computer Specialist II	0	0.00	1	1.00	0	28,911
3910	Deputy Public Defender I	2	2.00	5	5.00	148,412	191,198
3911	Deputy Public Defender II	12	12.00	12	12.00	666,087	565,991
3912	Deputy Public Defender III	155	155.00	159	159.00	9,199,487	9,867,442
3913	Deputy Public Defender IV	33	33.00	39	39.00	2,706,096	3,148,350
3914	Deputy Public Defender V	11	11.00	13	13.00	1,043,900	1,177,321
3935	Legal Assistant	0	0.00	0	0.00	0	0
3936	Legal Assistant II	13	13.00	13	13.00	373,365	387,137
5764	Public Defender Invest. I	0	0.00	0	0.00	0	0
5765	Public Defender Invest. II	40	38.00	38	38.00	1,512,472	1,524,402
5766	Public Defender Invest. III	11	11.00	11	11.00	500,962	486,885
5769	Child Advocacy Invest. I	4	4.00	0	0.00	147,796	0
5770	Child Advocacy Invest. II	12	12.00	16	16.00	474,378	614,658
5771	Child Advocacy Invest. III	1	1.00	1	1.00	41,238	41,076
2461	Departmental System Engineer II	1	1.00	1	1.00	29,029	41,932
9999	Extra Help			14	4.00		114,040
Total		373	371.00	412	402.00	\$19,118,363	\$20,796,002
Salary Adjustments:						29,342	146,543
Employee Benefits:						5,117,692	5,986,190
Salary Savings:						(465,956)	(509,768)
Total Adjustments						\$4,681,078	\$5,622,965
Program Totals		373	371.00	412	402.00	\$23,799,441	\$26,418,967

* 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

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Detention Services	\$75,084,622	80,113,796	87,464,566	85,777,079	88,448,640	2,671,561	3.1
Law Enforcement Services	64,344,899	65,165,965	70,261,931	64,393,803	70,148,371	5,754,568	8.9
Management Services	6,853,918	7,519,813	7,776,176	7,380,829	10,514,865	3,134,036	42.5
Human Resources/ Support Services	5,182,156	5,447,522	5,443,524	6,431,341	5,605,592	(825,749)	(12.8)
Office of the Sheriff	962,527	930,392	1,763,511	1,167,613	1,161,686	(5,927)	(0.5)
TOTAL DIRECT COST	\$152,428,122	\$159,177,488	\$172,709,708	\$165,150,665	\$175,879,154	10,728,489	6.5
PROGRAM REVENUE	(38,021,930)	(117,933,954)	(123,771,331)	(119,761,656)	(126,177,126)	(6,415,470)	5.4
NET GENERAL FUND COST	\$114,406,192	\$41,243,534	\$48,938,377	\$45,389,009	\$49,702,028	\$4,313,019	9.5
STAFF YEARS	2,501.08	2,737.46	2,806.46	2,782.58	2,834.42	51.84	1.9
POSITIONS	2,667	2,853	2,878	2,853	2,855	2	0.1

SHERIFF'S ASSET FORFEITURE PROGRAM

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Total Direct Cost	\$2,723,691	\$1,707,156	\$1,387,436	\$1,600,000	\$1,446,784	(153,216)	(9.6)
Revenue	(1,740,196)	(1,346,130)	(1,193,677)	(1,400,000)	(828,700)	571,300	(40.8)
Fund Balance Contribution	\$(983,495)	\$(361,026)	\$(193,759)	\$(200,000)	\$(618,084)	(418,084)	209.0
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0

CAO/SHERIFF

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Total Direct Cost	\$0	\$0	\$0	\$3,511,832	\$3,500,000	(11,832)	(0.3)
Revenue	(0)	(0)	(0)	(3,511,832)	(3,500,000)	11,832	(0.3)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0
STAFF YEARS	0.00	0.00	0.00	42.17	42.00	(0.17)	(0.4)
POSITIONS	0	0	0	96	69	(27)	(28.1)

Note: As realized, revenue from Cable Television Franchise Fees, Civil Assessment Fees, Drunk Driver Emergency Response Fees and Defendant Booking Fees for the unincorporated area will be used to authorize additional law enforcement unincorporated area patrol.

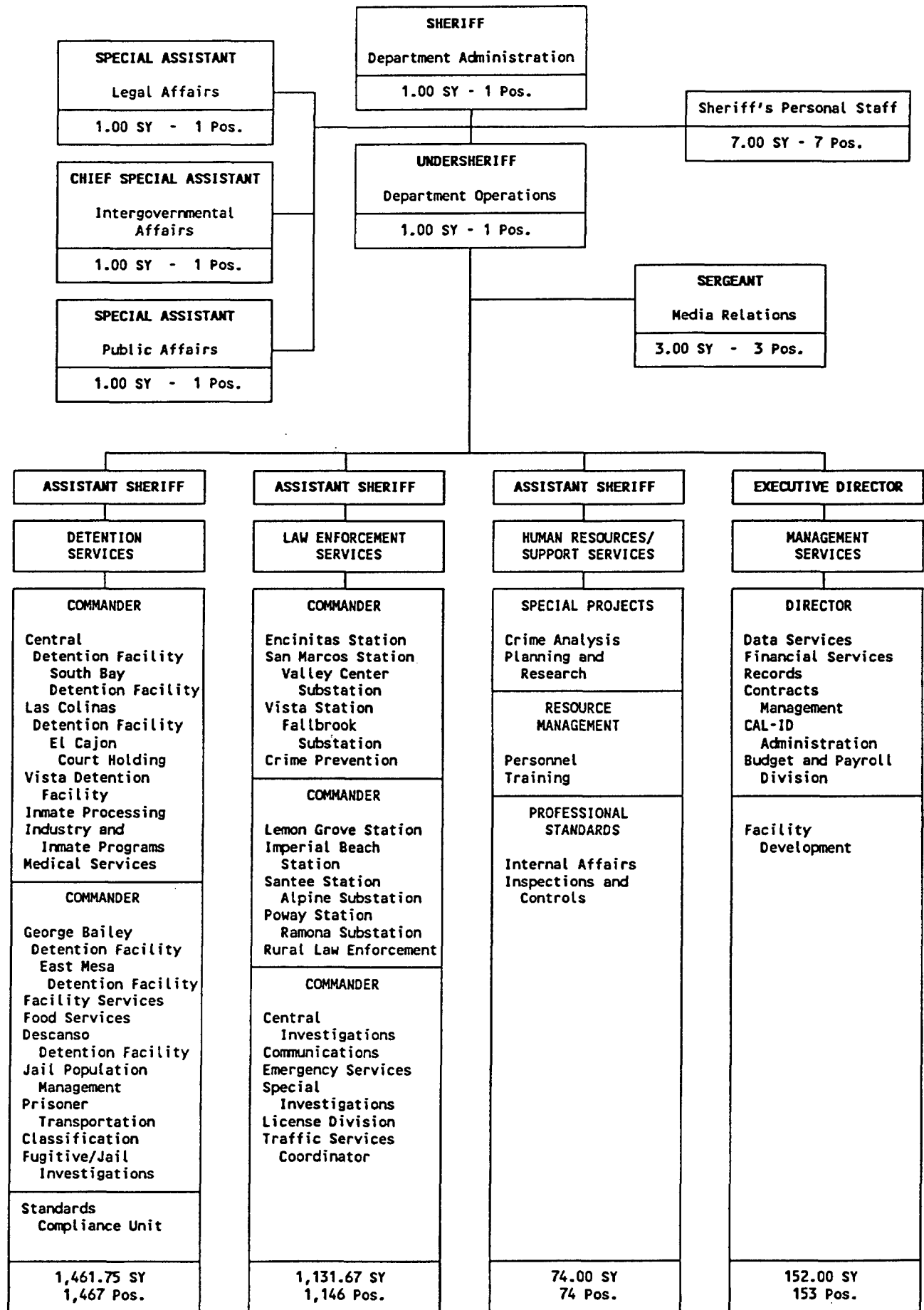
MISSION

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Detention Services - Provide safe and humane treatment to inmates and utilize to capacity all San Diego County Detention Facilities and remain within the court-ordered capacity of 5,063.
 - a. Manage inmate population numbers through the use of alternatives to incarceration, including Electronic Surveillance Program (ESP), Work Furlough and Work Release Programs.
2. Law Enforcement Services - Maintain current priority 1 and 2 response times of 12.8 minutes for the unincorporated areas, 21.6 minutes for the rural areas and 8.9 minutes for the contract cities.
 - a. Provide the current minimum number of 206 patrol units operating in a 24-hour period.
3. Management Services - Accurately allocate \$175 million in annual resources to maximize the ability of the department's operational units to promote public safety.
 - a. Analyze requests and develop budgets for 66 operational units.
4. Human Resources/Support Services - Assure, through selection, training, continuing development and supervision, that all Sheriff's personnel meet and maintain the highest possible level of professional law enforcement standards and practices.
5. Office of the Sheriff - Provide executive control for over 2,800 county employees.
 - a. Monitor and evaluate the activities for four operational and support bureaus.

**SAN DIEGO COUNTY SHERIFF'S DEPARTMENT
TABLE OF ORGANIZATION
FY 95-96 ADOPTED BUDGET**



PROGRAM: Detention Services

DEPARTMENT: SHERIFF

PROGRAM #: 12001

ORGANIZATION #: 2400

MANAGER: Ben McLaughlin, Assistant Sheriff

REFERENCE: 1995-96 Proposed Budget - Pg. 14-5

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$59,514,207	\$63,494,681	\$67,903,017	\$65,822,980	\$70,647,390	7.3
Services & Supplies	9,747,966	10,614,436	14,048,404	13,448,099	11,901,250	(11.5)
Other Charges	5,488,508	5,981,055	5,490,701	6,506,000	5,900,000	(9.3)
Fixed Assets	179,942	37,944	22,444	0	0	0.0
Vehicles/Communications	153,999	0	0	0	0	0.0
TOTAL DIRECT COST	\$75,084,622	\$80,128,116	\$87,464,566	\$85,777,079	\$88,448,640	3.1
PROGRAM REVENUE	(5,728,938)	(8,513,970)	(6,955,021)	(7,482,516)	(6,828,673)	(8.7)
NET GENERAL FUND CONTRIBUTION	\$69,355,684	\$71,614,146	\$80,509,545	\$78,294,563	\$81,619,967	4.2
STAFF YEARS	1,227.75	1,423.54	1,460.66	1,458.66	1,461.75	0.2
POSITIONS	1,355	1,520	1,517	1,515	1,467	(3.2)

NOTE: Fixed asset actuals for FY 93-94 have been revised to remove encumbrances from the totals.

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 for and provide programs, as mandated by law for 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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Salaries and Benefits were less than the budget due in part to the salaries and benefits for Corrections Deputy Sheriff's Cadets being charged to the Training Division (Human Resources/Support Services Program) during their academy training. Services and Supplies were over budget due to the need to purchase services and supplies vital to the continued operation of the detention system. Fixed assets actuals were higher than budget due to the mid-year Board-approved purchase of needed equipment for the Sheriff's Medical Division and the Sheriff's Food Services Division. One-time Teeter funding was also used to purchase Fixed Assets for Detentions Services.

ACHIEVEMENT OF 1994-95 OBJECTIVES

- o Booked, processed and classified over 114,600 inmates during FY 1994-95.
- o Complied with Title 15 requirements as a result of adding 64 Corrections Deputy Sheriffs and 6 Corrections Sergeants.
- o Provided movement of over 230,000 inmates in the custody of the Sheriff to and from courts and foreign jurisdictions, State facilities, and medical institutions.
- o Processed over 763,000 inmate sick calls, 44,427 intake screenings, and administered 1,109,015 prescriptions at all detention facilities.
- o Provided 7,744,627 meals to inmates and staff.
- o Provided 3,032,439 pounds of clean laundry.
- o Processed \$2,261,700 in commissary sales.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Provide safe and humane treatment to inmates and utilize to capacity all San Diego County Detention Facilities and remain within the court-ordered capacity of 5,063.
 - a. Manage inmate population numbers through the use of alternatives to incarceration, including Electronic Surveillance Program (ESP), Work Furlough, and Work Release Programs.
2. Increase the number of inmate beds by 1,640, in response to the public's fear of crime and the department's established mission.
 - a. Work with local, State, and Federal officials to seek funding, such as Crime Bill monies, to expand the Las Colinas Detention Facility by 240 beds and to creatively seek to build a new detention facility, near the George Bailey Detention Facility, which is projected to add 1,400 beds to the detention system.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

As a result of a department reorganization, the Detention Services Program has been divided and distributed between two command areas to better serve the needs of the department.

1. DETENTION OPERATIONS COMMAND - AREA 1 [776.75 SY; E = \$48,487,037; R = \$6,161,459] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for housing prisoners in four detention facilities as mandated by Government Code 26605.
 - o Mandated to hold the inmate population at the four "Area 1" detention facilities at the court-ordered cap of 2,487.
 - o Responsible for providing support services for inmates to include medical services, counseling services, and religious services.
 - o Increased by 1.00 staff year to reinstate funding for a Sheriff's Medical Director to oversee the medical aspects of the detention facilities.
 - o Adjusted by the deletion of 50 unfunded positions, as a result of action taken during budget deliberations.
 - o Adjusted by the addition of 1 position and 1 staff year for the reinstatement of the Sheriff's Commander position.
 - o Adjusted by various position classifications per the Auditor's Position Control reconciliation.
 - o Adjusted by the elimination of the 3% Salary Savings requirement, as directed by the Board of Supervisors during budget deliberations.
 - o Reduced by \$500,000 in inmate medical appropriations based on FY 94-95 estimated actuals.
2. DETENTION OPERATIONS COMMAND - AREA 2 [685.00 SY; E = \$39,961,603; R = \$667,214] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for housing prisoners in three detention facilities as mandated by Government Code 26605.
 - o Mandated to hold the inmate population at the three "Area 2" detention facilities at the court-ordered cap of 2,576.
 - o Responsible for providing support services for inmates to include food services, laundry services, prisoner transportation and the investigation of escapes, attempted escapes and other crimes committed by inmates in custody.
 - o Responsible for preparing 7,744,627 meals for inmates and staff.
 - o Responsible for transporting 230,871 prisoners in- and out-of-county to courts, other local detention facilities, hospitals, or State institutions.
 - o Responsible for cleaning 3,032,439 pounds of inmate laundry.
 - o Adjusted by the addition of 1 position and 1 staff year for the reinstatement of the Sheriff's Commander position.

- o Adjusted by various position classifications per the Auditor's Position Control reconciliation.
- o Adjusted by the elimination of the 3% Salary Savings requirement, as directed by the Board of Supervisors during budget deliberations.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
INTERGOVERNMENTAL REVENUE:				
State Aid - Health Realign. - VLF (Acct. 9262)	\$560,000	\$560,000	\$560,000	0
Federal Grant (Acct. 9678)	996,848	1,012,402	939,123	(73,279)
Sub-Total	\$1,556,848	\$1,572,402	\$1,499,123	\$(73,279)
CHARGES FOR CURRENT SERVICES:				
Charges in Internal Service Fund (Acct. 9786)	\$576,920	\$626,214	\$626,214	0
Transportation of Prisoners (Acct. 9851)	7,358	6,000	6,000	0
Booking Fees (Acct. 9857)	3,139,536	3,600,000	3,255,000	(345,000)
Jail Bed Leasing (Acct. 9858)	7,337	400,000	0	(400,000)
Defendant Booking Fees (Acct. 9859)	271,687	190,000	190,000	0
Institutional Care-County (Acct. 9945)	74,004	18,900	185,336	166,436
Institutional Care-State (Acct. 9946)	807,202	600,000	600,000	0
Other - Morrissey Hearings (Acct. 9979)	6,146	9,000	7,000	(2,000)
Sub-Total	4,890,190	\$5,450,114	\$4,869,550	\$(580,564)
OTHER REVENUE:				
Recovered Expenditure (Acct. 9989)	\$86,395	\$60,000	\$60,000	0
Other Miscellaneous (Acct. 9995)	30,962	0	0	0
Miscellaneous Revenue Prior Year (Acct. 9988)	(178)	0	0	0
Sub-Total	\$117,179	\$60,000	\$60,000	\$0
OTHER FINANCING SOURCES:				
Op. Transfer from Other/Sp Dis (Acct. 9812)	\$390,804	\$400,000	\$400,000	0
Sub-Total	\$390,804	\$400,000	\$400,000	\$0
Total	\$6,955,021	\$7,482,516	\$6,828,673	\$(653,843)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$80,509,545	\$78,294,563	\$81,619,967	3,325,404
Sub-Total	80,509,545	78,294,563	81,619,967	3,325,404
Total	\$80,509,545	\$78,294,563	\$81,619,967	\$3,325,404

EXPLANATION/COMMENT ON PROGRAM REVENUES

INTERGOVERNMENTAL REVENUE:

- Net decrease of \$69,866 from a three-year Federal Grant (Acct. 9678) for the Comprehensive Abuse Treatment Program for Inmates.
- Decrease of \$3,413 from the second year of a three-year Federal Grant (Acct. 9678) for Life Skills for state and local prisoners to improve life skills and help reduce recidivism of County Jail inmates.

CHARGES FOR CURRENT SERVICES:

- Decrease of \$345,000 in revenue (Acct. 9857) related to booking fees.
- Decrease of \$400,000 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. Contracts cancelled to provide beds for County Inmates.
- Increase of \$131,436 in revenue (Acct. 9945) to initiate a Board-approved medical co-pay fee charged to inmates for routine medical services.
- Increase of \$35,000 in revenue (Acct. 9945) for the start of the Work Release Program at East Mesa Detention Facility.
- Decrease of \$2,000 in revenue (Acct. 9979) from Morrissey Hearings based on estimated actuals.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
DETENTION SERVICES - INMATE HOUSING					
% OF RESOURCES: 50%					
<u>OUTCOME (Planned Result)</u>					
Detention Facilities to be Used to Capacity	6	7	7	7	7
<u>EFFECTIVENESS (Input/Outcome)</u>					
Average % of Capacity Used	97	100%	104%	100%	100%
<u>OUTPUT (Service or Product)</u>					
Average Daily Inmate Population	4,509	5,063	5,252	5,063	5,063
<u>EFFICIENCY (Input/Output)</u>					
Efficiency indicators are being studied and are not available at this time.					
<u>OUTPUT (Service or Product)</u>					
Meals Served Annually	6,827,024	7,400,823	7,744,627	7,500,000	7,825,946
<u>EFFICIENCY (Input/Output)</u>					
Cost/Meal	\$1.80	\$1.71	\$1.76	\$1.80	\$1.78
<u>OUTPUT (Service or Product)</u>					
Avg. Days/Hospital Stay	N/A	4.9	4.4	4.8	5.4
<u>EFFICIENCY (Input/Output)</u>					
Savings for Monitoring Hospital Stays	N/A	\$4,200,000	\$6,529,920	\$4,200,000	\$2,851,488
<u>OUTPUT (Service or Product)</u>					
Inmates Transported Annually	243,571	247,304	230,871	252,250	233,179
<u>EFFICIENCY (Input/Output)</u>					
Cost of Transporting Inmates	\$3,338,845	\$3,461,712	\$4,599,103	\$3,815,438	\$4,025,039
<u>OUTPUT (Service or Product)</u>					
Pounds of Laundry Processed Annually	2,447,692	3,270,842	3,032,439	3,434,380	4,131,700
<u>EFFICIENCY (Input/Output)</u>					
Laundry Supply Cost	\$37,085	\$38,642	\$58,175	\$66,113	\$72,700
<u>OUTPUT (Service or Product)</u>					
Electronic Surveillance Program (Inmate Days)	N/A	4,590	20,002	13,769	20,000
<u>EFFICIENCY (Input/Output)</u>					
Savings from ESP Alternative Based on Budget Data	N/A	\$198,984	\$1,200,920	\$640,507	\$1,200,800

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0261	Director, Sheriff's Det. Fac.	1	1.00	0	0.00	95,359	0
0265	Assistant Sheriff	1	0.00	1	1.00	0	85,717
0974	Sheriff's Standards Comp. Mgr.	1	1.00	1	1.00	55,414	63,735
0978	Sheriff's Inmate Industry Mgr.	1	1.00	1	1.00	63,851	63,735
2303	Admin. Assistant II	3	3.00	3	3.00	125,526	118,613
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,562
2493	Int. Account Clerk	2	2.00	2	2.00	41,596	40,447
2650	Stock Clerk	28	28.00	29	29.00	516,380	549,495
2652	Sheriff's Facility Svs. Mgr.	1	1.00	1	1.00	44,949	45,983
2655	Storekeeper III	1	1.00	1	1.00	24,906	24,764
2658	Storekeeper II	2	2.00	2	2.00	49,269	49,372
2660	Storekeeper I	6	6.00	3	3.00	125,083	67,203
2664	Pharmacy Stock Clerk	1	1.00	1	1.00	19,540	19,711
2700	Int. Clerk Typist	35	27.75	28	26.75	551,759	521,779
2710	Junior Clerk Typist	6	6.00	6	6.00	94,640	90,466
2725	Principal Clerk I	2	2.00	2	2.00	58,787	62,682
2727	Sheriff's Det. Proc. Manager	1	1.00	1	1.00	35,985	37,663
2728	Det. Proc. Supervisor	18	18.00	18	18.00	516,202	512,816
2729	Office Support Secretary	1	1.00	1	1.00	23,949	23,853
2730	Senior Clerk	7	6.33	8	7.33	140,400	160,569
2756	Administrative Secretary I	3	3.00	2	2.00	57,411	37,096
2757	Administrative Secretary II	5	5.00	6	6.00	123,948	142,478
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,653
3001	Jail Clerk	60	58.00	58	58.00	1,255,679	1,253,173
3002	Booking Clerk	109	108.00	109	108.00	2,492,031	2,481,597
3044	Chief, Sheriff's Med. Rec. Sv.	1	1.00	1	1.00	55,288	55,073
3046	Medical Records Clerk	2	1.00	1	1.00	18,489	19,149
3049	Medical Records Technician	6	6.00	6	6.00	133,174	133,812
3055	Senior Medical Records Tech.	1	1.00	1	1.00	22,870	22,070
4101	Medical Services Administrator	1	1.00	1	1.00	64,917	64,664
4102	Asst. Medical Svs. Admin.	1	1.00	1	1.00	57,966	57,741
4132	Med. Director, Sheriff's Det.	1	0.00	1	1.00	0	105,699
4170	Dentist	2	1.00	1	1.00	59,114	58,883
4190	Sheriff's Detention Physician	3	2.50	3	2.50	190,633	191,927
4250	Pharmacist	2	2.00	2	2.00	110,162	109,639
4260	Pharmacy Technician	3	3.00	3	3.00	72,490	79,351
4459	Chief, Food Services	1	1.00	1	1.00	45,518	45,340
4460	Assistant Chief, Food Services	2	2.00	2	2.00	70,658	70,378
4504	Chief Nurse	1	1.00	1	1.00	62,495	62,254
4545	Sheriff's Det. Cert. Nurse Pr.	7	1.00	1	1.00	47,502	47,316
4546	Sheriff's Det. Supv. Nurse	9	8.00	8	8.00	415,080	416,007
4548	Sheriff's Detentions Nurse II	80	67.00	67	67.00	2,661,188	2,662,822
4615	Nurses Assistant	11	5.00	5	5.00	100,545	97,459
4625	Licensed Vocational Nurse	38	28.08	30	28.17	652,037	656,624
4823	Registered Dental Asst.	1	1.00	1	1.00	30,232	30,112
5050	Correctional Counselor	20	19.00	19	19.00	798,395	798,290
5051	Supv. Correctional Counselor	1	1.00	1	1.00	47,292	47,108
5236	Departmental Aide	16	13.00	13	13.00	172,898	175,262
5746	Deputy Sheriff	201	201.00	201	201.00	8,149,091	7,975,503
5775	Sheriff's Captain	7	7.00	7	7.00	489,076	487,118
5778	Sheriff's Commander	0	0.00	2	2.00	0	157,146
5780	Sheriff's Lieutenant	22	22.00	22	22.00	1,359,508	1,343,946
5781	Corrections Sergeant	6	6.00	6	6.00	244,998	252,552
5786	Corrections Deputy Sheriff	600	600.00	600	600.00	19,112,023	18,411,004
5789	Sheriff's Commis. Stores Spv.	1	1.00	1	1.00	26,166	30,012
5790	Sheriff's Sergeant	66	66.00	66	66.00	3,495,752	3,486,377
6405	Food Services Supervisor	10	10.00	10	10.00	283,772	279,057
6410	Senior Cook	56	56.00	56	56.00	1,311,102	1,314,076
6415	Food Services Worker	15	15.00	15	15.00	244,716	237,731
6509	Laundry Supervisor	1	1.00	1	1.00	28,270	28,157
6510	Laundry Supervisor	3	3.00	3	3.00	67,262	70,637
6530	Laundry Worker III	6	6.00	8	8.00	125,241	146,959

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
7030	Senior Custodian	8	7.00	7	7.00	143,786	144,403
7516	Delivery Vehicle Driver	5	5.00	5	5.00	102,448	100,404
7530	Sewing Room Supervisor	1	1.00	1	1.00	19,792	19,713
9999	Extra Help	0	0.00	0	0.00	1,105,670	1,105,670
Total		1,515	1,458.66	1,467	1,461.75	\$48,767,720	\$48,107,607
Salary Adjustments:						(1,313,177)	195,444
Premium/Overtime Pay:						3,509,422	3,949,339
Employee Benefits:						16,832,074	18,395,000
Salary Savings:						(1,973,059)	0
Total Adjustments						\$17,055,260	\$22,539,783
Program Totals		1,515	1,458.66	1,467	1,461.75	\$65,822,980	\$70,647,390

PROGRAM: Law Enforcement Services

DEPARTMENT: SHERIFF

PROGRAM #: 12002

ORGANIZATION #: 2400

MANAGER: Bob De Steunder, Assistant Sheriff

REFERENCE: 1995-96 Proposed Budget — Pg. 14-12

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$61,392,755	\$62,183,262	\$65,052,375	\$59,726,859	\$66,493,489	11.3
Services & Supplies	2,422,917	2,249,840	4,316,014	4,537,894	2,689,380	(40.7)
Other Charges	12,041	71,796	305,148	3,550	331,000	9,223.9
Operating Transfers	0	0	0	0	0	0.0
Fixed Assets	98,136	515,033	408,394	125,500	287,677	129.2
Vehicle/Comm. Equip.	419,050	146,034	180,000	0	346,825	0.0
TOTAL DIRECT COST	\$64,344,899	\$65,165,965	\$70,261,931	\$64,393,803	\$70,148,371	8.9
PROGRAM REVENUE	(31,116,111)	(31,896,554)	(33,042,420)	(31,535,319)	(35,276,590)	11.9
NET GENERAL FUND CONTRIBUTION	\$33,228,788	\$33,269,411	\$37,219,511	\$32,858,484	\$34,871,781	6.1
STAFF YEARS	1,048.83	1,085.00	1,107.80	1,086.00	1,131.67	4.2
POSITIONS	1,084	1,093	1,122	1,094	1,146	4.8

NOTE:

During FY 94-95, 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. Actuals for FY 94-95 Fixed Assets have been revised to remove encumbrances from the totals.

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. To provide specialized investigative support, which includes investigation of homicides, kidnapping, arson, bombings, fraud, forgery, juvenile intervention, 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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Salaries and Benefits are over budget due primarily to mid-year additions approved by the Board of Supervisors and continued underfunding of overtime. Services and Supplies are under budget due to a successful concerted effort to limit spending on minor equipment purchases by the department. Other Charges are listed in the 1994-95 Actual, but previously were added to the Services and Supplies totals. Fixed Assets are expected to be over budget due to mid-year additions approved by the Board of Supervisors. One-time Teeter funding was also used to purchase Fixed Assets for Law Enforcement Services. Vehicle/Comm. Equipment was over budget due to the acquisition of vehicles that were previously leased for the HIDTA program plus other mid-year additions.

ACHIEVEMENT OF 1994-95 OBJECTIVES

- The 800mhz communication system moved ahead with the hiring of an architect who is currently working in the development phase of the project.
- The existing level of approximately 1,500 volunteers continued to be utilized by the Sheriff's Department to provide approximately 145,000 hours of service.
- The Sheriff's Department investigated approximately 4,000 violent crimes and approximately 22,000 property crimes, and achieved clearance rates of 56% and 13% respectively.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

The following performance indicators represent only a portion of this program's activities and divisions. The Sheriff's Department has been working in conjunction with the Auditor's Office to formulate viable measures for each activity. The remaining indicators will be developed prior to budget deliberations and presented at that time.

1. Law Enforcement Operations - Patrol: Maintain current priority 1 and 2 response times of 12.8 minutes for the unincorporated areas, 21.6 minutes for the rural areas and 8.9 minutes for the contract cities.
 - a. Provide the current minimum number of 206 patrol units operating in a 24-hour period.
2. Law Enforcement Operations - Detectives: Achieve clearance rates for violent crime investigations at 61% and property crime investigations at 13%.
 - a. Maintain current level of detective investigations of approximately 4,000 violent crimes and 22,000 property crimes.
 - b. Maintain an area detective base of 66 deputies.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Law Enforcement Operations Command [SY 758.17; E = \$47,076,306; R = \$31,719,577] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Adjusted by the reorganization made by the Sheriff in FY 94-95. The reorganization included the elimination of the Field Services Program and the addition of two Law Enforcement Services subprograms related to Law Enforcement Operations. This resulted in the transfer of 715.5 staff years and 719 positions to the Law Enforcement Operations subprogram.
 - Decreased by .58 staff years due to a funding reduction from the Peace Officers' Research Association of California (PORAC). The association has been reimbursing the Sheriff's Department for the salary and benefits of a Sheriff's Lieutenant while he has been serving as the association's president. His term expires 11/30/95.
 - Increased by 21.00 staff years and 21 positions related to midyear board action on Contract Cities service adjustments.
 - Increased by 7.5 staff years and 8 positions per the board-approved new contract with North County Transit Detail.
 - Adjusted by various position classifications per the Auditor's Position Control reconciliation.
 - Increased by 14.25 staff years and 24 positions for the Community Oriented Policing Program.
 - Increased by 1.00 staff year and 2 positions to the unincorporated area of Ramona based on the increased False Alarm Revenue Fees.
 - Adjusted by the addition of 1.00 staff year and 1 position to reinstate the Sheriff's Commander position.
2. Law Enforcement Support Command [SY 373.50; E = \$23,072,065; R = \$3,557,013] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for regional specialized investigative support and highly technical emergency services response.
 - Adjusted by the reorganization made by the Sheriff in FY 94-95. The Sheriff's Department Law Enforcement Services Program is now split into the Law Enforcement Support and Operations Commands. This reorganization resulted in transferring 28.00 staff years and 29 positions to the Human Resources Programs that are in the Training Division. The historical figures in this document have been adjusted to reflect the new organizational structure, for the purpose of comparison.
 - Increased by 1.00 staff year and 1 position to the Traffic Division for an Intermediate Clerk position to process the vehicle impound fee paperwork.

- Increased by 6.00 staff years and 6 positions to reinstate the High Intensity Drug Trafficking Area (HIDTA) program.
- Increased by 1.00 staff year and 1 Position to reinstate the Sheriff's Commander position.
- Decreased by Penalty Assessment Fees Revenue for CAL-ID. The Board approved fully funding Cal-ID and increased Other Charges by \$325,000 to fund the 'Equipment Replacement/System Enhancement Trust Fund'.
- Adjusted by various position classifications per the Auditor's Position Control reconciliation.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Returned Check Fee (Acct. 9713)	\$ 63	\$ 0	\$ 0	0
Communication Services (Acct. 9720)	12,510	18,000	10,000	(8,000)
Chrgs in Internal Serv Funds (Acct. 9786)	24,000	24,000	24,000	0
False Alarm Fee (Acct. 9847)	0	0	165,000	165,000
Law Enforcement Services- Contract Cities (Acct. 9852)	320,249	301,714	759,522	457,808
Law Enforc. Serv.-Off Doc & Fingerprint (Acct. 9853)	182,908	250,320	290,000	39,680
Alcohol Lab Test and Service (Acct. 9855)	453,316	600,000	550,000	(50,000)
H & S Lab Tests (Acct. 9856)	82,453	70,000	70,000	0
Contract Cities-Law Svcs (Acct. 9879)	28,788,455	26,687,782	29,700,000	3,012,218
Law Enforcement Services- Other Govmt. Agencies (Acct. 9971)	349,936	442,668	472,232	29,564
Jury or Witness Fee (Acct. 9973)	26	0	0	0
Other - Miscellaneous (Acct. 9979)	79,054	30,500	112,500	82,000
Sub-Total	\$30,292,970	\$28,424,984	\$32,153,254	\$3,728,270
FINES, FORFEITURES & PENALTIES:				
Cal-ID Rev GC 76102 (Acct. 9189)	\$391,000	\$539,116	\$45,000	(494,116)
Forensic Lab Penalty Assmt (Acct. 9193)	100,000	100,000	0	(100,000)
Sub-Total	\$491,000	\$639,116	\$45,000	\$(594,116)
LICENSES, PERMITS AND FRANCHISES:				
Business Licenses-Taxi & Oper (Acct. 9114)	51,214	54,000	54,000	0
Business Licenses-Other (Acct. 9119)	52,036	64,000	64,000	0
Biohaz, Waste Permit Fees (Acct. 9144)	120	0	0	0
Other Licenses & Permits-Explosive (Acct. 9153)	3,554	8,700	8,700	0
Other Licenses & Permits-Misc. (Acct. 9155)	78,300	107,197	90,000	(17,197)
Other Licenses & Permits-Alarm (Acct. 9158)	27,944	30,000	30,000	0
Sub-Total	213,168	263,897	246,700	(17,197)
OTHER REVENUE:				
Misc. (Acct. 9988, 9995, 9998)	\$75,878	\$25,500	\$75,500	50,000
Recovered Expenditures (Acct. 9989)	116,622	100,000	65,605	(34,395)
Sub-Total	\$192,500	\$125,500	\$141,105	\$15,605
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Regional Auto Theft (RATT) (Acct. 9505)	\$150,612	\$200,000	\$200,000	0
State Grants - Other (Acct. 9527)	37,193	163,785	157,031	(6,754)
State-Narcotic & Drug (Acct. 9547)	449,413	427,167	471,000	43,833
Fed Grant Comm Orient Pol (Acct. 9662)	0	0	607,348	607,348
Fed Gr-High Intensity Drug (Acct. 9665)	900,430	1,227,470	555,674	(671,796)
Federal Grants (Acct. 9678)	186,117	0	97,426	97,426
Other Government Agencies (Acct. 9746)	129,017	63,400	181,139	117,739
Sub-Total	\$1,852,782	\$2,081,822	\$2,269,618	\$187,796
OTHER FINANCING SOURCES:				
Op Tsfr From CATV (Acct. 9804)	0	0	420,913	420,913
Sub-Total	0	0	420,913	420,913
Total	\$33,042,420	\$31,535,319	\$35,276,590	\$3,741,271

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$37,219,511	\$32,858,484	\$34,871,781	\$2,013,297
Sub-Total	\$37,219,511	\$32,858,484	\$34,871,781	\$2,013,297
Total	\$37,219,511	\$32,858,484	\$34,871,781	\$2,013,297

EXPLANATION/COMMENT ON PROGRAM REVENUES

In FY 94-95, the Sheriff's Department underwent a major reorganization, in which the Field Services Program was eliminated and related revenue and appropriations were transferred to the Law Enforcement Services Program. In addition, the Training Division was transferred from the Law Enforcement Services Program to the Human Resources/Support 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:

- Decrease of \$8,000 in Communication Services (Acct. 9720) due to the fire departments using their own emergency dispatch for some emergency services.
- Increase of \$165,000 in False Alarm Fee (Acct. 9847) due to new False Alarm Fees approved by the Board of Supervisors.
- Increase of \$457,808 in Law Enforcement Services - Contracts (Acct. 9852) is based on an increase of \$457,072 for a new contract with North County Transit Detail, an increase of \$42,000 to fund Del Mar Fair overtime, a decrease of \$29,864 based on anticipated reduction in the Off-Road Enforcement Team (ORET) revenue, a decrease of \$6,000 for Cleveland National Park Patrol due to changes in contract and a decrease of \$5,400 in Park Patrol Revenue based on prior year actual.
- Increase of \$39,680 in Official Documents and Fingerprints (Acct. 9853) based on estimated actuals.
- Decrease of \$50,000 in Alcohol Lab Test (Acct. 9855) due to under realization of anticipated revenue.
- Increase of \$3,012,218 in Contract Cities-Law Svcs (Acct 9879) based on full year annualization of all mid-year Board approved changes (\$2,165,000), CAO Proposed Budget recommended increase based on retirement rate adjustments (\$700,000) and contract city revenue redistribution from Human Resources/Support Services Bureau (\$147,218).
- Increase of \$29,564 in Law Enforcement Services - Other Govmt. Agencies (Acct. 9971) is due to changes in CAL-ID revenue.
- Increase of \$82,000 in Other - Miscellaneous (Acct. 9979) due to the establishment of the Vehicle Impound Fees as approved by the Board of Supervisors.

FINES, FORFEITURES & PENALTIES:

- Decrease of \$494,116 in Cal-ID Rev GC 76102 (Acct. 9189). Decrease of \$539,116 in Cal-ID revenue due to a decrease in Penalty Assessment Fees (Acct. 9189) per Board Action on 4/25/95 Minute #25 and baseline adjustments in revenue projections. An increase of \$45,000 is due to the transfer from the Cal-ID Equipment Replacement/System Enhancement Trust Fund No. 544200.
- Decrease of \$100,000 in Forensic Lab Penalty Fee due to loss of Penalty Assessment Fees.

LICENSES, PERMITS, AND FRANCHISES:

- Decrease of \$17,197 in Miscellaneous Licenses and Permits (Acct. 9155) due to under realization of anticipated revenue.

OTHER REVENUE:

- Increase of \$50,000 in Other Misc. (Acct. 9995) for the sale of unclaimed property based on actuals.
- Decrease of \$34,395 in Recovered Expenditures (Acct. 9989) due to the expiration of the reimbursement received from the Peace Officers' Research Association of California (PORAC). PORAC has been paying for the salaries and benefits of a Sheriff's Lieutenant, while he serves as president of the association. His term will expire on 11-30-95.

AID FROM OTHER GOVERNMENTAL AGENCIES:

- Decrease of \$6,754 in State Grants - Other (Acct. 9527) due to a decrease in the Jurisdiction Unified Drug Enhancement (JUDGE) program's revenue.
- Increase of \$43,833 in State-Narcotic & Drug revenue (Acct. 9547) due to 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 \$607,348 in Fed Grant Comm Orient Pol (Acct. 9662) for the establishment of an unincorporated Community

- Orienting Police Program as approved by the Board of Supervisors.
- Decrease of \$671,976 in Federal Grant - High Intensity Drug Trafficking Area (HIDTA) (Acct. 9665) due to the decrease in level of service per the new grant parameters.
 - Increase of \$97,426 in Federal Grants (Acct. 9678) from the Office of Criminal Justice Planning for the purchase of Cal-ID Live Scan Fixed Asset equipment.
 - Increase of \$117,739 in Other Government Agencies (Acct. 9746). An increase of \$88,139 is based on a transfer from the Medi-Cal Third Party Liability Incentive Contracts Revenue Overage for use in implementing Senior Volunteer Patrols. An increase of \$40,000 is based on a revised projection for Drug Enforcement Agency Overtime revenue. A decrease of \$10,400 is due to a decrease in revenue associated with Operation Alliance for one time Board approved travel.
 - Increase of \$420,913 in Op Tsfer From CATV (Acct. 9804) is due to the transfer of funds for the Community Oriented Policing program as approved by the Board of Supervisors. These funds meet the match requirements for the federal grant.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	61,700
Specialized Dept & Safety Equipment	225,977
Total	\$287,677

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Communications Equipment	71,525
Transportation Equipment	275,300
Total	\$346,825

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
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The following performance indicators represent only a portion of this program's activities and divisions. The Sheriff's Department has been working in conjunction with the Auditor's Office to formulate viable measures for each activity.

ACTIVITY A:

LAW ENFORCEMENT OPERATIONS - PATROL

% OF RESOURCES 17%

OUTCOME (Planned Result)

Priorities 1 & 2

Incorporated Response Times	8.7	8.8	8.7	8.9	8.9
Unincorporated Response Times	N/A	12.7	12.4	12.8	12.8
Rural Response Times	N/A	22.5	22.3	21.6	21.6

EFFECTIVENESS (Input/Outcome)

Cost to Staff Patrol Units ¹	N/A	N/A	\$32,431,384	N/A	\$30,347,484
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OUTPUT (Service or Product)

Number of Patrol Units in a 24 Hour Period	N/A	N/A	207	N/A	206
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EFFICIENCY (Input/Output)

Cost to Staff a 24 Hour Patrol Unit	N/A	N/A	\$156,673	N/A	\$147,318
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ACTIVITY B:

LAW ENFORCEMENT OPERATIONS - DETECTIVES

% OF RESOURCES 3%

OUTCOME (Planned Result)Clearance Rates²

Violent Crime Investigations	N/A	61%	56%	N/A	61%
Property Crime Investigations	N/A	12%	13%	N/A	13%

EFFECTIVENESS (Input/Outcome)

Cost to Staff Detectives ³	N/A	N/A	\$5,579,610	N/A	\$5,165,108
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¹ Direct costs consist of the salaries and benefits for Patrol Sergeants and Patrol Deputies. The indirect cost for Captains, Lieutenants, office support staff and services and supplies were allocated to the Law Enforcement operational areas of Patrol, Detectives, Traffic, Community Service Officers, Special Purpose Officers and Crime Prevention. Only the Patrol portion of the indirect costs have been included. Cost for vehicles, fuel and maintenance are not included. This is a new performance measure as of FY95/96.

² Actual clearance rates are for calendar year 1994. Source Sandag report: "Crime in the San Diego Region 1994".

³ Direct costs consist of the salaries and benefits for Detective Sergeants and Detectives. The indirect cost for Captains, Lieutenants, office support staff and services and supplies were allocated to the Law Enforcement operational areas of Patrol, Detectives, Traffic, Community Service Officers, Special Purpose Officers and Crime Prevention. Only the Detective portion of the indirect costs have been included. Cost for vehicles, fuel and maintenance are not included. This is a new performance indicator as of FY95/96.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>OUTPUT (Service or Product)</u>					
Investigations					
Violent Crime	N/A	N/A	4,181	N/A	4,000
Property Crime	N/A	N/A	21,963	N/A	22,000
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Investigation ⁴	N/A	N/A	\$213	N/A	\$199
<u>OUTPUT (Service or Product)</u>					
Number of Area Detectives	N/A	N/A	66	N/A	66
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Detective	N/A	N/A	\$84,540	N/A	\$78,259

⁴ This cost would be lower if all types of investigations were being considered.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	75,835	85,717
2302	Administrative Assistant II	1	1.00	1	1.00	41,842	41,678
2700	Intermediate Clerk Typist	51	49.00	53	52.00	994,008	1,041,937
2710	Junior Clerk Typist	1	1.00	1	1.00	17,081	17,012
2713	Sheriff's Prop/Evid Clerk	6	6.00	6	6.00	122,019	122,789
2729	Office Support Secretary	1	1.00	1	1.00	20,670	20,586
2730	Senior Clerk	8	8.00	9	9.00	188,313	200,631
2733	Sheriff's Licensing Clerk I	2	2.00	2	2.00	37,058	38,050
2734	Sheriff's Licensing Clerk II	7	7.00	7	7.00	160,317	167,274
2735	Sheriff's Licensing Specialist	2	2.00	2	2.00	45,204	44,944
2736	Sheriff's Licensing Supervisor	2	2.00	2	2.00	54,452	54,234
2756	Administrative Secretary I	16	16.00	14	14.00	344,238	303,169
2757	Administrative Secretary II	9	9.00	9	9.00	229,011	228,348
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,653
2821	Sheriff's Comm. Dispatcher	17	17.00	22	22.00	390,850	491,058
2822	Sheriff's Emerg. Svcs. Disp.	87	85.00	87	85.00	2,181,861	2,280,339
2823	Supv. Shf. Emerg. Svcs. Disp.	7	7.00	7	7.00	226,240	248,220
2896	Supv. Legal Services Clerk	1	1.00	1	1.00	32,175	32,047
4330	Lab. Assistant	1	1.00	1	1.00	22,635	19,858
5236	Departmental Aide	8	8.00	8	8.00	107,452	107,165
5713	Sheriff's Inves. Specialist	0	0.00	2	2.00	0	47,782
5721	Forensic Document Examiner	2	2.00	2	2.00	101,646	94,501
5732	Crime Lab Manager	1	1.00	1	1.00	60,385	60,153
5734	Supv. Criminalist	1	1.00	1	1.00	54,938	54,723
5736	Criminalist III	1	1.00	1	1.00	49,462	49,268
5737	Criminalist II	14	14.00	14	14.00	577,040	603,119
5739	Latent Fingerprint Technician	4	4.00	4	4.00	122,414	120,536
5743	Supv Crime Prev Specialist	5	5.00	5	5.00	133,110	132,585
5744	Crime Prev Specialist	18	18.00	18	18.00	419,919	411,132
5746	Deputy Sheriff	655	653.50	689	681.00	28,482,646	29,386,489
5748	Community Service Officer	21	19.00	26	26.00	446,010	588,761
5752	Investigative Specialist I	2	2.00	0	0.00	48,054	0
5774	Shf. Comm. Coordinator	1	1.00	1	1.00	41,049	40,889
5775	Sheriff's Captain	11	11.00	11	11.00	742,093	765,464
5778	Sheriff's Commander	0	0.00	3	3.00	0	188,526
5780	Sheriff's Lieutenant	33	32.75	32	31.42	2,015,165	1,931,787
5785	Sheriff's Prop. Invest.	3	3.00	3	3.00	79,598	79,551
5787	Sheriff's Prop/Evid Manager	1	1.00	1	1.00	32,380	33,902
5790	Sheriff's Sergeant	90	89.75	95	92.25	4,859,272	4,972,201
5793	Sheriff's Prop/Evid Cust.	1	1.00	1	1.00	24,906	25,796
5865	Disaster Prep. Oper Officer II	1	1.00	1	1.00	38,379	38,229
Total		1,094	1,086.00	1,146	1,131.67	\$43,650,501	\$45,201,103
Salary Adjustments:						(38,283)	255,044
Premium/Overtime Pay:						3,278,640	3,971,663
Employee Benefits:						14,559,181	17,065,679
Salary Savings:						(1,723,180)	0
Total Adjustments						\$16,076,358	\$21,292,386
Program Totals		1,094	1,086.00	1,146	1,131.67	\$59,726,859	\$66,493,489

PROGRAM: Management Services

DEPARTMENT: SHERIFF

PROGRAM #: 12006

ORGANIZATION #: 2400

MANAGER: Richard Robinson, Executive Director

REFERENCE: 1995-96 Proposed Budget - Pg. 14-19

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,115,047	\$5,512,248	\$5,601,954	\$5,740,039	\$6,136,200	6.9
Services & Supplies	1,703,324	1,848,904	2,066,454	1,612,290	4,378,665	171.6
Other Charges	8,211	1,178	0	28,500	0	(100.0)
Fixed Assets	27,336	37,511	107,768	0	0	0.0
Vehicle/Comm. Equip.	0	40,000	0	0	0	0.0
TOTAL DIRECT COST	\$6,853,918	\$7,439,841	\$7,776,176	\$7,380,829	\$10,514,865	42.5
PROGRAM REVENUE	(384,459)	(1,064,252)	(96,778,402)	(79,836,603)	(83,419,353)	4.5
NET GENERAL FUND CONTRIBUTION	\$6,469,459	\$6,375,589	\$(89,002,226)	\$(72,455,774)	\$(72,904,488)	0.6
STAFF YEARS	165.50	148.92	149.00	148.92	152.00	2.1
POSITIONS	168	156	150	151	153	1.3

Note: Prior year actuals have been revised to correspond to the department reorganization, as reflected in the CAO Proposed Budget.

PROGRAM MISSION

Effectively and efficiently serve the Sheriff's Department by providing timely and accurate technical, financial, operational and administrative support.

Fixed Asset actuals for FY 1993-94 have been revised to remove encumbrances from the totals.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Services & Supplies: Expenditures exceeded budgeted appropriations by approximately \$400,000 due, primarily to increasing computer equipment maintenance costs.

Fixed Assets: Reported FY 94-95 Fixed Asset expenditures relate to assets acquired in FY 93-94.

Revenue: \$13,770,965 of reported revenues are FY 93-94 accrued Proposition 172 revenues received during FY 94-95. The additional \$4 million in excess revenues are due to higher than anticipated sales tax revenues from Prop. 172.

ACHIEVEMENT OF 1994-95 OBJECTIVES

In FY 94-95, the divisions within the Management Services Bureau provided the necessary managerial and technical support to enable the department to operate effectively and efficiently.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. **Budget** Accurately allocate \$175 million in annual resources to maximize the ability of the department's operational units to promote public safety.
 - a. Analyze requests and develop budgets for 66 operational units.
2. **Financial Services** Preserve departmental fiscal integrity by maintaining a variance of less than 5% between budgeted and actual expenditures.
 - a. Monitor \$175 million in expenditures.
 - b. Generate and analyze 12 monthly expenditure reports.
3. **Records** Correctly identify, within 4 hours, individuals booked into county detention facilities and provide arrest histories and crime reports to local, state and federal public protection agencies, in order to promote public safety, as mandated by the Penal Code.

- a. Provide fingerprint identifications to 16 law enforcement agencies.
 - b. File and maintain 79,000 arrest reports.
4. Contracts Management Generate \$31.7 million in contract revenues and maximize law enforcement services throughout San Diego County.
 - a. Monitor the provision of law enforcement services to 16 service areas.
 5. Payroll Pay 2,900 employees accurately and efficiently, in accordance with MOA and Compensation Ordinance provisions.
 - a. Process 75,000 payroll documents annually.
 6. Data Services Maintain the Sheriff's Department computer network with less than 2% downtime, to enhance operational efficiencies.
 - a. Provide technical support for 800 computerized devices.
 - b. Monitor and maintain 2,600 computer accounts.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

As a result of a department reorganization, the Central Services Bureau has been divided and distributed between this program and the Human Resources/Support Services Bureau to better serve the needs of the department.

1. Management Services Program [152.00 SY; E = \$10,514,865; R = \$83,419,353] 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 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 Adjusted by \$4.0 million in revenues, based on Auditor & Controller's 1995-96 estimates for Prop. 172 revenues.
 - o Adjusted by the addition of 1 position and 1.00 staff year for the Executive Director of Management Services, offset by the deletion of 1 position and 1.00 staff year.
 - o Adjusted by the addition of 1 position and 0.50 staff years related to law enforcement contract adjustments.
 - o Adjusted by the deletion of 1 position, 0.42 staff years and the reduction of \$50,057 in Extra Help appropriations as a result of the expiration of the HIDTA agreement.
 - o Adjusted by the addition of 1 position and 1.00 staff year for a Distributed Network Technician III, funded by Asset Forfeiture, as approved by the Board of Supervisors during budget deliberations.
 - o Adjusted by the addition of 2 positions and 2.00 staff years for Corrections Deputies assigned to the Facility Development Team.
 - o Adjusted by the deletion of 1 unfunded clerical position, as a result of action taken during budget deliberations.
 - o Adjusted by the elimination of the 3% Salary Savings requirement, as directed by the Board of Supervisors during budget deliberations.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Chg. In Int. Svc. Funds (Acct. 9786)	\$71,633	\$15,000	\$15,000	0
Law Enforc. Svcs (Acct. 9852/9853)	223,672	0	0	0
Booking Fees (Acct. 9857)	0	45,119	45,119	0
Other—Jury or Witness Fees (Acct. 9973)	12,381	18,000	18,000	0
AB189 Criminal Justice Facilities (Acct. 9176)	0	0	0	0
Sub-Total	\$307,686	\$78,119	\$78,119	\$0
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Fed Grant-High Intensity Drug (Acct. 9665)	0	249,648	0	(249,648)
St. Aid-Pub Safety Sales Tx (Acct. 9525)	96,319,592	78,958,200	83,304,600	4,346,400
Misc. Revenues (Acct. 9989/9995)	0	279,336	0	(279,336)
Aid - Redevelop. Agency (Acct. 9744)	39,951	0	0	0
Sub-Total	\$96,359,543	\$79,487,184	\$83,304,600	\$3,817,416
MISCELLANEOUS REVENUES:				
Recovered Exp/Other Misc (Acct 9989/9995)	\$67,010	\$0	\$0	0
Sub-Total	\$67,010	\$0	\$0	0
OTHER FINANCING SOURCES:				
Trans. Asset Forfeiture (Acct. 9816)	\$44,163	\$271,300	\$36,634	(234,666)
Sub-Total	\$44,163	\$271,300	\$36,634	\$(234,666)
Total	\$96,778,402	\$79,836,603	\$83,419,353	\$3,582,750

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$(89,002,226)	\$(72,455,774)	\$(72,904,488)	(448,714)
Sub-Total	\$(89,002,226)	\$(72,455,774)	\$(72,904,488)	\$(448,714)
Total	\$(89,002,226)	\$(72,455,774)	\$(72,904,488)	\$(448,714)

EXPLANATION/COMMENT ON PROGRAM REVENUES

During FY 1994-95, the Sheriff's Department underwent a major reorganization, in which the Central Services Bureau was divided into the Management Services Bureau and the Human Resources/Support Services Bureau. In addition, the Facility Development Team and the Contracts Management Unit were transferred into the Management Services Bureau. In an effort to provide comparative data, all historical information has been transferred to reflect the new organizational structure.

AID FROM OTHER GOVERNMENTAL AGENCIES:

- \$4.0 million increase in State Aid-Pub Safety Sales Tax (Acct. 9525), Proposition 172 (Sales Tax Revenues), is based on estimates provided by the Auditor & Controller's Office.
- Due to a departmental reorganization, revenues for Federal Grant-High Intensity Drug Trafficking Area (HIDTA) Acct. 9665, are budgeted in the Law Enforcement Services Bureau.
- \$279,336 in Misc. Revenues (Acct. 9995) for the Facility Development Team were transferred to General Revenues in FY

95-96 Change Letter (#725).

OTHER FINANCING SOURCES:

-\$234,666 reduction in Operating Transfers from Asset Forfeiture (Act. 9816) is due to Federal Regulations which limit the funding of positions to no more than one year.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
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The following performance indicators represent only a portion of this program's activities and divisions. The Sheriff's Department has been working in conjunction with the Auditor's Office to finalize viable measures for each activity.

**ACTIVITY A:
BUDGET**
% OF RESOURCES: 0.44%
OUTCOME (Planned Result)

Allocate dept. appropriations.	\$152,428,122	\$159,177,400	\$172,709,708	\$165,150,665	\$175,879,154
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**ACTIVITY B:
FINANCIAL SERVICES**
% OF RESOURCES: 0.86%
OUTCOME (Planned Result)

Variance between adj budget/actuals	1%	1%	1%	N/A	<5%
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**ACTIVITY C:
RECORDS AND IDENTIFICATION**
% OF RESOURCES: 1.52%
OUTCOME (Planned Result)

ID prisoners within 4 hours	100%	100%	100%	100%	100%
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**ACTIVITY D:
REGIONAL LAW ENFORCEMENT SERVICES**
% OF RESOURCES: 0.10%
OUTCOME (Planned Result)

Contract revenue generated	\$28,000,000	\$28,000,000	\$29,000,000	\$29,000,000	\$31,680,000
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**ACTIVITY E:
PAYROLL**
% OF RESOURCES: 0.14%
OUTCOME (Planned Result)

Pay employees	2,450	2,600	2,789	2,800	2,834
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**ACTIVITY F:
DATA SERVICES**
% OF RESOURCES: 1.21%
OUTCOME (Planned Result)

Minimize computer network downtime	<2%	<2%	<2%	<2%	<2%
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STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0262	Director, Sheriff's Mgmt Svcs	0	0.00	1	1.00	0	85,717
2302	Administrative Assistant III	2	2.00	2	2.00	92,326	91,966
2303	Administrative Assistant II	4	4.00	4	4.00	160,380	164,557
2367	Principal Adm. Analyst	2	2.00	2	2.00	104,312	103,908
2370	Adm. Services Manager III	1	1.00	1	1.00	60,385	60,153
2403	Accounting Technician	4	4.00	4	4.00	102,973	102,699
2412	Analyst II	1	1.00	0	0.00	34,434	0
2414	Analyst IV	1	1.00	1	1.00	52,156	51,954
2423	Dept. Systems Programmer	1	1.00	1	1.00	45,081	44,905
2425	Associate Accountant	5	5.00	5	5.00	175,884	180,154
2427	Associate System Analyst	5	5.00	6	5.50	247,320	267,445
2485	Distrib. Net. Tech. II	1	1.00	1	1.00	28,084	27,973
2486	Distrib. Net. Tech. III	0	0.00	1	1.00	0	27,312
2493	Intermediate Account Clerk	7	6.00	6	6.00	121,266	124,156
2494	Payroll Clerk	1	1.00	1	1.00	21,757	21,669
2499	Principal System Analyst	1	1.00	1	1.00	58,942	58,713
2505	Senior Accountant	1	1.00	1	1.00	45,081	44,905
2510	Senior Account Clerk	8	8.00	8	8.00	182,945	185,107
2511	Senior Payroll Clerk	5	5.00	5	5.00	125,280	124,785
2525	Senior System Analyst	2	2.00	2	2.00	109,494	109,066
2650	Stock Clerk	1	1.00	1	1.00	19,812	19,733
2660	Storekeeper I	1	1.00	1	1.00	22,490	22,401
2701	Sheriff's Sup. Records Clerk	2	2.00	2	2.00	58,918	58,686
2702	Sheriff's Records Manager	1	1.00	1	1.00	36,100	35,957
2703	Sheriff's Records Clerk II	19	19.00	19	19.00	483,779	486,230
2705	Sheriff's Records Clerk I	58	58.00	58	58.00	1,237,155	1,213,436
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,853
2745	Supervising Clerk	2	2.00	2	2.00	55,540	55,320
2756	Administrative Secretary I	1	1.00	1	1.00	20,670	18,417
2757	Administrative Secretary II	2	2.00	2	2.00	50,948	50,744
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,653
3020	Computer Operator	2	1.50	2	1.50	38,185	37,804
3072	Senior Computer Operator	1	1.00	1	1.00	28,084	27,973
3120	Dept. Computer Specialist II	1	1.00	1	1.00	40,513	41,678
5248	Program Assistant	1	0.42	0	0.00	13,690	0
5775	Sheriff's Captain	1	1.00	1	1.00	56,101	69,589
5780	Sheriff's Lieutenant	1	1.00	1	1.00	55,760	61,606
5786	Corrections Deputy Sheriff	2	2.00	4	4.00	51,556	109,301
5790	Sheriff's Sergeant	1	1.00	1	1.00	50,205	54,076
9999	Extra Help	0	0.00	0	0.00	46,500	0
Total		151	148.92	153	152.00	\$4,188,829	\$4,294,601
Salary Adjustments:						(13,604)	(11,838)
Premium/Overtime Pay:						151,723	140,118
Employee Benefits:						1,588,133	1,713,319
Salary Savings:						(175,042)	0
Total Adjustments						\$1,551,210	\$1,841,599
Program Totals		151	148.92	153	152.00	\$5,740,039	\$6,136,200

PROGRAM: Human Resources/Support Services

DEPARTMENT: SHERIFF

PROGRAM #: 12005

ORGANIZATION #: 2400

MANAGER: Jack Smith, Assistant Sheriff

REFERENCE: 1995-96 Proposed Budget - Pg. 14-24

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,341,527	\$4,511,997	\$4,251,546	\$5,137,337	\$4,430,051	4.2
Services & Supplies	833,340	931,999	1,188,653	1,293,658	1,175,541	(1.1)
Other Charges	0	2,246	556	346	0	(100.0)
Operating Transfers	0	0	0	0	0	0.0
Fixed Assets	7,289	3,976	2,769	0	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$5,182,156	\$5,450,218	\$5,443,524	\$6,431,341	\$5,605,592	3.0
PROGRAM REVENUE	(770,414)	(715,988)	(751,964)	(897,218)	(637,600)	(15.2)
NET GENERAL FUND CONTRIBUTION	\$4,411,742	\$4,734,230	\$4,691,560	\$5,534,123	\$4,967,992	5.9
STAFF YEARS	44.00	67.00	74.00	73.00	74.00	0.0
POSITIONS	45	70	74	76	74	0.0

NOTE:

During FY 94-95, 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.

Actual Fixed Assets for FY 1993-94 have been revised to remove encumbrances from the totals.

PROGRAM MISSION

To provide resource management and technical support to the operating units within the Sheriff's Department.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Salaries & Benefits: Actual expenditures are \$871,000 under budgeted amounts due, primarily, to the budgeting of an additional \$1.0 million in overtime appropriations within the Human Resources/Support Services Bureau in FY 94-95. These appropriations have been reallocated to Law Enforcement and Detentions Bureaus in FY 95-96. Revenues of \$147,218 for technical support of contract city law enforcement has been transferred to Law Enforcement Services.

ACHIEVEMENT OF 1994-95 OBJECTIVES

In FY 94-95, the divisions within the Human Resources/Support Services Bureau provided technical support and managed personnel resources to enable the Department to continue to operate efficiently and effectively.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Personnel Fill 100% of all vacant positions within an average of 7-9 months, in order to provide the personnel resources necessary to fulfill the department's mission.
 - a. Conduct 684 polygraph examinations.
 - b. Conduct 989 background investigations.

- c. Conduct 1,683 employment interviews.
2. Internal Affairs Reduce time spent on Category I investigations by 25% while maintaining or improving the quality of those investigations. Provide written responses to complainants on all cases within 30 days of receiving a disposition.
 - a. Investigate 340 complaints of misconduct involving department personnel.
 - b. Investigate 140 claims against the county.
 - c. Appear in court for 30 discovery proceedings against department personnel.
3. Crime Analysis Provide quantitative crime occurrence and trend information to assist in the effective deployment of 750 field personnel, in order to reduce the incidence of crime and the public's fear of crime.
 - a. Maintain and update, as necessary, 235 adult and juvenile career criminal/serious habitual offender files.
 - b. Prepare and distribute 12 monthly criminal activity report packages to 11 operational commands, and to 10 members of the Sheriff's command staff and assistants.
 - c. Respond to 800 requests from the public and media for criminal statistics.
 - d. Respond to 650 requests from station commanders, contract cities, department management staff and other county agencies for ad hoc crime analysis statistical and/or operational reports
4. Training Provide 75% of all mandated training on-site, to all eligible sworn and non-sworn personnel to ensure the professional competence of all Sheriff's personnel.
 - a. Provide and coordinate pre-service training for 70 deputies and 210 correctional deputy cadets.
 - b. Provide and coordinate 3,800 in-service training sessions for sworn and non-sworn department personnel.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Human Resources/Support Services Bureau [74.00 SY; E = \$5,605,592; R = \$637,600] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for investigation of complaints of misconduct or negligence involving department personnel.
 - o Responsible for providing analysis and reports upon which long-term plans for meeting future needs are based.
 - o Responsible for targeting career criminals and collecting and evaluating crime statistics that assist in directing patrol.
 - o Responsible for the recruitment, screening and hiring of well-qualified personnel.
 - o Responsible for the coordination and provision of basic and in-service training for the department's sworn personnel.
 - o Adjusted by the transfer of one clerical position through position reconciliation.
 - o Adjusted by the deletion of three unfunded clerical positions, as a result of action taken during budget deliberations.
 - o Adjusted by the re-allocation of approximately \$1.0 million in overtime appropriations to operational divisions.
 - o Adjusted by the elimination of the 3% Salary Savings requirement, as directed by the Board of Supervisors during budget deliberations.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Law Enforc. Svcs Contract City Rev (Acct. 9879)	0	147,218	0	(147,218)
SB924 Corrections Training STC (Acct. 9532)	337,600	450,000	337,600	(112,400)
Peace Officer Training POST (Acct. 9965)	405,440	300,000	300,000	0
Recovered Expenditures/Other Misc. (Acct. 9989/9995)	8,924	0	0	0
Sub-Total	\$751,964	\$897,218	\$637,600	\$(259,618)
Total	\$751,964	\$897,218	\$637,600	\$(259,618)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$4,691,560	\$5,534,123	\$4,967,992	(566,131)
Sub-Total	\$4,691,560	\$5,534,123	\$4,967,992	\$(566,131)
Total	\$4,691,560	\$5,534,123	\$4,967,992	\$(566,131)

EXPLANATION/COMMENT ON PROGRAM REVENUES

During FY 1994-95, the Sheriff's Department underwent a major reorganization, in which the Central Services Bureau was divided into the Management Services Bureau and the Human Resources/Support Services Bureau. In addition, the Training and Internal Affairs Divisions and the Canine Team were incorporated into the Human Resources/Support Services Bureau. In an effort to provide comparative data, all historical information has been transferred to reflect the new organizational structure.

CHARGES FOR CURRENT SERVICES:

- Acct. 9879 - \$147,218, which offsets salary and benefit costs for technical support of contract city law enforcement, has been transferred to the Law Enforcement Services Bureau (Org 2453) in FY 95-96.
- SB924 STC (Acct. 9532) -revenues of \$337,600 are budgeted in FY 95-96, based on FY 94-95 actuals.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
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The following performance indicators represent only a portion of this program's activities and divisions. The Sheriff's Department has been working, in conjunction with the Auditor's Office, to formulate viable measures for each activity.

ACTIVITY A:
PERSONNEL

% OF RESOURCES: 0.89%

OUTCOME (Planned Result)

Fill vacant pos. within 7-9 mos. 100%

ACTIVITY B:
INTERNAL AFFAIRS

% OF RESOURCES: 0.34%

OUTCOME (Planned Result)

Reduce time spent on Cat. I invest 25%

ACTIVITY C:
CRIME ANALYSIS

% OF RESOURCES: 0.23%

OUTCOME (Planned Result)

Aid in deployment of field personnel	700	700	735	735	750
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ACTIVITY D:
TRAINING

% OF RESOURCES: 1.61%

OUTCOME (Planned Result)

Provide/coordinate mandated training 75%

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	75,835	85,717
0980	Sheriff's Personnel Manager	1	1.00	1	1.00	58,962	63,735
2303	Administrative Assistant II	2	2.00	2	2.00	77,111	82,411
2307	Dept. Personnel Officer III	1	1.00	1	1.00	52,156	51,954
2320	Personnel Aide	2	2.00	2	2.00	50,879	45,689
2328	Dept. Pers. Officer II	1	1.00	1	1.00	46,163	45,983
2412	Analyst II	3	3.00	3	3.00	123,970	125,034
2413	Analyst III	2	2.00	2	2.00	92,326	91,966
2700	Intermediate Clerk Typist	7	5.00	5	5.00	98,441	98,977
2710	Junior Clerk Typist	1	0.00	0	0.00	0	0
2730	Senior Clerk	3	3.00	4	4.00	65,969	86,110
2757	Administrative Secretary II	2	2.00	2	2.00	50,506	50,744
5706	Asst. Weapons Coordinator	1	1.00	1	1.00	24,950	24,810
5746	Deputy Sheriff	25	25.00	25	25.00	1,082,833	1,013,006
5775	Sheriff's Captain	1	1.00	1	1.00	57,180	56,854
5780	Sheriff's Lieutenant	4	4.00	4	4.00	241,301	245,575
5790	Sheriff's Sergeant	14	14.00	14	14.00	750,892	756,128
7099	Sheriff's Range Guard	5	5.00	5	5.00	116,930	116,460
Total		76	73.00	74	74.00	\$3,066,404	\$3,041,153
Salary Adjustments:						0	(18,618)
Premium/Overtime Pay:						1,275,682	268,567
Employee Benefits:						910,301	1,138,949
Salary Savings:						(115,050)	0
Total Adjustments						\$2,070,933	\$1,388,898
Program Totals		76	73.00	74	74.00	\$5,137,337	\$4,430,051

PROGRAM: Office of the Sheriff

DEPARTMENT: SHERIFF

PROGRAM #: 92101

ORGANIZATION #: 2400

MANAGER: Jack Drown, Undersheriff

REFERENCE: 1995-96 Proposed Budget - Pg. 14-29

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$818,848	\$808,623	\$1,177,574	\$1,052,716	\$1,044,146	(0.8)
Services & Supplies	142,737	121,769	141,058	114,897	117,540	2.3
Other Charges	942	0	0	0	0	0.0
Fixed Assets	0	0	444,879	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$962,527	\$930,392	\$1,763,511	\$1,167,613	\$1,161,686	(0.5)
PROGRAM REVENUE	(22,008)	(75,743,190)	13,756,476	(10,000)	(15,000)	50.0
NET GENERAL FUND CONTRIBUTION	\$940,519	\$(74,812,798)	\$15,519,987	\$1,157,613	\$1,146,686	(0.9)
STAFF YEARS	15.00	13.00	15.00	16.00	15.00	(6.3)
POSITIONS	15	14	15	17	15	(11.8)

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Fixed Assets: The \$444,879 in Fixed Assets is the result of Board approved expenditure of Teeter Funds for safety vests, copy machines and weapons.

Revenue: The reversal of a revenue accrual relating to FY 93-94 in the amount of -\$13,770,965 is reflected in the FY 94-95 actuals for Office of the Sheriff. These revenues are credited to the Management Services program, which is approximately \$14 million over budgeted revenues for FY 94-95. The department-wide impact of these entries, is \$0.

ACHIEVEMENT OF 1994-95 OBJECTIVES

In FY 94-95, the Office of the Sheriff provided executive control for over 2800+ County employees and directed the activities of four operational and support bureaus.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Provide executive control for over 2,800 county employees.
 - a. Monitor and evaluate the activities of four operational and support bureaus.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Sheriff [15.00 SY; E = \$1,161,686; R = \$15,000] 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 Reduced by 1.00 staff year, through the deletion of the Community Relations Coordinator, offset by the addition of the Executive Director position in the Management Services Program.
- o Adjusted by the deletion of 1 unfunded clerical position, as a result of action taken during budget deliberations.
- o Adjusted by the elimination of the 3% Salary Savings requirement, as directed by the Board of Supervisors during budget deliberations.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
OTHER REVENUE:				
Other Miscellaneous (Acct. 9995, 9979)	14,489	10,000	15,000	5,000
Sub-Total	\$14,489	\$10,000	\$15,000	5,000
INTERGOVERNMENTAL REVENUE:				
St Aid-Pub Safety Sales Tax (Acct. 9525)	(13,770,965)	0	0	0
Sub-Total	\$(13,770,965)	\$0	\$0	0
Total	\$(13,756,476)	\$10,000	\$15,000	\$5,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$15,519,987	\$1,157,613	\$1,146,686	(10,927)
Sub-Total	\$15,519,987	\$1,157,613	\$1,146,686	\$(10,927)
Total	\$15,519,987	\$1,157,613	\$1,146,686	\$(10,927)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Other Revenue:

- Increase of \$5,000 projected in revenue from film location crowd/traffic control based on anticipated activity in FY 1995-96.

Intergovernmental Revenue:

- \$(13,770,965) in State Aid - Pub Safety Sales Tx (Acct. 9525) is the result of a reversal of an accrual of revenue relating to FY 93-94. This revenue is reflected in the Management Services program in FY 94-95. There is \$0 net impact from these entries, department-wide.

PERFORMANCE MEASURES

1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
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The Sheriff's Department has been working in conjunction with the Auditor's Office to formulate viable measures for the activities of the Office of the Sheriff.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0160	Sheriff	1	1.00	1	1.00	\$93,723	\$93,361
0260	Undersheriff	1	1.00	1	1.00	82,309	95,680
0362	Special Assistant	3	3.00	3	3.00	184,242	203,982
0976	Sh. Comm. Relations Coord.	1	1.00	0	0.00	54,184	0
2337	Public Information Specialist	1	1.00	1	1.00	37,961	37,813
2700	Int. Clerk Typist	1	0.00	0	0.00	0	0
2756	Admin. Secretary I	1	1.00	1	1.00	22,052	21,963
2758	Admin. Secretary III	3	3.00	3	3.00	91,568	91,959
2759	Admin. Secretary IV	1	1.00	1	1.00	33,135	33,005
2776	Criminal Legal Secretary II	1	1.00	1	1.00	32,091	31,965
2780	Sheriff's Executive Assistant	1	1.00	1	1.00	41,842	41,678
5746	Deputy Sheriff	1	1.00	1	1.00	45,882	45,898
5790	Sheriff's Sergeant	1	1.00	1	1.00	54,276	53,140
Total		17	16.00	15	15.00	\$773,265	\$750,444
Salary Adjustments:						15,704	8,394
Premium/Overtime Pay:						13,613	13,105
Employee Benefits:						282,964	272,203
Salary Savings:						(32,830)	0
Total Adjustments						\$279,451	\$293,702
Program Totals		17	16.00	15	15.00	\$1,052,716	\$1,044,146

SUPERIOR COURT

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Operations	\$21,589,592	\$21,876,016	\$21,856,925	\$20,928,040	\$22,428,737	1,500,697	7.2
Court Support	19,721,303	19,387,696	19,893,674	19,804,380	20,700,758	896,378	4.5
TOTAL DIRECT COST	\$41,310,895	\$41,263,712	\$41,750,599	\$40,732,420	\$43,129,495	\$2,397,075	5.9
PROGRAM REVENUE *	(5,556,152)	(4,492,961)	(4,083,794)	(3,580,207)	(21,551,486)	(17,971,279)	502.0
NET GENERAL FUND COST	\$35,754,743	\$36,770,751	\$37,666,805	\$37,152,213	\$21,578,009	\$(15,574,204)	(41.9)
STAFF YEARS	773.90	756.99	752.55	797.00	810.00	13.00	1.6

* Effective FY 1995-96, Trial Court Operations Fund revenue (\$16,865,000) received from the State is being treated as Superior Court program revenue. This is an accounting change only and does not represent increased funding.

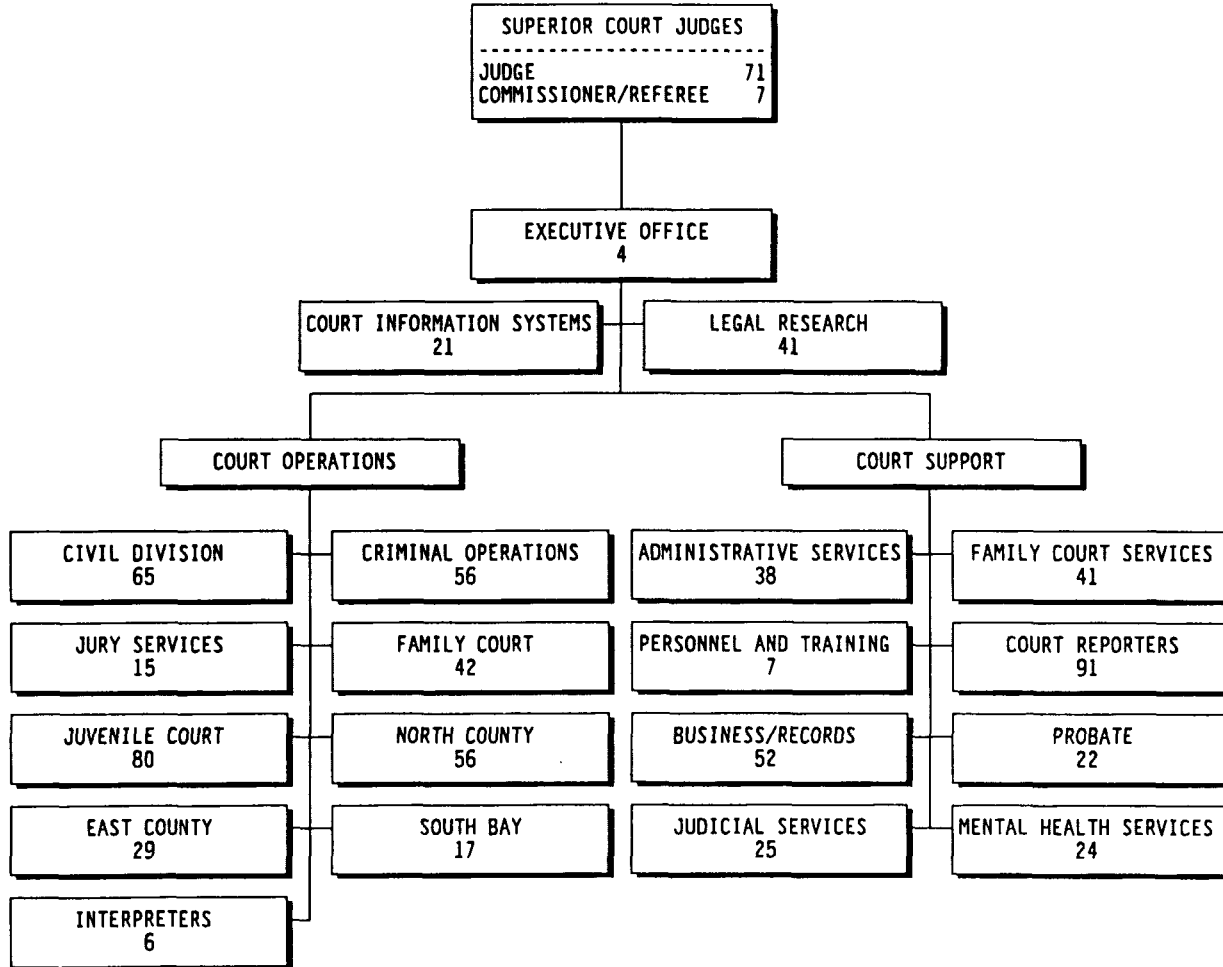
MISSION

To provide the citizens of San Diego County with prompt, courteous, accessible court services.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. To dispose of all cases within statutory time limits.
 - a. Dispose of 74,000 cases.

Superior Court 1995-96
810 Staff Years



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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$17,173,671	\$17,619,966	\$17,242,465	\$16,968,943	\$17,962,032	5.9
Services & Supplies	4,273,577	3,849,018	4,555,368	3,959,097	4,466,705	12.8
Other Charges	99	0	0	0	0	0
Fixed Assets	142,245	407,032	59,092	0	0	0
Vehicles/Comm Equipment	0	0	0	0	0	0
TOTAL DIRECT COST	\$21,589,592	\$21,876,016	\$21,856,925	\$20,928,040	\$22,428,737	7.2
PROGRAM REVENUE	(3,581,835)	(2,916,013)	(2,534,632)	(2,114,664)	(2,503,846)	18.4
NET GENERAL FUND CONTRIBUTION	\$18,007,757	\$18,960,003	\$19,322,293	\$18,813,376	\$19,924,891	5.9
STAFF YEARS	445.38	448.03	459.74	476.00	485.00	1.9

PROGRAM MISSION

To provide the citizens of San Diego County with prompt, courteous, accessible court services.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

FY 1994-95 Mid-Year Budget changes include:

- Board Action (#31, 3/28/95) authorized appropriation of \$22,000 from over-realized Filing Fee revenue to fund Superior Court training and travel.
- As part of Third Quarter Budget Fund Balance review, Board Action (June 7, 1995, #14) appropriated \$300,000 for Jury fees and \$100,000 for Interpreter payments.

FY 1994-95 Actuals include the following prior fiscal year costs:

- \$78,684 in Services and Supplies
- \$25,209 in Fixed Assets

Superior Court FY 1994-95 expenditures exceeded adopted budget by \$1,018,179. This total deficit is comprised of \$1,239,865 over-expenditure in services and supplies and a salary savings of \$491,775. The savings in Salaries and Benefits resulted from a change in State law, effective July 1, 1994, which transferred responsibility for judicial salaries (\$674,784 per annum) from the County to the State. Services and Supplies accounts were over budget due to expenses associated with increased criminal trials. Criminal trials increased by 32 percent, from 660 trials in 1993-94 to 868 trials in FY 1994-95. For the same period, the pending inventory of felony criminal trials increased 47 percent, from 2,708 to 3,980 cases. Fixed Assets expenditures included prior fiscal year expenditures of \$255,792.

ACHIEVEMENT OF 1994-95 OBJECTIVES

- 72.4 percent of general civil filings were disposed of within one year of filing.
- Felony criminal cases took an average of 78 days from filing to disposition.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page (green sheet).

1995-96 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Civil Division [65.00 SY; E = \$3,010,517; R = \$657,642] including support personnel:
 - o Mandated/Mandated Service Level.
 - o Provides for civil case processing and preparation of calendars for 19 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 [56.00 SY; E = \$2,277,040; R = \$19,913] 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 [80.00 SY; E = \$3,051,450; R = \$76,745] 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 Operates Juvenile dependency branch courts in South Bay and Oceanside.
 - 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 [42.00 SY; E = \$1,449,930; R = \$549,603] 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, and one Family Support department in the downtown courthouse.
 - 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 = \$2,712,549; R = \$651,503] 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 [56.00 SY; E = \$2,160,231; R = \$282,521] 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 14 court departments.

7. East County Branch [29.00 SY; E = \$1,093,433; R = \$116,340] 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 = \$607,695; R = \$49,579] 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 5 Court departments including one that hears Juvenile dependency matters.

9. Legal Research [41.00 SY; E = \$2,980,506; 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 [78.00 SY; E = \$2,279,694; R = \$100,000] is:
 - o Mandated/Mandated Service Level.

11. Interpreters [6.00 SY; E = \$805,692; R = \$0] is:
 - o Mandated/Mandated Service Level.
 - o Provides interpreting services for the Court.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
FEES AND GRANTS:				
Court Fines (Sanctions)	112,244	80,000	100,000	20,000
Filing Documents	1,377,765	1,100,000	1,145,108	45,108
Jury Fees	636,206	465,000	465,000	0
Traffic School Fees	49,950	75,745	75,745	0
Court Admin. Fees	5,995	1,000	1,000	0
Other Misc	59,505	373,006	353,006	(20,000)
Recovered Expenditures	292,967	19,913	363,987	344,074
Sub-Total	\$2,534,632	\$2,114,664	\$2,503,846	\$389,182
Total	\$2,534,632	\$2,114,664	\$2,503,846	\$389,182

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$19,322,293	\$18,813,376	\$19,924,891	1,111,515
Sub-Total	\$19,322,293	\$18,813,376	\$19,924,891	\$1,111,515
Total	\$19,322,293	\$18,813,376	\$19,924,891	\$1,111,515

EXPLANATION/COMMENT ON PROGRAM REVENUES

- Revenue from General Court fines was over-realized by \$32,244. FY 1995-96 budgeted revenue has been increased by \$20,000 to reflect anticipated actual revenue in this account.
- Filing Fee revenue for FY 1994-95 exceeded budget by \$277,765. The FY 1995-96 budgeted amount has been increased by \$45,108.
- Over-realized filing fee revenue (\$281,000) was appropriated, Board Action (June 6, 1995) to fund relocation of Jury service operations to the new Downtown Hall of Justice.
- Jury fees exceeded budget by \$171,206. This is a result of one-time "forfeited fees" (\$207,669) recovered from the Jury Trust fund.
- Traffic School fees collections fell below budget. A negative adjustment of \$16,527 (cash transfer #7037) by the State Auditor accounts for most of this shortfall.
- Recovered expenditures resulting from Judicial Council Coordinated cases (\$263,926) and other State reimbursements for Prison and Mental Health cases (\$28,928) contributed to \$273,054 in over-realized revenue.
- Recovered expenditure revenue budgeted for FY 1995-96 includes \$344,074 expected reimbursement for Superior Court/District Attorney Child Support Enforcement project. The funding source is Title IV-D of the Social Security Act.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: Case Dispositions					
<u>% OF RESOURCES:</u> 100%					
<u>OUTCOME (Planned Result)</u>					
Dispose Of All Cases Assigned Within Statutory Guidelines	100%	100%	100%	n/a	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Net General Fund Cost	\$35,754,743	\$36,770,751	\$37,666,805	n/a	\$38,443,009*
<u>OUTPUT (Service or Product)</u>					
Case Dispositions	72,713	69,013	73,894	n/a	74,000
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Case Disposition	\$491.72	\$532.80	\$509.74	n/a	\$519.50

* This number has been adjusted to exclude the FY 1995-96 State funding (\$16,865,000) shown as Superior Court revenue.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0570	Judge, Superior Court	71	71.00	71	71.00	\$674,784	\$0
0559	Supv. Research Attorney	1	1.00	1	1.00	94,900	94,535
0538	Referee	4	4.00	4	4.00	354,592	361,245
0573	Family Court Commissioner	2	2.00	3	3.00	177,316	281,068
0737	Sr. Research Attorney	2	2.00	2	2.00	168,582	167,932
0496	Supr Juv. Traf. Hearing Off.	1	1.00	1	1.00	61,640	61,402
0509	Director, Court Operations	3	3.00	3	3.00	182,339	184,389
0558	Research Attorney III	0	0.00	6	6.00	0	364,896
0516	Juv. Traf. Hearing Oficfer	3	3.00	3	3.00	176,073	171,641
0553	Research Attorney II	22	22.00	24	24.00	1,297,080	1,408,990
0734	Judicial Clerk	6	6.00	6	6.00	244,025	212,328
0514	Coordinator, Calendar Svcs	3	3.00	3	3.00	148,986	150,825
0530	Research Attorney I	8	8.00	0	0.00	411,616	0
0525	Coordinator, Jury Services	1	1.00	1	1.00	41,842	41,678
0576	Div. Chief, Branch Opertns.	2	2.00	2	2.00	90,162	89,810
0574	Div. Chief, Business	1	1.00	1	1.00	45,081	44,905
0537	Referee Pro-Tem	27	2.00	2	2.00	183,202	183,202
0568	Supv. Superior Court Clerk	1	1.00	1	1.00	45,726	45,548
0531	Chief Calendar Clerk	1	1.00	1	1.00	40,861	40,701
0522	Deputy Jury Comm. III	1	1.00	1	1.00	34,615	34,423
0511	Chief Arbitration Clerk	2	2.00	2	2.00	81,722	81,402
0577	Asst. Div. Chief, Business	1	1.00	1	1.00	38,877	38,725
0579	Asst. Div Chf, Branch Opertns.	2	2.00	2	2.00	77,754	77,450
0569	Asst. Supv. Sup. Court Clerk	2	2.00	2	2.00	78,924	78,616
0515	Judicial Secretary	0	0.00	5	5.00	0	165,025
0585	Coordinator, Court Interpreter	1	1.00	0	0.00	30,455	0
0554	Court Services Clerk IV	7	7.00	7	7.00	243,222	238,501
0566	Superior Court Clerk	117	117.00	118	118.00	3,774,364	3,777,106
0599	Sup. Ct. Clerk Interpreter	6	6.00	6	6.00	184,824	186,405
0535	Deputy Jury Commissioner II	11	11.00	11	11.00	295,910	290,278
0502	Admin. Secretary II	1	1.00	0	0.00	25,474	0
0711	Independent Calendar Clerk	21	21.00	15	15.00	655,811	473,452
0555	Court Services Clerk III	25	25.00	25	25.00	636,247	647,056
0703	Exhibits Custodian	3	3.00	3	3.00	70,589	71,850
0556	Court Services Clerk II	73	73.00	97	97.00	1,698,379	2,195,795
0717	Asst. Superior Court Clerk	20	20.00	20	20.00	501,371	506,906
0557	Court Services Clerk I	49	49.00	35	35.00	999,177	726,334
Total		501	476.00	485	485.00	\$13,866,522	\$13,494,419
Salary Adjustments:						(1,381,991)	(708,769)
Premium/Overtime Pay:						0	0
Employee Benefits:						4,663,720	5,359,439
Salary Savings:						(179,308)	(183,057)
Total Adjustments						\$3,102,421	\$4,467,613
Program Totals		501	476.00	485	485.00	\$16,968,943	\$17,962,032

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$16,338,731	\$16,089,253	\$15,294,923	\$16,060,220	\$16,398,159	2.1
Services & Supplies	3,013,130	3,071,353	3,869,601	3,226,007	3,731,599	15.7
Other Charges	2,175	996	0	5,000	5,000	0.0
Fixed Assets	367,267	226,094	729,150	513,153	566,000	10.3
Vehicles/Comm Equipment	0	0	0	0	0	0
TOTAL DIRECT COST	\$19,721,303	\$19,387,696	\$19,893,674	\$19,804,380	\$20,700,758	4.5
PROGRAM REVENUE	(1,974,317)	(1,576,948)	(1,549,162)	(1,465,543)	(19,047,640)	1,199.7
NET GENERAL FUND CONTRIBUTION	\$17,746,986	\$17,810,748	\$18,344,512	\$18,338,837	\$1,653,118	(91.0)
STAFF YEARS	328.52	308.96	292.81	321.00	325.00	1.2

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

FY 1994-95 Mid-Year Budget changes include:

- Board Action (#9, 2/9/95) appropriated \$64,000 from Superior Court's Automation and Modernization Fund for the purchase of three new microfilm reader/printers.
- As part of Third Quarter Fund Balance review, Board Action (June 7, 1995, #14) appropriated \$300,000 for postage, \$200,000 for printing, \$300,000 for court reporter transcripts and \$25,000 for liability insurance. Salary savings (\$205,000) partially funded this services and supplies appropriation change.
- Year-end adjustments included a further transfer of salary savings (\$245,000) to service and supplies. Unspent Fixed Assets (\$5,000) and Other Charges (\$5,000) appropriation was also transferred to Service and Supplies.

FY 1994-95 Actuals include the following prior fiscal year costs:

- \$209,013 in Services and Supplies
- \$230,583 in Fixed Assets

Superior Court FY 1994-95 expenditures exceeded adopted budget by \$1,018,179. This total deficit is comprised of \$1,239,865 over-expenditure in services and supplies and a salary savings of \$491,775. The savings in Salaries and Benefits resulted from a change in State law, effective July 1, 1994, which transferred responsibility for judicial salaries (\$674,784 per annum) from the County to the State. Services and Supplies accounts were over budget due to expenses associated with increased criminal trials. Criminal trials increased by 32 percent, from 660 trials in 1993-94 to 868 trials in FY 1994-95. For the same period, the pending inventory of felony criminal trials increased 47 percent, from 2,708 to 3,980 cases. Fixed Assets expenditures included prior fiscal year expenditures of \$255,792.

ACHIEVEMENT OF 1994-95 OBJECTIVES

- Improved public access to Superior Court indexes at all Court locations through the installation of touch screen computers.
- 100% of documents received were properly filed within 48 hours of receipt.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page (green sheet).

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Executive Office and Administrative Services [49.00 SY; E = \$3,270,249; R = \$16,865,000] including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Carries out policy set by Judges and provides for management of budgeting, accounting, purchasing and personnel/payroll functions.
2. Court Information Services [21.00 SY; E = \$2,226,372; R = \$0] including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Provides design/development/maintenance of automated case management and tracking systems.
3. Judicial Services [25.00 SY; E = \$1,120,536; R = \$0] including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Provides support services to judicial officers at all court locations.
4. Probate Division [22.00 SY; E = \$989,085; R = \$490,000] including support personnel:
 - o Mandated/Mandated Service Level.
 - o Handle decedents' estates, guardianships of minors, and conservatorship of adults who are unable to provide for their personal needs or manage their financial resources.
5. Court Reporters [91.00 SY; E = \$8,146,429; R = \$100,000] including support personnel:
 - o Mandated/Mandated Service Level.
 - o Provides court reporters for each criminal, civil, juvenile, probate, domestic and mental health case as required by law.
6. Business/Records [52.00 SY; E = \$1,731,016; R = \$436,000] including support personnel:
 - o Mandated/Mandated Service Level.
 - o Accepts and stores all documents filed with the court and provides public access to these records.
 - o Supports Civil and Criminal Court Departments and prepares the court record to meet requirements for mandated court hearings.
7. Family Court Services [41.00 SY; E = \$2,053,482; R = \$380,028] including support personnel:
 - o Mandated/Mandated Service Level.
 - o 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 [24.00 SY; E = \$1,163,589; R = \$776,612] 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Marriage Licenses	112,665	120,000	120,000	0
State Aid - Mental Health	750,557	750,557	776,612	26,055
Clerk's Transcripts	136,644	100,000	100,000	0
Recovered Expenditures	8,367	94,429	94,429	0
State Grant - Parent Education	59,027	5,557	0	(5,557)
Fee for Court Costs (Probate, FCS)	288,627	275,000	655,599	380,599
Other Court Costs (P/Tem Rptr)	10,971	0	0	0
Other Miscellaneous	3,780	0	0	0
Microautomation Fee	178,524	120,000	120,000	0
Transfer from Trial Court Fund	0	0	16,865,000	16,865,000
Court Fees - Filing Documents	0	0	316,000	316,000
Sub-Total	\$1,549,162	\$1,465,543	\$19,047,640	\$17,582,097
Total	\$1,549,162	\$1,465,543	\$19,047,640	\$17,582,097

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$18,344,512	\$18,338,837	\$1,653,118	(16,685,719)
Sub-Total	\$18,344,512	\$18,338,837	\$1,653,118	\$(16,685,719)
TOTAL	\$18,344,512	\$18,338,837	\$1,653,118	\$(16,685,719)

EXPLANATION/COMMENT ON PROGRAM REVENUES

- State Aid - Mental Health budgeted revenue for FY 1995-96 is increased by \$26,055. The increased revenue will fund an additional clerical position in the Office of Counselor in Mental Health. The new position is needed to prepare Medi-Cal reimbursement claims.
- In order to fund Superior Court fixed assets acquisition (\$566,000) for FY 1995-96, budgeted revenue from Fee for Court Costs (Probate) was increased by \$250,000 and Filing Fee revenue has been increased by \$316,000. Increase in Conservatorship Investigation Fees and increased filings is expected to generate this additional revenue.
- Effective FY 1995-96, Trial Court Operations Fund revenue (\$16,865,000) received from the State is being treated as Superior Court program revenue. This is an accounting change only and does not represent increased funding.
- \$60,000 Jury Fee revenue was appropriated under Court Support program (Board Action on June 6, 1995) to fund relocation of Jury Service operations to the Hall of Justice.
- Revenue from the AOC grant for Parent Education conducted by Family Court Services exceeded budget by \$53,470. This is primarily due to prior fiscal year claims being paid in the current year. This grant expired on May 31, 1995 and no revenue is budgeted for FY 1995-96.
- Fees for Court Costs, comprised of revenue from Probate conservatorship and guardianship investigations exceeded budget by \$13,627. FY 1995-96 budgeted revenue has been increased by \$130,599 to reflect an increase in guardianship investigation fees.
- Mid-year Board Action (#9, 2/9/95) appropriated an additional \$64,000 from Superior Court Automation and Modernization Fund for the purchase of three new microfilm reader/printers.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$116,000
Data Processing Equipment	450,000
Total	\$566,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0520	Exec. Officer & Jury Comsr	1	1.00	1	1.00	115,551	115,107
0519	Ast. Sup. Ct. Exec. Officer	2	2.00	2	2.00	162,608	151,180
0564	Dir, Court Info. Systems	1	1.00	1	1.00	74,148	73,861
0548	Dir, Mental Health Services	1	1.00	1	1.00	61,700	61,463
0505	Dir, Family Counseling	1	1.00	1	1.00	61,700	61,463
0513	Supv. Court Systems Analyst	3	3.00	3	3.00	185,469	184,749
0542	Director, Admin. Svcs.	1	1.00	1	1.00	55,958	58,535
0565	Sup. Ct. Capital Projects Mgr	1	1.00	0	0.00	58,420	0
8802	Director, Facilities Planning	0	0.00	1	1.00	0	63,500
0540	Court Reporter, Superior Crt	82	82.00	82	82.00	4,535,091	4,524,842
0507	Conciliation Counselor IV	2	2.00	2	2.00	108,576	108,152
0533	Chief, Admin. Services	1	1.00	1	1.00	54,747	54,533
0551	Principal Admin. Analyst	1	1.00	1	1.00	52,156	51,954
0501	Court Systems Analyst II	3	3.00	3	3.00	147,519	146,787
0534	Departmental Pers. Officer III	1	1.00	1	1.00	52,156	51,954
0541	Pro Tem Court Reporter	70	6.00	6	6.00	324,612	324,612
0514	Coordinator Calendar Svcs	2	2.00	2	2.00	102,224	101,408
0506	Conciliation Counselor III	9	9.00	11	11.00	432,365	506,387
0523	Chief Probate Examiner	1	1.00	1	1.00	50,301	50,104
0552	Deputy Counselor in M. H. III	1	1.00	0	0.00	54,288	0
0701	Deputy Counselor in M.H. Supv.	0	0.00	1	1.00	0	54,288
0532	Admin. Assistant III	4	4.00	4	4.00	168,659	158,372
0567	Senior Accountant	1	1.00	1	1.00	36,411	36,979
0575	Division Chief, Records	1	1.00	1	1.00	44,380	44,905
0503	Court Systems Analyst I	6	6.00	6	6.00	283,095	285,224
0710	Senior Personnel Analyst	2	2.00	2	2.00	92,326	91,966
0524	Admin. Assistant II	1	1.00	2	2.00	41,842	75,974
0549	Deputy Counselor IN M.H. II	13	13.00	11	11.00	545,386	470,140
0526	Probate Examiner III	2	2.00	2	2.00	87,106	86,766
0707	Chief Court Reporter	1	1.00	1	1.00	63,708	63,461
0512	Chief Judicial Secretary	1	1.00	1	1.00	39,993	41,221
0518	Conciliation Counselor II	13	13.00	13	13.00	557,217	555,620
0578	Asst. Div. Chief, Records	1	1.00	0	0.00	37,125	0
0571	Public Information Officer	1	1.00	1	1.00	45,081	44,905
0563	Analyst II	1	1.00	1	1.00	41,842	41,678
0521	Conservatorship Investigator	3	3.00	3	3.00	109,844	111,216
0527	Probate Examiner II	9	9.00	9	9.00	353,161	345,267
0554	Court Services Clerk IV	7	7.00	6	6.00	238,247	208,783
0714	Court Admin. Clerk III	4	4.00	4	4.00	119,195	124,679
0562	Computer Specialist - Sup. Ct.	7	7.00	0	0.00	236,115	0
1347	LAN Systems Analyst II	0	0.00	6	6.00	0	244,236
1349	LAN Systems Supvsr.	0	0.00	1	1.00	0	48,318
0515	Judicial Secretary	17	17.00	17	17.00	563,295	552,247
0719	Coordinator, Volunteer Services	1	1.00	1	1.00	31,509	31,384
0555	Court Services Clerk III	9	9.00	10	10.00	234,306	255,533
0713	Court Admin. Clerk II	9	9.00	11	11.00	219,158	257,302
0588	Accounting Technician	1	1.00	0	0.00	24,075	0
0529	Assoc. Accountant	0	0.00	1	1.00	0	37,125
0716	Court Property Specialist II	1	1.00	3	3.00	24,075	64,414
8801	Senior Cashier	1	1.00	0	0.00	24,701	0
0702	Microfilm Operator	1	1.00	1	1.00	22,279	22,189
0556	Court Services Clerk II	48	48.00	48	48.00	1,128,971	1,115,151
0712	Court Admin. Clerk I	4	4.00	5	5.00	95,838	112,953
0502	Admin Secretary II	1	1.00	0	0.00	25,474	0
0557	Court Services Clerk I	24	24.00	25	25.00	483,557	485,361
0715	Court Property Specialist I	3	3.00	3	3.00	64,017	63,762
9999	Temporary Extra Help*	102	3.00	102	3.00	33,924	28,762
Total		484	321.00	424	325.00	\$12,805,501	\$12,850,772

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
Salary Adjustments:						(301,999)	(372,508)
Premium/Overtime Pay:						0	0
Employee Benefits:						3,724,106	4,089,866
Salary Savings:						(167,388)	(169,971)
Total Adjustments						\$3,254,719	\$3,547,387
Program Totals		484	321.00	424	325.00	\$16,060,220	\$16,398,159

Note: * 9999 Temporary Extra Help (Student Workers), Staff Years and Positions do not appear in the Line-Item Budget.

HEALTH & SOCIAL SERVICES

AREA AGENCY ON AGING

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Area Agency on Aging	\$9,731,073	\$10,346,674	\$11,068,888	\$12,091,616	\$12,341,270	249,654	2.1
TOTAL DIRECT COST	\$9,731,073	\$10,346,674	\$11,068,888	\$12,091,616	\$12,341,270	\$249,654	2.1
PROGRAM REVENUE	(9,325,132)	(10,554,839)	(10,310,873)	(11,733,892)	(11,916,324)	(182,432)	1.6
NET GENERAL FUND COST	\$405,941	\$(208,165)	\$758,015	\$357,724	\$424,946	\$67,222	18.8
STAFF YEARS	74.84	77.67	82.65	84.00	97.75	13.75	16.4

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Foster independent living by reducing social isolation in 60% of those seniors participating in Title III services.
 - a. Fund, administer and monitor nutrition, adult day care, legal and related human services at 60 sites throughout the county.
2. Maintain, through case management services, at-risk senior and disabled persons in their own homes at less cost than in institutional care.
 - a. Provide case management services to an unduplicated annual count of 680 at risk, low income seniors through the Multipurpose Senior Services Program.
 - b. Provide case management services to an unduplicated annual count of 150 at-risk, low income disabled adults through the Linkages Program.
 - c. Provide case management services to an unduplicated annual count of 210 at-risk seniors in the Title III In-Home Assessment and MASH Program.
 - d. Provide case management services to an unduplicated annual count of 460 persons with AIDS through the AIDS Waiver Program.
 - e. Provide case management services to an unduplicated annual count of 500 at-risk older adults in the Adult Protective Services Program.
3. Improve the quality of life in long term care facilities, as reflected in a reduction of 5% in the number of complaints from patients, relatives and other representatives, regarding the care provided in out-of-home care facilities, by increasing Ombudsman presence, thereby being more readily available to residents.
 - a. Manage/supervise more than 100 certified and trained volunteer ombudsmen.
 - b. Make 4,500 visits to licensed out-of-home care facilities throughout the county.
4. Reduce the incidence of poor nutrition among 80% of the participants in Title III demonstration sites.
 - a. Fund, administer and monitor at least three demonstration breakfast/second meal programs at locations having the highest incidence of "at nutritional risk" participants.
5. Successfully match, annually, 80% of those persons seeking assistance for homemaker services through the AAA information and assistance program.
 - a. Receive and process more than 2,500 requests for employment as homemakers.
 - b. Receive and process more than 2,000 requests for homemaker services.
6. Obtain at least \$150,000 in new resources for senior programs by June 30, 1996.
 - a. Develop at least five new corporate relationships for sponsorship of Meals on the Move and other senior programs.
 - b. Develop at least two community contacts for pro bono services to assist in ad layout and design for the Meals on the Move program and for other publications.
 - c. Recruit, train and supervise more than 1,200 volunteers to work in four holiday meals delivery events.

AREA AGENCY ON AGING

DIRECTOR'S OFFICE	
Executive Management	
	Staff
	<u>Years</u>
Director	1.00
Chief, Ag. Prog.	1.00
APS IV	1.00
Secretary III	<u>1.00</u>
Total	4.00

Planning and Program Development	
Program and contract development, monitoring.	
	Staff
	<u>Years</u>
Chief, Ag. Prog.	1.00
Ag. Prog. Spec. IV	2.00
Ag. Prog. Spec. III	6.00
Ag. Prog. Spec. II	7.00
Ag. Prog. Spec. I	<u>2.75</u>
Total	18.75

Administration and Operations	
Administrative management and support.	
	Staff
	<u>Years</u>
AA III	1.00
AA II	0.50
Personnel Aide	1.00
Sen. Account.	1.00
Asso. Account.	3.00
Acct. Tech.	1.00
Sen. Acct. Clk.	3.00
As.Sys. Analyst	1.00
Comp. Spec. III	1.00
Comp. Spec. II	2.00
Ag.Prog. Spec.I	1.00
Senior Clerk	1.00
Data Ent. Oper.	2.00
Payroll Clerk	1.00
Inter. Clerk	4.00
Stenographer	<u>1.00</u>
Total	24.50

Long Term Care Services	
Case management and elder care for frail/disabled.	
	Staff
	<u>Years</u>
Chief, Ag. Prog.	1.00
Ag. Prog. Spec. IV	1.75
Ag. Prog. Spec III	7.50
Ag. Prog. Spec. II	17.00
PHN III	1.00
PHN II	15.00
Nurse Assistant	<u>7.25</u>
Total	50.50

Staff Changes:

- One (1) Aging Program Specialist IV added to Long Term Care.
- Two (2) Aging Program Specialists III added to Long Term Care.
- Nine (9) Aging Program Specialist added to Long Term Care.
- One (2) Public Health Nurse II added to Long Term Care.
- Two (2) Nurses Assistants added to Long Term Care.
- One (1) Aging Program Specialist II added to Planning and Program Development.
- One (1) Aging Program Specialist I added to Planning and Program Development.
- One (1) Aging Program Specialist I reclassified to the II level in Planning and Program development.
- Two (2) Aging Program Specialists I transferred from Long Term Care to Planning and Program Development.
- One (1) Department Computer Specialist III added to Administration and Operations.
- One (1) Administrative Assistant II added to Administration and Operations.
- One (1) Principal Accountant eliminated from Administration and Operations due to incumbent vacating a terminal classification, and subsequent reclassification to Associate Accountant.
- One (1) Intermediate Account Clerk eliminated from Administration and Operations due to budget reductions.

PROGRAM: Area Agency on Aging

DEPARTMENT: AREA AGENCY ON AGING

PROGRAM #: 27014
 MANAGER: Daniel L. Laver

ORGANIZATION #: 3700
 REFERENCE: 1995-96 Proposed Budget - Pg. 16-1

AUTHORITY: The Area Agency on Aging operates under the authority of Public Law 89-73, the Older Americans Act, as amended. The department was established by the Board of Supervisors Ordinance No. 6550 on 3/3/83 (47-8). The program is mandated by federal law but it is not mandated that the County be the operating agent. Service levels vary from year-to-year depending on the levels of grant funding and local financial support.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,481,101	\$3,711,968	\$3,784,468	\$3,897,436	\$4,654,003	19.4
Services & Supplies	6,249,972	6,615,329	7,216,660	8,194,180	8,244,046	0.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	19,377	67,760	0	41,300	100.0
Operating Transfers	0	0	0	0	(598,079)	(100.0)
TOTAL DIRECT COST	\$9,731,073	\$10,346,674	\$11,068,888	\$12,091,616	\$12,341,270	2.1
PROGRAM REVENUE	(9,325,132)	(10,554,839)	(10,310,873)	(11,733,892)	(11,916,324)	1.6
NET GENERAL FUND CONTRIBUTION	\$405,941	\$(208,165)	\$758,015	\$357,724	\$424,946	18.8
STAFF YEARS	74.84	77.67	82.65	84.00	97.75	16.4

PROGRAM MISSION

(See Department Mission)

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Salaries and Benefits and services and supplies were more than budgeted due to increased Title III revenue. This resulted in program expansion which increased staffing and contracted services. Net General Fund Contribution was higher than budgeted because anticipated revenue from SB 910 (MediCal Administrative Claiming) was not received for FY 1994-95. In addition, SB 910 revenue anticipated but not received from prior years was also subtracted.

ACHIEVEMENT OF 1994-95 OBJECTIVES

For contracted activities:

- o Achieved 107% of the goal for minority participation in Title III nutrition and social services.
- o Achieved 104% of the goal for low income participation in Title III nutrition and social services.
- o Achieved 105% of the goal for improved nutritional health among senior participants at three demonstration breakfast sites.
- o Achieved 300% of the goal for establishing new Project Care sites.

For directly provided activities:

- o Achieved 155% of the goal for resolving nursing home complaints handled by the Ombudsman Program.
- o Achieved 104% of the goal for assisting in durable powers of attorney through the Ombudsman Program.
- o Achieved 275% of the goal for appropriate referral and follow up on the most complex information and assistance calls.
- o Achieved 98% of the goal for developing new resources for the Meals On The Move (M.O.M.) program.
- o Achieved 75% of the goal for the number of M.O.M meals delivered.

For long term care:

- o Achieved 216% of the goal of maintaining long term care clients at home at a monthly cost below the skilled nursing home rate (\$2,159).

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(See Department Summary page)

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Information and Assistance [3.41 SY; E = \$192,781; R = \$160,737] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 83% by program revenue.
 - o Expected to handle 30,000 requests for information or referral services in 1995-96.
2. Nursing Home Ombudsman Program [3.34 SY; E = \$225,340; R = \$190,069] including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Offset 84% by program revenue.
 - o Expected to make 4,500 site visits to out-of-home care facilities in 1995-96.
3. Program Development [4.03 SY; E = \$235,029; R = \$195,963] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 83% by program revenue.
 - o Expected to establish new resources with a dollar value in excess of \$150,000 in 1995-96.
4. Grant/Contract Administration [13.62 SY; E = \$6,507,542; R = \$6,380,359] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 98% by program revenue.
 - o Expected to make 300 site visits to contractors in 1995-96.
5. Long Term Care [52.94 SY; E = \$5,024,926; R = \$4,849,918] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 97% by program revenue.
 - o Expected to manage a caseload of 1,500 unduplicated clients in 1995-96.
6. Adult Protective Services [20.41 SY; E = \$155,652; R = \$144,278] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 93% by program revenue. (Note: Other expenditures and revenues for Adult Protective Services are reflected in Department of Social Services budget as contracted services [Cost Applied]).
 - o Expected to manage a caseload of 800 unduplicated clients in 1995-96.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GRANTS:				
Title III-B	\$2,154,274	\$1,858,051	\$2,023,217	165,166
Title III-C1	1,963,408	1,830,959	1,858,593	27,634
Title III-C2	1,029,010	963,219	990,474	27,255
Title III-D	65,741	41,112	53,050	11,938
Title III-F	171,757	0	119,250	119,250
Title VII-A Ombudsman	32,741	29,388	32,900	3,512
Title VII-B Elder Abuse	38,782	35,114	35,144	30
United States Department of Agriculture	768,086	796,184	746,114	(50,070)
State Support Services	104,139	81,826	81,826	0
Title V	438,893	393,822	393,822	0
City of San Diego	475,756	586,058	475,756	(110,302)
State Congregate Nutrition	130,930	107,717	130,930	23,213
State Home Delivered Nutrition	51,052	53,603	51,052	(2,551)
Title XIX	1,256,237	1,350,762	1,317,641	(33,121)
State General Fund	167,983	170,230	170,230	0
AIDS Case Management	1,485,302	2,946,893	2,950,893	4,000
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)	32,000	15,000	30,000	15,000
Mercy Hospital and Medical Center	25,000	25,000	25,000	0
Palomar Pomerado Hospital (OASIS)	25,000	0	25,000	25,000
City of Escondido	5,000	0	5,000	5,000
Meals On The Move America	0	0	0	0
Wagner-Peyser	0	20,000	20,000	0
SB 910	(236,604)	223,601	0	(223,601)
Linkages - Fines and Forfeitures	27,935	101,932	277,011	175,079
Sub-Total	\$10,310,873	\$11,733,892	\$11,916,324	\$182,432
Total	\$10,310,873	\$11,733,892	\$11,916,324	\$182,432

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$454,952	\$102,353	\$98,763	(3,590)
Sub-Total	\$454,952	\$102,353	\$98,763	\$(3,590)
BUDGETED MATCH:				
Title III - B	\$172,342	\$149,919	\$135,299	(14,620)
Title III - C1	74,610	71,262	156,090	84,828
Title III - C2	36,015	34,190	20,760	(13,430)
Title III - F	20,096	0	14,034	14,034
Sub-Total	\$303,063	\$255,371	\$326,183	\$70,812
Total	\$758,015	\$357,724	\$424,946	67,222

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. General Fund Support Costs are artificially higher than budgeted for FY 1994-95 actuals because most SB 910 revenue budgeted for prior years will not be received, and are shown as a negative for the fiscal year. No SB 910 revenues are budgeted for FY 1995-96.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$41,300
Total	\$41,300

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: TITLE III SERVICES					
% OF RESOURCES: 45%*					
<u>OUTCOME (Planned Result)</u>					
Reduce social isolation in 60%.	N/A	N/A	N/A	N/A	60
<u>EFFECTIVENESS (Input/Outcome)</u>					
Total costs of contracted services.*	N/A	N/A	N/A	N/A	5,552,155
<u>OUTPUT (Service or Product)</u>					
Unduplicated clients served.*	N/A	N/A	N/A	N/A	14,323
<u>EFFICIENCY (Input/Output)</u>					
Cost per unduplicated client.*	N/A	N/A	N/A	N/A	388
*Excludes Activity D, legal services, representative payee, health education, Oasis and employment.					
ACTIVITY B: LONG TERM CARE					
% OF RESOURCES: 40%					
<u>OUTCOME (Planned Result)</u>					
Maintain clients at 90% of SNF costs.	N/A	N/A	N/A	N/A	90
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of case management.*	N/A	N/A	3,916,144	4,891,121	5,024,926
<u>OUTPUT (Service or Product)</u>					
Unduplicated clients served.*	1,518	1,451	1,686	1,500	1,600
<u>EFFICIENCY (Input/Output)</u>					
Cost per unduplicated client.*	N/A	N/A	2,323	3,261	3,140
*Excludes Adult Protective Services.					
ACTIVITY C: LONG TERM CARE OMBUDSMAN					
% OF RESOURCES: 2%					
<u>OUTCOME (Planned Result)</u>					
Reduce complaints by 5%.	N/A	N/A	N/A	N/A	5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of program.	N/A	N/A	299,413	N/A	225,340
<u>OUTPUT (Service or Product)</u>					
Manage/supervise 100 volunteers.	N/A	N/A	109	N/A	100
<u>EFFICIENCY (Input/Output)</u>					
Cost per volunteer supervised.*	N/A	N/A	542	N/A	591

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>OUTPUT (Service or Product)</u>					
Make 4,500 visits to facilities.	N/A	N/A	4,232	N/A	4,500
<u>EFFICIENCY (Input/Output)</u>					
Cost per visit.*	N/A	N/A	13.97	N/A	13.13
*Cost of volunteer component, only. (\$59,112)					
ACTIVITY D: TITLE III NUTRITION DEMONSTRATION					
% OF RESOURCES: .5%					
<u>OUTCOME (Planned Result)</u>					
Reduce poor nutrition among 80% served.	N/A	N/A	75	80	80
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of meals.	N/A	N/A	58,980	76,540	76,540
<u>OUTPUT (Service or Product)</u>					
Meals served.	N/A	N/A	26,376	48,390	68,630
<u>EFFICIENCY (Input/Output)</u>					
Direct cost per meal.	N/A	N/A	2.24	1.58	1.12
ACTIVITY E: HOMEMAKER REGISTRY					
% OF RESOURCES: .4%					
<u>OUTCOME (Planned Result)</u>					
Match 80% homemakers to requestors.	N/A	N/A	N/A	N/A	80
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to administer program.	N/A	N/A	N/A	N/A	53,297
<u>OUTPUT (Service or Product)</u>					
Process requests for employment.	N/A	N/A	N/A	N/A	2,500
<u>EFFICIENCY (Input/Output)</u>					
Cost per request.	N/A	N/A	N/A	N/A	11.87
<u>OUTPUT (Service or Product)</u>					
Process requests for homemakers.	N/A	N/A	N/A	N/A	2,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per request.	N/A	N/A	N/A	N/A	11.83

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY F: PROGRAM/RESOURCE DEVELOPMENT					
% OF RESOURCES: .5%					
<u>OUTCOME (Planned Result)</u>					
Obtain \$150,000 in new resources.	N/A	N/A	73,700	N/A	150,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of resource development.	N/A	N/A	58,992	N/A	63,401
<u>OUTPUT (Service or Product)</u>					
New resources earned	N/A	N/A	73,700	N/A	150,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per dollar raised.	N/A	N/A	.80	N/A	.42

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2119	Director	1	1.00	1	1.00	\$69,721	\$69,451
5207	Chief, Aging Programs	3	3.00	3	3.00	164,241	163,599
2497	Principal Accountant	1	1.00	0	0.00	52,156	0
5206	Aging Program Specialist IV	4	4.00	5	4.75	184,652	212,307
2302	Administrative Assistant III	1	1.00	1	1.00	46,163	45,983
2303	Administrative Assistant II	0	0.00	1	0.50	0	17,148
2505	Senior Accountant	1	1.00	1	1.00	45,081	49,481
5205	Aging Program Specialist III	12	12.00	14	13.50	477,257	532,344
4567	Senior Public Health Nurse	1	1.00	1	1.00	44,829	44,654
2425	Associate Accountant	2	2.00	3	3.00	74,250	105,985
4565	Public Health Nurse II	14	14.00	15	15.00	585,706	604,749
5204	Aging Program Specialist II	15	15.00	26	24.00	523,279	807,152
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,562
5203	Aging Program Specialist I	4	4.00	4	3.75	117,180	106,128
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,653
2320	Personnel Aide	1	1.00	1	1.00	27,622	27,512
2730	Senior Clerk	1	1.00	1	1.00	20,774	22,482
2510	Senior Account Clerk	3	3.00	3	3.00	67,211	65,997
2760	Stenographer	1	1.00	1	1.00	19,829	19,718
3030	Data Entry Operator	2	2.00	2	2.00	41,340	41,172
2700	Intermediate Clerk	4	4.00	4	4.00	79,951	76,838
2493	Intermediate Account Clerk	1	1.00	0	0.00	19,472	0
4615	Nurses Assistant	6	6.00	8	7.25	117,985	138,888
2427	Associate Systems Analyst	1	1.00	1	1.00	49,672	49,481
3119	Department Computer Spec. II	2	2.00	2	2.00	60,230	67,210
3120	Department Computer Spec. III	0	0.00	1	1.00	0	34,296
2494	Payroll Clerk	1	1.00	1	1.00	21,757	21,669
9999	Extra Help	0	0.00	0	0.00	90,685	116,102
Total		84	84.00	102	97.75	\$3,058,483	\$3,497,561
Salary Adjustments:						3,623	84,060
Premium/Overtime Pay:						0	0
Employee Benefits:						916,720	1,157,445
ILP Savings:						0	0
Salary Savings:						(81,390)	(85,063)
Total Adjustments						\$838,953	\$1,156,442
Program Totals		84	84.00	102	97.75	\$3,897,436	\$4,654,003

ENVIRONMENTAL HEALTH

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Environmental Health	0	0	8,199,382	0	21,714,116	21,714,116	100.0
TOTAL DIRECT COST	\$0	\$0	\$8,199,382	\$0	\$21,714,116	\$21,714,116	100.0
PROGRAM REVENUE	(0)	(0)	(9,164,046)	(0)	(22,648,831)	(22,648,831)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$(964,664)	\$0	\$(934,715)	(934,715)	100.0
STAFF YEARS	0.00	0.00	147.50	0.00	392.50	392.50	100.0

MISSION

Protect and promote environmental health for our community.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES **

1. Inspect 100% of all health regulated businesses as required to minimize public health risk and comply with local, state, and federal law and regulation.
 - a. Complete 55,000 inspections of health regulated businesses in San Diego County, including 26,000 Food Handling Establishment Inspections, 2,600 Multi Family Housing Inspections, 19,000 Public Pool Inspections, 7,000 Hazardous Materials Inspections, and 900 Medical Waste Inspections.
2. Protect unincorporated areas of the County from improper sewage disposal by reviewing 100% of submitted Land Use Projects requiring permit.
 - a. Process 3,000 Land Use Projects requiring permit.
3. Reduce human exposure to vector borne diseases, including malaria, encephalitis, bubonic plague, and lyme disease, by evaluation and, as needed, treating 100% of all involved vector breeding sites, and by responding to 100% of all complaints received regarding vector problems.
 - a. Provide 60,500 units of service to control disease bearing vectors.
4. Protect County employees from on-the-job injury and illness by completing 100% of all requested workplace hazard evaluations and/or occupational health information services.
 - a. Perform 4,600 workplace hazard evaluations and/or occupational health information services.
5. Protect unincorporated areas of the County from unsafe construction practices and materials by completing 100% of all required building inspections.
 - a. Complete to 27,000 inspection calls per year.

** Department outcome objectives are listed in numerical order of importance; department output objectives follow their related outcomes and are designated with a lower case letter.

DEPARTMENT OF ENVIRONMENTAL HEALTH

DIRECTOR'S OFFICE
Positions: 5; Staff Yrs: 5.00*

COMMUNITY FOOD AND HOUSING

- Inspection/Permit
 - Food Establishments
 - Vending Machines
 - Hotels, Motels, Apartments
 - Public Pools
 - Jail/Detention Facilities
 - Bathhouses
 - Special Events
- Food Handler Training
- Epidemiological Investigations
- Restaurant Plan Check

Positions: 82; Staff Yrs: 81.25

OCCUPATIONAL AND RADIOLOGICAL HEALTH

- County Employee Respiratory Protection
- County Employee Hazard Evaluations
- Asbestos Management
- Radioactive Material License
- X-Ray Machine Inspections
- Nuclear Emergency Planning
- Noise Ordinance Enforcement

Positions: 15; Staff Yrs: 15.00

HAZARDOUS MATERIALS MANAGEMENT

- Inspection/Permit
 - Hazardous Waste Generation
 - Hazardous Substance Underground Tanks
 - Biomedical Waste
 - Underground Tank Installation & Removal
 - Monitoring Wells
 - Solid Waste Facilities
- Hazardous Incident Response Team (HIRT)
- Local Oversight of Underground Storage Tank Sites
- Closed, Illegal and Abandoned Landfill Sites
- Hazardous Waste Management Planning
- Legislative Review and Planning
- Business and Community Outreach
- U.S./Mexico Border Issues
- Pollution Prevention
- Household Hazardous Materials Program
- Local Enforcement Agency (LEA) for Solid Waste Issues

Positions: 125; Staff Yrs: 124.42

BUILDING AND CODES ENFORCEMENT

- Building Inspections and Permits
- Plan Checking
- Codes Enforcement

Positions: 55; Staff Yrs: 54.83

LAND USE

- Land Use Regulatory Planning
- Planning Commission and Board of Supervisors Hearings
- Water Well Construction/Abandonment
- Small Water Systems
- Septic Tank Systems
- Water/Sewage Regulation Enforcement
- Housing
- Mobile Home Parks Program
- Cross Connection Revenue Offset Program
- Abandoned Vehicle Abatement
- Public Compliance and Nuisance Abatement

Positions: 42; Staff Yrs: 42.00

VECTOR SURVEILLANCE AND CONTROL

- Mosquito Control Program
- Rat Control Program
- Fly Control
- Vector Source Investigation and Reduction
- Vector Borne Disease Investigation and Prevention
- Specimen Identification

Positions: 40; Staff Yrs: 40.00

- Department-Wide Management
- Computer Automation and Electronic Data Processing
- Revenue/Expenditure Contract Administration

ADMINISTRATION AND SUPPORT

- Budgeting
- Fiscal
- Purchasing
- Facilities Management

- Personnel and Payroll
 - Clerical Management and Support
- Positions: 27; Staff Yrs: 27.00

*Positions/Staff Years in the Director's Office are included in the Budget's 'Sub-Program Activities' Section under 'Administration and Support Services'.

**3.0 Staff Years/36 Positions of Extra Help are budgeted in DEH, but not reflected in the organization chart above.

Permenant Positions: 391; Staff Years: 389.5
Extra Help Positions: 36; Staff Years: 3.0**

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. Health and Safety Code Sections 17922, 17951, 17952, and 17958 and 17960 provide authority to enforce the State Building Standards Code and County Amendments to these State standards (County Code of Regulatory Ordinances Title 5, Divisions 1,2,3 and 8, and Title 3, Division 5). Government Code Section 65850 and Zoning Ordinance Sections 1006, 6200, and 6250 allow for the regulation, including size of, location of, etc., signs, buildings, structures, lots, yards, etc. San Diego County Code of Regulatory Ordinance Sections 16.203, 68.580, 78.109 and 87.210 provide for abandoned vehicle abatement, solid waste public compliance and nuisance abatement, and grading enforcement programs.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$7,096,315	\$0	\$18,740,752	100.0
Services & Supplies	0	0	1,104,208	0	2,546,529	100.0
Other Charges	0	0	0	0	0	100.0
Fixed Assets	0	0	0	0	426,835	100.0
Reimbursement	0	0	(1,141)	0	0	100.0
TOTAL DIRECT COST	\$0	\$0	\$8,199,382	\$0	\$21,714,116	100.0
PROGRAM REVENUE	(0)	(0)	(7,705,217)	(0)	(19,741,681)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$494,165	\$0	\$1,972,435	100.0
STAFF YEARS	0.00	0.00	147.50	0.00	392.5	100.0

PROGRAM MISSION

Please refer to the Department Summary page (green sheet).

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Effective January 1, 1995, Environmental Health, previously a Service within the Department of Health Services, became a Department. FY 1994-95 Actual reflects the Department of Environmental Health's actuals for the six month period January 1, 1995 through June 30, 1995. There is no FY 1994-95 Budget for DEH. Environmental Health's appropriations and revenue for FY 1994-95 are budgeted in the Department of Health Services, Environmental Health Services (Reference: 1994-95 Adopted Budget - Pg. 17-35).

ACHIEVEMENT OF 1994-95 OBJECTIVES

Please refer to the 1994-95 Actual to 1994-95 Budget Comparison (above).

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page (green sheet).

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Community Food and Housing Program [81.25 SY; E = \$3,924,091; R = \$3,741,840] including regulation of food establishments, apartment houses, swimming pools, trash and debris and dog dropping complaints is:
 - o Mandated/Discretionary Service Level.
 - o Able to conduct 26,000 Food Handling Establishment Inspections, 19,000 Public Pool Inspections, and 2,600 Multi-Family Housing Inspections.
2. Land Use Program [42.0 SY; E = \$2,164,379; R = \$1,009,636] including regulation of the construction and operation of septic tanks, the provision of inspection services for small water systems for compliance with state standards for bacteriological quality, and a water cross connection program is:
 - o Mandated/Discretionary Service Level.
 - o Able to process 3,000 Land Use Projects.
3. Hazardous Materials Management Program [124.42 SY; E = \$7,104,965; R = \$6,985,766] including the regulation of the storage, processing, transporting and disposal of Hazardous Materials, the regulation of all underground storage tanks, and acting as the Local Enforcement Agency (LEA) for all solid waste issues in San Diego County is:
 - o Mandated/Discretionary Service Level.
 - o Able to conduct 7,000 Hazardous Materials Inspections, and 900 Medical Waste Inspections.
4. Vector Surveillance & Control Program [40.0 SY; E = \$2,060,750; R = \$2,060,750] including the control of disease-bearing rodents, and mosquito breeding, countywide is:
 - o Mandated/Discretionary Service Level.
 - o Able to provide 60,500 Vector Control Services.
5. Occupational & Radiological Health Program [15.0 SY; E = \$913,734; R = \$397,492] including conducting workplace hazard evaluations for county employees, providing occupational health information to the general public, inspecting and investigating x-ray producing equipment and radioactive material license holders, enforcing the Noise Control Ordinance in unincorporated areas of the County and in contract cities is:
 - o Mandated/Discretionary Service Level.
 - o Able to provide 4,600 Occupational Health Services.
6. Building Services [54.83 SY; E = \$3,892,324; R = \$3,892,324] including Plan Check, Building Permits Counter, Building Inspection, and Enforcement is:
 - o Mandated/Discretionary Service Level.
 - o Able to complete 27,000 Inspection calls per year.
7. Environmental Health Services Administration and Support [32.0 SY; E = \$1,653,873; R = \$1,653,873] including Department-wide management, budgeting, revenue contract administration, fiscal, personnel, purchasing, facility management, computer automation and electronic data processing (EDP), and clerical management and support is:
 - o Mandated/Discretionary Service Level.
 - o Able to provide overall department direction and general management, liaison with the Board of Supervisors, and various State and Federal Environmental Health agencies.
 - o Able to provide departmental support services including budget, fiscal, personnel administration, EDP support, and purchasing.
 - o Able to provide fiscal management of approximately \$22,648,831 in revenues from permits, fees, contracts and subventions.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Bulk Asbestos Analysis Fee	\$1,388	\$0	\$6,146	6,146
Radiation Shielding	2,237	0	7,083	7,083
Pumper Truck Permit Fees	4,810	0	8,800	8,800
Construction Permits-Septic	99,105	0	207,237	207,237
Construction Permits-Grading	5,750	0	14,983	14,983
Construction Permits-Building	0	0	2,870,000	2,870,000
Monitoring Well Fees	274,700	0	578,000	578,000
Hazardous Materials Division Fees	119,261	0	219,720	219,720
Hazardous Materials Permit Fees	1,549,903	0	2,741,757	2,741,757
Base Permit Fee	659,772	0	1,166,022	1,166,022
Tank Installation Fees	38,600	0	132,818	132,818
Tank Closure Fees	61,595	0	174,575	174,575
Animal Permit Fees	3,607	0	6,470	6,470
Other Misc Permit Fees	1,121	0	3,045	3,045
Food Handling Establishment Fee	1,396,481	0	2,904,657	2,904,657
Food Plan Check Fees	157,750	0	340,017	340,017
Vending Vehicle Permit Fees	188,511	0	223,170	223,170
Housing Permit Fees	183,027	0	428,716	428,716
Water Permit Fees	87,692	0	93,010	93,010
Public Pool Permit Fees	466,917	0	818,841	818,841
Pool Plan Check Fees	7,945	0	20,100	20,100
Plan Check & Field Inspection-Land Use	245,027	0	617,162	617,162
Plan Check and Field Inspection-Building	0	0	1,353,000	1,353,000
Charges Air Pollution Control Dist.	757	0	2,500	2,500
County DPW Asbestos Analysis	20,920	0	5,800	5,800
Changes in Other Funds for Asbestos Analysis	20,008	0	0	0
Service to Property Owners-Grading	0	0	24,000	24,000
Mobile Home Parks	41,608	0	82,039	82,039
Spec Dist/Local Boards-Code Enforcement	0	0	214,000	214,000
Sub-Total	\$5,638,492	\$0	\$15,263,668	\$15,263,668
CONTRACTS:				
Military Local Oversight Program	\$2,254	\$0	\$0	0
Military Underground Tank Program	44,339	0	80,500	80,500
State-Radiation Control Program	181,580	0	380,667	380,667
State Toxic Substances	83,694	0	198,263	198,263
Housing/Community Development	791	0	0	0
City SD Household Toxics	223,260	0	0	0
San Diego Zoological Society	23,020	0	0	0
Unified Disaster Council-H.I.R.T. (Hazardous Mat'l Incident Response Team)	160,880	0	320,026	320,026
Office of Disaster Preparedness	0	0	10,000	10,000
State - Leaking Underground Tanks	703,307	0	1,400,000	1,400,000
County DPW-Solid Waste Enforcement	67,664	0	408,338	408,338
County/DPW-Household Toxics	0	0	270,370	270,370
City (San Diego)-Solid Waste	37,511	0	125,000	125,000
Solid Waste Private Cost Recovery	8,936	0	0	0
City SD Misc Enforce Svcs	1,910	0	2,665	2,665
City SD Mission Bay Water Monitor	11,030	0	13,628	13,628
Gregory Canyon EIR Report	0	0	200,000	200,000
Sweetwater Cross Conn Control	62,197	0	124,393	124,393
City (Escondido) Noise Control	486	0	1,000	1,000
City (Oceanside) Industrial Hygiene	0	0	0	0
City (Oceanside) Noise	236	0	1,000	1,000
City (Vista)-Noise Control	3,738	0	4,500	4,500
City (Chula Vista) Industrial Hygiene	608	0	1,700	1,700
City (Del Mar) Noise Control	534	0	6,000	6,000
City (Encinitas) Noise Control	5,072	0	9,000	9,000
City (La Mesa) Industrial Hygiene	0	0	1,500	1,500
City (Solana Beach) Noise Control	1,602	0	1,000	1,000
Helix Water District Industrial Hygiene	3,825	0	2,274	2,274
San Diego City Industrial Hygiene	17,668	0	21,000	21,000

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
City (San Diego) Water Utilities Vector Control	1,660	0	20,762	20,762
Unified Port Dist Rodent Ctr	6,029	0	34,472	34,472
Sub-Total	\$1,653,831	\$0	\$3,638,058	\$3,638,058
GRANTS:				
U.S. EPA Pollution Prevention	\$6,039	\$0	\$39,500	39,500
State Grant CIWMB	0	0	50,000	50,000
Sub-Total	\$6,039	\$0	\$89,500	\$89,500
OTHER:				
Fines and Penalties	\$126,549	\$0	\$228,900	228,900
Jury or Witness Fee	1,352	0	0	0
Other Miscellaneous Revenue	191,429	0	359,800	359,800
Returned Check Fee	1,900	0	0	0
Sanitation Other Govt-Vector Control Dist.	1,158,696	0	2,400,000	2,400,000
Misc. Revenue Prior Year	51,305	0	0	0
Sub-Total	\$1,531,231	\$0	\$2,988,700	\$2,988,700
REALIGNMENT:				
Health Account - Vehicle License Fees (Req. Match 27.5%)	\$334,453	\$0	\$668,905	668,905
Sub-Total	\$334,453	\$0	\$668,905	\$668,905
Total Direct Program Revenue	\$9,164,046	\$0	\$22,648,831	\$22,648,831
County External Overhead Allocation:	\$(1,458,829)	\$0	\$(2,907,150)	(2,907,150)
Total	\$7,705,217	\$0	\$19,741,681	\$19,741,681

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
REALIGNMENT MATCH (27.5%):				
Health Account - Vehicle License Fees	\$ 91,975	\$0	\$183,896	183,896
Sub-Total	\$91,975	\$0	\$183,896	\$183,896
GENERAL FUND SUPPORT:				
	\$402,190	\$0	\$1,788,539	1,788,539
Sub-Total	\$402,190	\$0	\$1,788,539	\$1,788,539
Total	\$494,165	\$0	\$1,972,435	\$1,972,435

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Effective January 1, 1995, Environmental Health, previously a Service within the Department of Health Services, became a Department. FY 1994-95 Actual Revenue reflects the Department of Environmental Health's actuals for the six month period January 1, 1995 through June 30, 1995. There is no FY 1994-95 Budget for DEH. Environmental Health's FY 1994-95 revenues are budgeted in the Department of Health Services, Environmental Health Services (Reference: 1994-95 Adopted Budget - Pg. 17-35).

DEH currently has one revenue source which has a match requirement. This is DEH's realignment revenue from vehicle license fees. The Department of Health Services, the Department of Social Services, the Sheriff's Department, and the Department of Environmental Health all receive realignment revenue. Countywide, the realignment revenue match requirement is 4.4 million dollars. DEH's share of this match requirement is \$183,896 (on \$668,905 in realignment revenue). This dollar figure translates to a match percent of 27.5%.

In addition to the revenue budgeted in Environmental Health, and detailed above; in FY 1995-96, DEH has budgeted \$127,177 in revenue with the Department of Health Services to pay for lab and epidemiological services.

As shown above, the total Direct Program Revenue of \$22,648,831 is reduced by \$2,907,150 to pay for external overheads (A-87) in DEH's full cost recovery programs. This leaves \$19,741,681 in revenue to offset Direct Costs.

The General Fund Contribution of \$1,972,435 provides the necessary funding for services that the Board has continuously supported including: the Hazardous Incident Response Team (HIRT); field offices in El Cajon, San Marcos, and Ramona; Occupational Health and Asbestos Management; Proposition 65 and beaches and bay water quality monitoring; the Land Use Water Program which includes protection of the public water supply, reclaimed water, and cross connection control; Substandard housing and sewage disposal systems; Trash and debris; Noise Control; Inspection of Non-Permitted Food Sites; a Lead Poisoning Prevention Program; and Code Enforcement Programs, including Solid Waste Public Compliance/ Nuisance Abatement and Grading Enforcement.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$ 38,900
Data Processing Equipment	202,500
Engineering/Industrial Equipment & Instruments	30,435
Total	\$271,835

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Transportation Equipment Countywide	\$155,000
Total	\$155,000

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: BUSINESS COMPLIANCE					
% OF RESOURCES: 41%					
<u>OUTCOME (Planned Result)</u>					
Complete inspections of health regulated businesses	N/A*	N/A*	N/A*	N/A*	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to complete all inspections	N/A*	N/A*	N/A*	N/A*	\$8,888,250
<u>OUTPUT (Service or Product)</u>					
Inspect health regulated businesses	N/A*	N/A*	N/A*	N/A*	55,500
<u>EFFICIENCY (Input/Output)</u>					
Average cost per inspection	N/A*	N/A*	N/A*	N/A*	\$160.15
ACTIVITY B: LAND USE PROJECT REVIEW					
% OF RESOURCES: 5%					
<u>OUTCOME (Planned Result)</u>					
Complete review of land use projects requiring permit	N/A*	N/A*	N/A*	N/A*	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to review all projects submitted	N/A*	N/A*	N/A*	N/A*	\$1,002,750
<u>OUTPUT (Service or Product)</u>					
Review land use projects	N/A*	N/A*	N/A*	N/A*	3,000
<u>EFFICIENCY (Input/Output)</u>					
Average cost per project processed	N/A*	N/A*	N/A*	N/A*	\$334.25
ACTIVITY C: VECTOR CONTROL					
% OF RESOURCES: 9%					
<u>OUTCOME (Planned Result)</u>					
Complete evaluation/treatment of vector sites/complaints	N/A*	N/A*	N/A*	N/A*	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to address all sites/complaints	N/A*	N/A*	N/A*	N/A*	\$2,060,750
<u>OUTPUT (Service or Product)</u>					
Respond to identified vector problems	N/A*	N/A*	N/A*	N/A*	60,500
<u>EFFICIENCY (Input/Output)</u>					
Average cost per service unit	N/A*	N/A*	N/A*	N/A*	\$34.06

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY D: WORKPLACE HAZARD EVALUATIONS					
% OF RESOURCES: 3%					
<u>OUTCOME (Planned Result)</u>					
Complete workplace hazard evaluations on request	N/A*	N/A*	N/A*	N/A*	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to complete all hazard evaluations	N/A*	N/A*	N/A*	N/A*	\$724,500
<u>OUTPUT (Service or Product)</u>					
Perform evaluations, provide information	N/A*	N/A*	N/A*	N/A*	4,600
<u>EFFICIENCY (Input/Output)</u>					
Average cost per service unit	N/A*	N/A*	N/A*	N/A*	\$157.50
ACTIVITY E: BUILDING INSPECTIONS					
% OF RESOURCES: 9%					
<u>OUTCOME (Planned Result)</u>					
Complete all required building inspections	N/A*	N/A*	N/A*	N/A*	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to provide all building inspections	N/A*	N/A*	N/A*	N/A*	\$2,000,000
<u>OUTPUT (Service or Product)</u>					
Complete building inspections	N/A*	N/A*	N/A*	N/A*	27,000
<u>EFFICIENCY (Input/Output)</u>					
Average cost per inspection	N/A*	N/A*	N/A*	N/A*	\$74.07

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0968	CHIEF, LAND USE	0	0.00	2	2.00	0	128,464
2122	DIR, ENVIRON HEALTH	0	0.00	1	1.00	0	94,640
2260	ASST DIR, ENVIRON HLTH	0	0.00	1	1.00	0	73,466
2288	DEP DIR, PLU	0	0.00	1	1.00	0	78,998
2302	ADMIN ASST III	0	0.00	3	3.00	0	130,864
2303	ADIMN ASST II	0	0.00	2	2.00	0	76,935
2304	ADMIN ASST I	0	0.00	4	4.00	0	131,084
2307	DEPTL PERSONNEL OFFCR	0	0.00	1	1.00	0	42,742
2405	ASST ACCOUNTANT	0	0.00	1	1.00	0	28,350
2413	ANALYST III	0	0.00	1	1.00	0	37,834
2425	ASSOC ACCOUNTANT	0	0.00	2	2.00	0	61,713
2427	ASSOC SYSTEMS ANALYST	0	0.00	3	3.00	0	148,443
2430	CASHIER	0	0.00	4	4.00	0	81,816
2493	INTERMEDIATE ACCT CLK	0	0.00	3	3.00	0	53,880
2494	PAYROLL CLERK	0	0.00	1	1.00	0	18,778
2505	SENIOR ACCOUNTANT	0	0.00	1	1.00	0	37,868
2510	SENIOR ACCOUNT CLERK	0	0.00	1	1.00	0	20,103
2511	SENIOR PAYROLL CLERK	0	0.00	1	1.00	0	21,060
2525	SENIOR SYSTEMS ANALYST	0	0.00	1	1.00	0	46,127
2537	DEPARMTAL BUDGET MGR	0	0.00	1	1.00	0	47,111
2700	INTERMEDIATE CLK TYPST	0	0.00	43	43.00	0	851,897
2726	PRINCIPAL CLERK II	0	0.00	1	1.00	0	29,341
2729	OFFICE SUP SECRETARY	0	0.00	2	2.00	0	42,618
2730	SENIOR CLERK	0	0.00	12	12.00	0	278,736
2745	SUPERVISING CLERK	0	0.00	3	3.00	0	82,980
2756	ADMIN SECRETARY I	0	0.00	6	6.00	0	131,778
2757	ADMIN SECRETARY II	0	0.00	7	7.00	0	165,997
2758	ADMIN SECRETARY III	0	0.00	1	1.00	0	30,653
3008	SR WORD PROCESSOR OP	0	0.00	1	1.00	0	25,502
3009	WORD PROCESSOR OP	0	0.00	1	1.00	0	23,646
3114	MICROCOMPUTER PGM	0	0.00	1	1.00	0	34,521
3119	DEPTL COMPTR SPEC II	0	0.00	1	1.00	0	29,719
3120	DEPTL COMPTR SPEC III	0	0.00	2	2.00	0	83,356
3161	SUPV INDUSTRIAL HYGST	0	0.00	1	1.00	0	54,492
3554	CODE ENFORCEMENT COORD	0	0.00	1	1.00	0	43,513
3588	CODE ENFORCEMENT OFF II	0	0.00	5	5.00	0	157,980
3590	SUPV CODE ENFORCMT OFF	0	0.00	1	1.00	0	34,089
3615	ASST ENGINEER	0	0.00	1	1.00	0	43,740
3650	ASSOC STRUCTURAL ENGR	0	0.00	7	7.00	0	298,312
3661	BUILDING INSPECTOR II	0	0.00	16	16.00	0	543,456
3664	PLANS EXAMINER	0	0.00	2	2.00	0	72,570
3673	CHIEF ELECTRICAL INSP	0	0.00	1	1.00	0	36,285
3692	HYDROGEOLOGIST	0	0.00	1	1.00	0	50,542
3710	PUBLIC HEALTH ENGINEER	0	0.00	1	1.00	0	56,618
3715	SUPV BUILDING INSPECTOR	0	0.00	3	3.00	0	112,017
3833	LAND USE TECH III	0	0.00	2	2.00	0	58,284
3834	LAND USE TECH SUPV	0	0.00	2	2.00	0	63,192
3835	LAND USE TECH II	0	0.00	3	3.00	0	81,306
3838	PERMIT PROCESS COORD	0	0.00	1	0.83	0	30,144
3857	INDUSTRIAL HYGST II	0	0.00	5	5.00	0	247,105
3860	CHIEF, OCCU & RAD HLTH	0	0.00	1	1.00	0	58,614
3888	ASST NOISE CTRL OFFCR	0	0.00	1	1.00	0	38,333
4173	EPIDEMIOLOGIST II	0	0.00	1	1.00	0	40,976
4700	CHIEF, ENVIR HLTH SVCS	0	0.00	2	2.00	0	106,492
4701	SENIOR HLTH PHYSICIST	0	0.00	1	1.00	0	54,242
4707	ENVIRON HLTH TECH	0	0.00	4	4.00	0	83,146
4708	ASST CHIEF, FOOD & HSG	0	0.00	1	1.00	0	51,062
4711	CHIEF, VEC SV & CTRL	0	0.00	1	1.00	0	60,341
4740	ENVIR LAND USE SPEC II	0	0.00	12	12.00	0	471,857
4741	ENVIR LAND USE SPEC III	0	0.00	7	7.00	0	308,938
4742	ENVIR LAND USE SPEC IV	0	0.00	3	3.00	0	145,749
4745	REG ENVIR HLTH SPEC II	0	0.00	47	46.25	0	1,631,091

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
4748	ASST CHIEF, HAZ MAT MGT	0	0.00	1	1.00	0	54,869
4751	HAZ MATLS SPEC I	0	0.00	2	2.00	0	65,623
4752	HAZ MATLS SPEC II	0	0.00	59	58.42	0	2,406,868
4753	HAZ MATLS SPEC III	0	0.00	20	20.00	0	922,226
4754	HAZ MATLS SPEC IV	0	0.00	4	4.00	0	204,248
4755	REG ENVIR HLTH SPEC III	0	0.00	10	10.00	0	441,340
4756	CHIEF, HAZ MAT MGMT	0	0.00	1	1.00	0	60,341
4757	RADIATION MGMT SPEC	0	0.00	3	3.00	0	125,418
4758	REG ENVIR HLTH SPEC IV	0	0.00	2	2.00	0	90,686
4761	VECTOR CONTROL TECH II	0	0.00	22	22.00	0	664,499
4762	VECTOR CONTROL TECH III	0	0.00	4	4.00	0	133,570
4766	VECTOR CONTROL TECH IV	0	0.00	4	4.00	0	152,080
4767	SR VECTOR ECOLOGIST	0	0.00	2	2.00	0	99,645
4769	VECTOR SURV & CTRL MGR	0	0.00	1	1.00	0	53,246
5455	PUB NUIS ABATE OFF II	0	0.00	5	5.00	0	142,330
5456	PUB NUIS ABATE OFF SUPV	0	0.00	1	1.00	0	33,177
9999	Extra Help	0	0.00	36	3.00	0	114,364
Total		0	0.00	427	392.50	\$0	\$13,970,038
Salary Adjustments:						\$0	\$441,024
Premium/Overtime Pay:						0	181,714
Employee Benefits:						0	4,562,516
Salary Savings:						(0)	(414,540)
Total Adjustments						\$0	\$4,770,714
Program Totals		0	0.00	427	392.50	\$0	\$18,740,752

HEALTH SERVICES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Alcohol and Drug Services	\$18,925,593	\$18,450,882	\$18,094,642	\$19,661,970	\$20,631,420	\$969,450	4.9
Community Health Services	118,073,291	115,284,931	117,431,153	122,119,877	118,944,837	(3,175,040)	(2.6)
Environmental Health Services	15,233,556	15,663,244	7,991,964	18,532,994	0	(18,532,994)	(100.0)
Mental Health Services	73,132,479	77,010,461	86,150,693	75,466,472	92,398,289	16,931,817	22.4
Administrative Support	8,471,165	8,326,680	6,476,004	7,237,254	6,960,046	(277,208)	(3.8)
TOTAL DIRECT COST	\$233,836,084	\$234,736,198	\$236,144,456	\$243,018,567	\$238,934,592	\$(4,083,975)	(1.7)
PROGRAM REVENUE	(208,556,846)	(217,349,738)	(205,727,333)	(227,633,602)	(230,781,605)	(3,148,003)	1.4
NET GENERAL FUND COST	\$25,279,238	\$17,386,460	\$30,417,123	\$15,384,965	\$8,152,987	\$(7,231,978)	(47.0)
STAFF YEARS	2,134.16	2,094.08	1,925.65	2,393.41	1,954.13	(439.28)	(18.4)

MISSION

Assuring a healthy community through partnership.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

The Department of Health Services is a very large Department overseeing a wide range of diversified services. For that reason, prioritization of the below listed Outcome and Output Objectives is not possible. The listing is in the sequence as they appear in the individual program budgets.

ADMINISTRATIVE SUPPORT

1. 75% of all personnel issues raised by supervisors and managers will be resolved at their level.
 - a. Provide 650 consultation on issues raised by supervisors and managers.
2. Comply with mandated financial reporting and claiming for reimbursement requirements of local, State, and Federal regulatory and funding agencies involving the preparation and submission of 830 revenue claims and 450 financial reports/budgets.
 - a. Complete and submit 830 quarterly/annual claims for reimbursement to local, State, and Federal funding agencies totalling over \$85 million.
 - b. Complete and submit 450 quarterly/annual financial cost reports/budgets to local, State, and Federal regulatory and funding agencies.
 - c. Process claims for payment totalling \$100 million.
3. Claim countywide \$3.5 Million in Medi-Cal Administrative Claiming (MAC/SB910) reimbursement or an equivalent amount in alternative reimbursements.
 - a. Assist three county services (Health, DDS Conservatorship, and Public Guardian) to bring Targeted Case Management billing and documentation on line as an alternative to MAC/SB910 during FY 1995-96.
 - b. Process 48 quarterly claims and provide local education agencies and county departments with technical assistance needed to maximize their participation in MAC/SB910 claiming.
4. Increase office automation capacity by 250% while increasing Local Area Network (LAN) capacity at Askew by 50% and maintaining scheduled computer network uptime of 99%.
 - a. Upgrade and consolidate two (2) mini computers into one (1) processor.
 - b. Add between ten and fifty (10-50) workstations to Askew LAN.
5. Process 90% of all purchasing documents (estimated at 5,600) within three subsequent working days and deliver 90% of all stock and non-stock orders (estimated at 9,900) within one week of receipt of merchandise.
 - a. Process 5,040 purchasing documents within three subsequent working days of receipt of approved request.
 - b. Deliver 8,910 stock and non-stock orders within one week of receipt of merchandise.
6. Fill 96% of prescriptions and stock orders within 10 days of receipt.
 - a. Fill 384,000 prescriptions and stock orders within ten days of receipt.

7. Ensure that service requirements are competitively processed through Purchasing & Contracting 60% of the time.
 - a. Prepare and issue 15 Requests for Proposals (RFP), Requests for Bids (RFB), Requests for Statements of Qualification (RFSQ) or other appropriate documents to competitively obtain services.
 - b. Process 500 or more contract or purchase order related documents with annual value in excess of \$4 million for services required by DHS.
 - c. Provide liaison for DHS service requirements between DHS, Auditor & Controller, DIS and other Departments 5-10 incidents per week.
8. Maintain the Department wide net County cost at or below the level authorized by the Board of Supervisors.
 - a. Provide detailed Fund Balance analysis in executive summary to the Department's Executive staff within 10 working days of the submission of each of the first three quarters' formal Fund Balance report's to the Auditor and Controller's Office.
 - b. Develop and provide Department management with one uniform financial status report (based on ARMS data) by February 29, 1996 and monthly thereafter.

ALCOHOL AND DRUG SERVICES

9. 55% of clients in residential treatment for at least 30 days will complete the program.
 - a. Provide residential services to 6,000 clients.
10. 35% of clients in non-residential treatment will complete the program.
 - a. Provide non-residential services to 5,000 clients.
11. 35% of probationers & parolees will complete treatment.
 - a. Provide services to 1,000 probationers/parolees.
12. 74% of participants in Alcohol & Drug curriculum-based education and skill building classes will increase their knowledge and skills.
 - a. Provide classes to 6,057 children, adolescents, and senior citizens.

COMMUNITY HEALTH SERVICES

13. **Children, Youth and Family Preventive Health Services key indicator:** Reduce the infant mortality rate to 6.00 per 1,000 live births, through coordination of a broad range of community services guided by routine analysis of mortality and morbidity information.
 - a. Conduct a comprehensive review and analysis of infant deaths in San Diego County (approximately 300 per year), and make recommendations to improve perinatal services and practices to further reduce the incidence of preventable infant deaths.
 - b. Coordinate the Perinatal Care Network to perform outreach and operate a referral service to reduce barriers and facilitate access for 14,000 Medi-Cal eligible pregnant women to receive perinatal services.
 - c. Provide nutrition education/counseling and food vouchers to 33,000 low income families with pregnant women, infants and children each month.
 - d. Provide support to the Department of Social Services by providing Public Health Nurse medical assessments and referrals on 175 medically fragile children under the oversight of Child Protective Services.
 - e. Provide support for the Department of Social Services Family Preservation program by providing Public Health Nurse medical assessments, referrals and follow up for 20 families with high risk children in the foster care system.
 - f. Provide 35,000 Public Health Nursing contacts for assessment and referral services for child abuse/neglect prevention, high risk infant follow-up, and Early and Periodic Screening, Diagnosis and Prevention (EPSDT) programs.
14. **California Children Services (CCS) key indicator:** Enable at least 3% of children receiving CCS medical therapy services to improve their conditions sufficiently to discontinue therapy.
 - a. Provide 115,700 therapy units to 1,600 children in CCS Medical Therapy Units.
 - b. Process 49,500 claims for CCS services provided by private practitioners.
15. **Immunizations key indicator:** Reduce vaccine preventable disease by maintaining immunization of school entrants at 98% or above and achieving immunization among two year olds to at least 90% for Measles, Mumps and Rubella.
 - a. Provide a total of 285,000 immunizations to infants and children directly and through contracting agencies throughout the county.
16. **Tuberculosis Control key indicator:** Ensure that 95% of tuberculosis patients complete their course of treatment.
 - a. Provide tuberculosis prevention services in the form of 3,400 clinical examinations, 11,000 chemoprophylaxis treatments, 10,000 chest X-rays and 27,000 skin tests.
 - b. Perform diagnostic testing for tuberculosis on 3,355 specimens, including typing and drug susceptibility testing.
 - c. Provide timely follow-up assessment and referral for TB patients and persons reported to have been contacted by people with infectious Tuberculosis through 27,000 Public Health Nursing (TB) follow-up contacts.
17. **Sexually Transmitted Disease (STD) control key indicator:** Reduce the incidence of infectious syphilis in the general population to 3.5 per 100,000 through a targeted program to reduce the incidence among African-Americans to 25.0 per 100,000 and by expending a community based STD surveillance system.
 - a. Perform 12,500 STD clinic visits, including examination, treatment and contact tracing.
 - b. Perform diagnostic laboratory testing for syphilis on 19,000 specimens.
 - c. Perform 30,000 HIV antibody tests and provide education and counseling to prevent the spread of HIV.

18. **Tobacco Control key indicator:** Reduce the prevalence of adult smoking by 75% to 6.5% by 1999 and to 14.6% for FY 1995-96 through enforcement of State laws and local ordinances and a multi-pronged local action plan implemented by community based providers and the Tobacco Control Resource Center (TCRC).
 - a. The prevention section of this program utilizes sophisticated community organization activities and a shifting mix of education and prevention strategies, which are not amenable to unit cost accounting. The Department has not yet developed meaningful output measures for this complex, ever changing program.
 - b. The enforcement section of this program conducts worksite visits in response to formal complaints based on Local or State smoking regulations to assure 35,000 employees benefit from new smoking policies.
19. **County Medical Services key indicator:** 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.
 - a. Ensure access to care for 27,500 unduplicated monthly patients of County Medical Services.
20. **Long Term Care key indicator:** Ensure access to long term inpatient nursing, medical and therapeutic care for an average daily census of 310 patients who are not acceptable for admission to private skilled nursing facilities, and would otherwise remain in an acute hospital at a higher cost to taxpayers.
 - a. Maintain a Medi-Cal approved call list for each admission which documents that the patient was rejected 250 times for admission to freestanding nursing homes.
21. **Emergency Medical Services key indicator:** Maintain rate of less than 5% preventable or potentially preventable deaths in the San Diego County Trauma system.
 - a. Conduct monitoring and site visits of six Trauma Centers to evaluate and measure performance against contract standards.
 - b. Review 5,000 trauma cases for adequacy of emergency response and care.
 - c. Conduct monitoring and site visits of eight base station hospitals to evaluate and measure performance against contract standards.
 - d. Certify and monitor 1,000 Emergency Medical Technicians and Paramedics.

MENTAL HEALTH SERVICES

22. **24-Hour Services:** For children and adults between admission and discharge, the overall level of functioning (as measured by the Global Assessment of Functioning (GAF) Scale) will improve by 8 points for adults and 6 points for children.
 - a. Provide 147,976 days of 24-hour care.
23. **Outpatient Services:** For children and adults between admission and discharge, the overall level of functioning (as measured by the Global Assessment of Functioning (GAF) Scale) will improve by 2 points for adults and 1 point for children.
 - a. Provide 228,182 outpatient visits.
24. **Partial Day Treatment Services:** For children and adults between admission and discharge, the overall level of functioning (as measured by the Global Assessment of Functioning (GAF) Scale) will improve by 1 point for adults and 1 point for children.
 - a. Provide 223,408 days of treatment.
25. **Community Client Care Services:** In 85% of completed cases, the immediate presenting problem/crisis is resolved and/or a referral is made to an appropriate service.
 - a. Provide 125,686 contacts of community services.
26. **Case Management Services:** For children and adults between admission and discharge, the overall level of functioning (as measured by the Global Assessment of Functioning (GAF) Scale) will improve by 2 points for adults and 2 points for children.
 - a. Provide case management services to 4,400 clients
 - b. Provide supplemental rate services to 220 clients.

DEPARTMENT OF HEALTH SERVICES
(Headquarters Location: J.B. Aakew 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 major components: Administration & Budget, Information Services, Fiscal, Personnel, Pharmacy, Supply Center/Contracting, and the Revenue Development Unit.

125 Positions

122.00 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. 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.

46 Positions

45.00 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 mobilize community resources to promote health, monitor and prevent disease in San Diego County and deliver person-centered medical services to vulnerable populations throughout 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.

1,178 Positions

1,177.15 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/programs, and four State facilities/programs. The county contracts with 14 hospitals for inpatient beds for managed care Medi-Cal eligible persons.

607 Positions

602.56 Staff Years

AUTHORITY: California Health & Safety Code (HSC) Sections 11795 and 11981 provide State funds to counties for alcohol services and for drug abuse services. HSC Section 11798.1 permits combined alcohol and drug programs. HSC Sections 11840.1 and 11987.4 specify certain requirements for County matching funds. The California Code of Regulations, Title 22, Section 513410 and an interagency agreement between the State Departments of Health Services and Alcohol and Drug Programs specifies services under the Drug Medi-Cal program, which funds alcohol and drug treatment services through County-contracted providers. HSC Section 11837 and Vehicle Code Section 23161 require convicted drinking driver programs. Penal Code Section 1463.16 requires collection and use of certain fines to support alcoholism services, and Penal Code Section 1000 requires drug diversion programs, funded by participants, to be certified by the County alcohol and drug program administrator.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,181,393	\$2,129,762	\$2,212,068	\$2,466,187	\$2,303,029	(6.6)
Services & Supplies	16,735,310	16,312,230	15,859,933	17,150,893	18,323,391	6.8
Other Charges	8,890	8,890	0	8,890	0	(100.0)
Fixed Assets	0	0	22,641	36,000	5,000	(86.1)
Vehicle/Comm. Equip.	0	0	0	0	0	0
TOTAL DIRECT COST	\$18,925,593	\$18,450,882	\$18,094,642	\$19,661,970	\$20,631,420	4.9
PROGRAM REVENUE	(18,845,486)	(17,778,986)	(17,753,902)	(19,833,427)	(19,906,877)	0.4
NET GENERAL FUND CONTRIBUTION	\$80,107	\$671,896	\$340,740	\$(171,457)	\$724,543	522.6
STAFF YEARS	41.00	39.19	42.34	48.00	45.00	(6.3)

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Authorized budgeted levels for FY 1994-95, including prior year appropriations and mid-year Board actions total \$19.5 million. The FY 1994-95 actual expenditures compared to the adjusted budgeted level reflect \$54,119 in reduced Salary and Benefit costs and \$1,342,234 in reduced expenditures in the Services and Supplies category. These underexpenditures were necessary to stay within categorical funding limitations. The increased net County cost was almost entirely related to the revenue set aside for the Drug Abuse Resistance and Education (DARE) program in the Sheriff's Department. This revenue was budgeted in the Department of Health Services and ultimately was recorded in the Sheriff's Department; this resulted in the Alcohol and Drug Services Program appearing to have an increased net County cost.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Persons discharged from detoxification programs will be referred to appropriate treatment and recovery programs.
 - 73% of clients discharged from detoxification programs were referred to appropriate treatment and recovery services (this means successful completions).
2. Clients will achieve behavioral change that supports a drug/alcohol-free Lifestyle.
 - 62% of clients in long term residential programs at least 30 days successfully completed their treatment episode.
 - 39% of clients in non-residential treatment programs at least 30 days successfully completed their treatment episode.
 - 98% of clients discharged from treatment programs had no arrests while in the program (excluding clients who may have been picked up on warrants existing prior to program admission).
 - 29% of clients in treatment at least 30 days, who were unemployed at admission, were employed at discharge.

3. The number of newborn babies testing positive for alcohol and drugs will be decreased.
 - 85% of pregnant women who delivered babies while in treatment programs delivered alcohol and drug free babies.
4. Clients enrolled in case management services will locate an accessible system of recovery services.
 - 50% of case managed clients in treatment services at least 30 days completed their treatment episode.
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.
 - 65% of admissions to DUI programs successfully completed the program (PC1000, which was originally included in this objective, was redesigned in FY 94-95; consequently no data were available).
 - Data collection procedures were not in place that would allow ADS to track the percentage of participants at education events who increased their knowledge and awareness of alcohol and other drug use issues.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. 55% of clients in residential treatment for at least 30 days will complete the program.
 - a. Provide residential services to 6,000 clients.
2. 35% of clients in non-residential treatment for at least 30 days will complete the program.
 - a. Provide non-residential services to 3,000 clients.
3. 35% of probationers and parolees will complete treatment.
 - a. Provide services to 1,000 probationers/parolees.
4. 74% of participants in Alcohol & Drug curriculum-based education and skill building classes will increase their knowledge and skills.
 - a. Provide classes to 6,057 children, adolescents, and senior citizens.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Treatment and Prevention Contract Services [14.00 SY; E = \$19,101,922; R = \$18,377,379] including design, implementation, and oversight of contract direct services is:
 - Mandated/Discretionary Service Level.
 - 96% direct cost offset by State/Federal revenue, a 3% decrease due to General Relief Alcohol and Drug Services (GRADS) program which is offset by savings in Department of Social Services General Relief program.
 - Responsible for 60 contracts covering over 100 programs totalling \$18,096,602.
 - 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 a prevention initiative via contract and partnering with other county entities.
 - Decreasing 1.0 staff year Alcohol and Drug Specialist III as part of Program reductions.
 - Transferring 1.0 staff year Alcohol and Drug Program Specialist II to Office of AIDS Coordination in Community Health Services.
2. Program Support, Planning and Evaluation [29.00 SY; E = \$1,399,011; R = \$1,399,011] 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 development 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.
- Decreasing 1.00 staff years Alcohol and Drug Specialist III as part of Program reductions.
- Responsible for support of Advisory Board efforts.

3. Alcohol and Drug Services Administration [2.00 SY; E = \$130,487; R = \$130,487] 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Admin. Fees, Drinking-Driver Programs	\$226,896	\$200,000	\$200,000	\$0
Sub-Total	\$226,896	\$200,000	\$200,000	\$0
SUBVENTIONS:				
State Dept. of Alcohol Programs	\$825,126	\$3,234,253	\$3,234,253	\$0
State General Funds (11.11% match requirement)	2,696,157	2,696,157	2,696,157	0
State-Dept Corrections no match required	1,250,000	1,500,000	1,500,000	0
State-Prior Year	(19,004)	0	0	0
Sub-Total	\$4,752,279	\$7,430,410	\$7,430,410	\$0
GRANTS:				
Federal Block Grant (no match required)	\$11,115,286	\$10,710,782	\$10,605,782	\$(105,000)
Federal Block Grant allocated to Sheriff's Department Drug Abuse Resistance and Education	(449,412)	471,000	471,000	0
Other Revenue (no match required)	1,821,041	1,170,889	1,170,889	0
Fed AIDS CARE Act	0	0	200,000	200,000
Sub-Total	\$12,486,915	\$12,352,671	\$12,447,671	\$95,000
COURT FINES:				
AB 2086 Trust Fund	\$1,200,000	\$705,000	\$703,636	\$(1,364)
PGMS - SB920 Court Fee	21,000	60,000	60,000	0
Sub-Total	\$1,221,000	\$765,000	\$763,636	\$(1,364)
Total Direct Program Revenue	\$18,687,090	\$20,748,081	\$20,841,717	\$93,636
Department Overhead and County External Overhead Allocation	\$(933,188)	\$(914,654)	\$(934,840)	\$(20,186)
Total	\$17,753,902	\$19,833,427	\$19,906,877	\$73,450

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 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:				
Revenue Supporting Sheriff's DARE Program	\$0	\$(471,000)	\$(471,000)	\$0
General Fund cost including support to the General Relief Program	41,197	0	896,000	896,000
Sub-Total	\$41,197	\$(471,000)	\$425,000	\$896,000
Total	\$340,740	\$(171,457)	\$724,543	\$896,000

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The FY 1995-96 Adopted Budget direct program revenue for the Alcohol and Drug Services program is increasing by \$73,450 over the 1994-95 Adopted Budget level. Included in the increase is \$200,000 for contractors to provide services to HIV-infected clients, funded from the Comprehensive AIDS Resources Emergency (CARE) Act, Title I funds administered by the Office of AIDS Coordination (OAC) in the Community Health Services Program of this Department. Partially offsetting the increase is cancellation of \$105,000 in budgeted revenue from the Federal Block Grant; the estimated funding was overstated by this amount. The \$471,000 negative General Fund Support in the FY 1994-95 and 1995-96 Budget Columns 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. This negative General Fund Support adjustment does not appear in the FY 1994-95 Actual Column because revenue was transferred and recorded in the Sheriff's Department rather than in the Department of Health Services as budgeted. The \$896,000 General Fund Support is a Board of Supervisors directed implementation of a screening, testing and treatment program for all applicants for the County General Relief program, to be funded by redirection of \$896,000 of County General Fund from the Department of Social Services.

FIXED ASSETS

Category	Total Cost
4503 DATA PROCESSING EQUIPMENT	\$5,000
Total	\$5,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
NONE	\$0
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: RESIDENTIAL TREATMENT				*	
% OF RESOURCES: 36.9%					
<u>OUTCOME (Planned Result)</u>					
Clients who complete resident treatment		N/A	3,435	N/A	3,300
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per residential completion		N/A	\$2,053.96	N/A	\$1,503
<u>OUTPUT (Service or Product)</u>					
Admissions to residential treatment		N/A	6,033	N/A	6,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per admit to residential treatment		N/A	\$1,049.48	N/A	\$827
 ACTIVITY B: NONRESIDENTIAL TREATMENT					
% OF RESOURCES: 23.2%					
<u>OUTCOME (Planned Result)</u>					
Clients who complete nonresidential treatment		N/A	835	N/A	2,250
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per nonresidential completion		N/A	\$4,773.40	N/A	\$5,051
<u>OUTPUT (Service or Product)</u>					
Admissions to nonresidential treatment		N/A	2,946	N/A	5,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per admit to nonresidential treatment		N/A	\$1,352.95	N/A	\$2,273

* Different performance measures were used for 1994-95 budget; hence there are no entries in this column.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C: TREATMENT OF PROBATIONERS & PAROLEES				*	
% OF RESOURCES: 10.8%					
<u>OUTCOME (Planned Result)</u>					
Probationers/parolees who complete treatment		N/A	279	N/A	400
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per probationer/parolee completion		N/A	\$6,660.86	N/A	\$4,010
<u>OUTPUT (Service or Product)</u>					
Admissions of probationer/parolee to treatment		N/A	837	N/A	1,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per probationer/parolee admitted to treatment		N/A	\$2,220.29	N/A	\$1,604
 ACTIVITY D: ** EDUCATION & SKILL BUILDING CLASSES					
% OF RESOURCES: %					
<u>OUTCOME (Planned Result)</u>					
Participants increasing prevention knowledge and skills		N/A	N/A	N/A	4,500
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per participant who increased knowledge and skills		N/A	N/A	N/A	\$103
<u>OUTPUT (Service or Product)</u>					
# persons attending AOD prevention ed.		N/A	N/A	N/A	6,087
<u>EFFICIENCY (Input/Output)</u>					
Cost per attendee		N/A	N/A	N/A	\$76

* Different performance measures were used for 1994-95 budget; hence there are no entries in this column.

** Activity D was a new outcome/output for FY 95-96. Mechanisms were not in place during FY 94-95 to allow ADS to track that information.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0306	Asst. Alcohol & Drug Prgm. Adm.	3	3.00	3	3.00	\$196,020	\$164,484
2222	Deputy Dir. Alcohol & Drug Svcs.	1	1.00	1	1.00	63,408	63,156
2412	Analyst II	8	8.00	8	8.00	331,008	321,696
2413	Analyst III	3	3.00	3	3.00	135,144	134,208
2510	Senior Account Clerk	1	1.00	1	1.00	23,076	22,380
2700	Intermediate Clerk Typist	3	2.00	3	2.00	40,128	39,264
2757	Administrative Secretary II	1	1.00	1	1.00	25,080	25,140
2758	Administrative Secretary III	1	1.00	1	1.00	30,768	29,964
2761	Group Secretary	1	1.00	1	1.00	25,668	26,112
3007	Junior Word Processor	1	0.50	1	0.50	10,794	10,500
3009	Word Processor Operator	1	1.00	1	1.00	22,788	22,584
3118	Dept'l Computer Specialist I	1	1.00	1	1.00	28,260	27,132
4314	Utilization Review Specialist	2	2.00	2	2.00	84,096	82,056
4815	Health Info. Spec I	1	1.00	1	1.00	34,032	33,624
4821	Public Health Educator I	1	1.00	1	1.00	34,764	30,000
5197	Alcohol & Drug Program Spec II	12	12.00	11	11.00	465,120	445,896
5198	Alcohol & Drug Program Spec III	8	8.00	6	6.00	351,648	268,344
9999	Extra Help	0	0.50	0	0.50	15,267	15,267
Total		49	48.00	46	45.00	\$1,917,069	\$1,761,807
Salary Adjustments:						\$69,551	\$2,611
Premium/Overtime Pay:						400	400
Employee Benefits:						540,464	601,596
Salary Savings:						(61,297)	(63,385)
Total Adjustments						\$549,118	\$541,222
Program Totals		49	48.00	46	45.00	\$2,466,187	\$2,303,029

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$40,439,448	\$40,768,163	\$42,308,295	\$46,244,417	\$47,467,297	2.6
Services & Supplies	59,090,974	63,311,635	72,736,660	72,598,335	69,386,018	(4.4)
Other Charges	18,139,124	13,899,216	5,313,458	5,857,684	5,297,168	(9.6)
Fixed Assets	403,745	263,939	474,868	532,124	358,122	(32.7)
Vehicle/Comm. Equip.	0	0	0	0	50,000	100.0
Operating Transfers	0	(2,958,022)	(3,402,128)	(3,112,683)	(3,613,768)	16.1
TOTAL DIRECT COST	\$118,073,291	\$115,284,931	\$117,431,153	\$122,119,877	\$118,944,837	(2.6)
PROGRAM REVENUE	(96,137,267)	(98,272,265)	(98,552,249)	(105,522,396)	(106,572,457)	1.0
NET GENERAL FUND CONTRIBUTION	\$21,936,024	\$17,012,666	\$18,878,904	\$16,597,481	\$12,372,380	(25.5)
STAFF YEARS	980.43	974.04	1,013.43	1,173.84	1,177.15	0.3

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Authorized budgeted levels for FY 1994-95, including prior year appropriations and mid-year Board actions, total \$129.8 Million. Actual expenditures show a \$12.4 Million savings which was generated by aggressive cost containment measures in an attempt to offset revenue shortfalls.

ACHIEVEMENT OF 1994-95 OBJECTIVES

The Community Health Services Program revised FY 1994-95 program objectives and planned outcome results based on a review conducted by the Auditor and Controller's Office, and in the development of the FY 1995-96 Outcome and Output Objectives. For that reason, coupled with the fact that not all FY 1994-95 measures were quantifiable, the following reported achievements include only items relevant to the Program Outcome and Output Objectives developed for FY 1995-96.

1. Established 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. Began implementation of 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. Completed the collocation of the El Cajon Public Health Center with the East County Community Clinic.
4. Provided 280,307 infant and pediatric immunizations and 55,643 flu vaccinations through Public Health Centers and contract clinics and established pilot immunization tracking system.
5. Expanded Public Health Laboratory services provided to community clinics for detection of communicable diseases including 272 HIV tests for American Indian Health Center, 1,700 Syphilis tests for four community clinics and 391 TB tests for San Ysidro Health Center.

6. Completed the automation of Birth certificate processing and expect completion of Death records automation in FY 1995-96 to eliminate \$101,728 in data entry costs from the Department of Information Services.
7. Expanded the Emergency Medical System (EMS) Data Information System to further enhance medical accountability, planning and oversight for the County EMS system.
8. Conducted monitoring and site visits at each Trauma Center and Base Hospital to evaluate and measure performance against contract standards.
9. Provided tuberculosis prevention services in the form of 2,542 medical visits, 11,074 chemoprophylaxis treatments, 9,252 chest x-rays, 19,279 skin tests and case management of 771 tuberculosis patients.
10. Provided 29,026 Public Health Nursing tuberculosis (TB) follow-up contacts, to ensure TB patients comply with their treatment regimen, assessed others who have been contacted by infectious TB patients and made appropriate referrals for medical examinations and preventive treatment (chemoprophylaxis).
11. Provided 14,024 Sexually Transmitted Disease Clinic visits with appropriate treatment, counseling and contact tracing for those identified with infectious diseases.
12. Provided 26,652 HIV antibody tests and counseling to prevent the spread of HIV.
13. Provided AIDS Case Management, Early Intervention and services through contract community agencies to assist people infected with HIV. Coordinated these services with the AIDS Drug Program and private providers to maximize client service and minimize duplication of expense.
14. Continued to monitor incidence of disease, injury and mortality in the County and took appropriate action when necessary to protect the public health. In addition to ongoing activities, surveillance of Invasive Group A strep infection was initiated in response to public concern.
15. Provided preventive and early intervention health services for women and children through 38,529 Public Health Nursing contacts and 211,262 CHDP screenings, provided CHDP Treatment to 115,267 children, and provided services to 12,600 women through the Perinatal Care Network.
16. Closely monitored the Fourth Operating Agreement by reviewing 100% of referrals to ensure that payment was made only for patients and treatment meeting the criteria set in the agreement.
17. Ensured access to care and controlled costs of providing County Medical Services (CMS) to medically indigent adults, by treating 94% of monthly unduplicated clients as clinic outpatients or emergency room treat-and-release episodes, and by maintaining average length of stay for acute CMS inpatients at 5.3 days.
18. Assured that quality primary healthcare services was accessible to the poor and working poor of San Diego County through 154,000 primary care visits to Community Clinics.
19. Maintained geographic placement of community health providers serving the Primary Care Services program which enables easiest access for the greatest number of eligible residents.
20. Provided therapy services to 1,850 children through the California Children Services program.
21. Served an average daily patient census of 228 patients based on referrals of cases not accepted by private sector skilled nursing facilities.
22. Continued to seek sources of revenue to fund reconstruction of Edgemoor Hospital.

ACHIEVEMENT OF 1994-95 OUTCOME RESULTS

1. Continued efforts to reduce death and disability, due to violence and unintentional injury.
2. Reduced 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 89% for Measles, Mumps, and Rubella.
3. Continued efforts to slow the spread of tuberculosis and development of treatment resistant strains by ensuring that at least 97% of infectious tuberculosis (TB) patients completed their treatment and 95% of infectious TB contacts received timely follow-up assessment and referral.
4. Continued efforts to reduce the incidence of infectious Syphilis in the general population to 3.1 per 100,000 and among African-Americans to 25.0 per 100,000. Currently these rates are 3.7 per 100,000 for the general population and 31.5 per 100,000 for African-Americans.
5. Responded rapidly and effectively to public health threats through careful epidemiological monitoring and maintenance of public health laboratory, nursing, and education resources, including monitoring and investigation of enteric illnesses, meningitis and lead poisoning.
6. Ensured accessibility of care to 26,900 unduplicated users and controlled costs by maintaining the percentage of patients treated as inpatients at 6% with an average length of inpatient stay of 5.3 days.

7. Continued 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. Enabled 3.7% of California Children Services patients to improve their conditions sufficiently to discontinue therapy. The 5% objective was not met, due to the severity of disorders treated during this fiscal year.
9. Reduced 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) operation of 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 the 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 other, 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.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. **Children, Youth and Family Preventive Health Services key indicator:** Reduce the infant mortality rate to 6.00 per 1,000 live births, through coordination of a broad range of community services guided by routine analysis of mortality and morbidity information.
 - a. Conduct a comprehensive review and analysis of infant deaths in San Diego County (approximately 300 per year), and make recommendations to improve perinatal services and practices to further reduce the incidence of preventable infant deaths.
 - b. Coordinate the Perinatal Care Network to perform outreach and operate a referral service to reduce barriers and facilitate access for 14,000 Medi-Cal eligible pregnant women to receive perinatal services.
 - c. Provide nutrition education/counseling and food vouchers to 33,000 low income families with pregnant women, infants and children each month.
 - d. Provide support to the Department of Social Services by providing Public Health Nurse medical assessments and referrals on 125 medically fragile children under the oversight of Child Protective Services.
 - e. Provide intensive support for the Department of Social Services Family Preservation program by providing Public Health Nurse medical assessments, referrals and follow up for 20 families with high risk children in the foster care system.
 - f. Provide 35,000 Public Health Nursing contacts for assessment and referral services for child abuse/neglect prevention, high risk infant follow-up, and Early and Periodic Screening, Diagnosis and Prevention (EPSDT) programs.
2. **California Children Services (CCS) key indicator:** Enable at least 3% of children receiving CCS medical therapy services to improve their conditions sufficiently to discontinue therapy.
 - a. Provide 115,700 therapy units to 1,600 children in CCS Medical Therapy Units.
 - b. Process 49,500 claims for CCS services provided by private practitioners.
3. **Immunizations key indicator:** Reduce vaccine preventable disease by maintaining immunization of school entrants at 98% or above and achieving immunization among two year olds to at least 90% for Measles, Mumps and Rubella.
 - a. Provide a total of 285,000 immunizations to infants and children directly and through contracting agencies throughout the county.
4. **Tuberculosis Control key indicator:** Ensure that 95% of tuberculosis patients complete their course of treatment.
 - a. Provide tuberculosis prevention services in the form of 3,400 clinical examinations, 11,000 chemoprophylaxis treatments, 10,000 chest X-rays and 27,000 skin tests.
 - b. Perform diagnostic testing for tuberculosis on 3,355 specimens, including drug susceptibility testing.
 - c. Provide timely follow-up assessment and referral for TB patients and persons reported to have been contacted by people with infectious Tuberculosis through 27,000 Public Health Nursing (TB) follow-up contacts.
5. **Sexually Transmitted Disease (STD) control key indicator:** Reduce the incidence of infectious syphilis in the general population to 3.5 per 100,000 through a targeted program to reduce the incidence among African-Americans to 25.0 per 100,000 and by expanding a community based STD surveillance system.
 - a. Perform 12,500 STD clinic visits, including examination, treatment and contact tracing.
 - b. Perform diagnostic laboratory testing for syphilis on 19,000 specimens.
 - c. Perform 30,000 HIV antibody tests and provide education and counseling to prevent the spread of HIV.
6. **Tobacco Control key indicator:** Reduce the prevalence of adult smoking by 75% to 6.5% by 1999 and to 14.6% for FY 1995-96 through enforcement of State laws and local ordinances and a multi-pronged local action plan implemented by community based providers and the Tobacco Control Resource Center (TCRC).
 - a. The prevention section of this program utilizes sophisticated community organization activities and a shifting mix of education and prevention strategies, which are not amenable to unit cost accounting. The Department has not yet developed meaningful output measures for this complex, ever changing program.
 - b. The enforcement section of this program conducts worksite visits in response to formal complaints based on Local or State smoking regulations to assure 35,000 employees benefit from new smoking policies.

7. **County Medical Services key indicator:** 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.
 - a. Ensure access to care for 27,500 unduplicated monthly patients of County Medical Services.
8. **Long Term Care key indicator:** Ensure access to long term inpatient nursing, medical and therapeutic care for an average daily census of 310 patients who are not acceptable for admission to private skilled nursing facilities, and would otherwise remain in an acute hospital at a higher cost to taxpayers.
 - a. Maintain a Medi-Cal approved call list for each admission which documents that the patient was rejected 250 times for admission to freestanding nursing homes.
9. **Emergency Medical Services key indicator:** Maintain rate of less than 5% preventable or potentially preventable deaths in the San Diego County Trauma system.
 - a. Conduct monitoring and site visits of six Trauma Centers to evaluate and measure performance against contract standards.
 - b. Review 5,000 trauma cases for adequacy of emergency response and care.
 - c. Conduct monitoring and site visits of eight base station hospitals to evaluate and measure performance against contract standards.
 - d. Certify and monitor 1,000 Emergency Medical Technicians and Paramedics.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Adult Services [59.17 SY; E = \$47,670,250; R = \$40,160,898] is:
 - Mandated Activity/Discretionary Service Level.
 - Managing a health care system to provide services to medically indigent adults through contracts with the public and private sectors.
 - Compensating hospital and physicians for unpaid emergency services as provided by State Tobacco Tax funds.
 - Monitoring of the relative volume of patient days and visits for their appropriateness for County sponsorship under the Fourth Operating Agreement.
 - Providing delivery and coordination of inpatient, outpatient and ancillary services for custodial care, in accordance with established policies.
 - 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.
 - Screening and referring for appropriate care approximately 2,200 refugees for public health problems such as tuberculosis and inadequate immunization.
 - Increasing 1.00 staff year (SY) Administrative Assistant III to meet increased contract administration requirements related to the consolidation of service contracts.
 - Decreasing 2.00 staff years (SY) from FY 1994-95 Adopted Budget, 1.00 SY Analyst II in County Patient Services and 1.00 SY Analyst III in Primary Care Services, as part of Department Administrative Reductions.
2. Community Disease Control [196.49 SY; E = \$17,765,268; R = \$16,802,307] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Identifying disease and suspected disease clusters through epidemiological reporting systems and diagnostic assistance to healthcare professionals;
 - 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.
 - 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;
 - 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.
 - Coordinating the Infant Immunization Initiative to expand the community's ability to fully immunize all infants by age two.
 - 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 .50 staff year (SY) from the FY 1994-95 Adopted Budget due to increases in funding for AIDS activities, 1.00 SY Social Worker V and .50 SY Intermediate Clerk, offset by a reduction of 1.00 SY Intermediate Clerk as part of Department Administrative reductions.
 - Increasing 2.00 staff years (SY) to add 2.00 Social Worker V for the AIDS Case Management program offset by the deletion of 2.00 SY Protective Service Workers supporting the AIDS Case Management Program in the Department of Social Services.
 - Increasing 1.00 SY Administrative Trainee for coordination of automation system activities offset by the deletion of 1.00 SY Senior Dietician in the Community Health WIC program.
 - Increasing .33 SY Radiologist to permit more regular reading of tuberculosis x-rays critical to timely diagnosis and treatment.
3. Correctional Health [59.17 SY; E = \$473,044; R = \$315,000] 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.
 - Increasing 5.00 staff years (2:00 SY Staff Nurse II, 1:00 SY Nurses Assistant, 2:00 SY Licensed Vocational Nurse) for Juvenile Hall.
 - Increasing 3.00 staff years (SY) due to increased revenue to provide operational support, 1.00 SY Analyst II, 1.00 SY Intermediate Clerk and 1.00 SY Medical Records Clerk, for Polinsky Children's Center.
 - Decreasing 1.00 SY Chief, Correctional Health Services and 1.00 SY Analyst II as part of Department Administrative Reductions and increasing 1.00 SY Health Planning and Program Specialist transferred from Administration and Support program.
 - Decreasing 2.00 staff years (SY) due to the restructuring of staff of the A.B. and Jessie Polinsky Children's Center to reduce costs as follows: Adds 1.00 SY Clinic Services Coordinator, 1:00 SY Correctional Facilities Nurse Manager, 1.00 SY Head Staff Nurse; 1:00 SY Senior Account Clerk, 1.00 SY Medical Records Clerk; and deletes 1:00 SY Assistant Chief Nurse, 3.00 SY Supervising Nurse, and 3:00 SY Staff Nurse II.

4. Emergency Medical Services, Health Promotion & Injury Prevention [88.08 SY; E = \$7,328,408; R = \$7,118,689] 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.
 - Increasing 5.00 staff years (SY) from the FY 1994-95 Adopted Budget, where 4.00 SY are funded by increased revenues: 1.00 SY Admin. Assistant III; 1.00 SY Coordinator, EMS; 1.00 SY Quality Assurance Specialist; and 1.00 SY EDP Distributed Network coordinator; and transferring in 1.00 SY Supervising Public Health Educator from Children, Youth and Families Program.
 - Decreasing 1.00 SY Supervising Public Health Educator as part of Department Administrative Reductions.
 - Increasing .50 SY Supervising Public Health Educator to coordinate community organization efforts and oversee development of materials for the Violence and Injury Prevention Program.
5. Long Term Health [473.58 SY; E = \$18,173,661; R = \$18,090,835] is:
- Mandated Activity/Discretionary Service Level.
 - Providing a skilled nursing facility as a countywide service to patients requiring skilled nursing, medical and rehabilitation services not obtainable in the private sector.
 - Serving an average of 310 patients (98% Medi-Cal).
 - Offset 100% by revenue.
 - 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.
 - Providing two-meal packages to Senior Adult Services, Inc. for Meals-on-Wheels for distribution of approximately 96 meals per day to homebound persons.
 - 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.
 - Decreasing 2.17 staff years Nurses Assistant from the FY 1994-95 Adopted Budget as part of Department Administrative Reductions.

6. Children, Youth & Families [277.58 SY; E = \$20,927,843; R = \$17,533,532] is:
- Mandated Activity/Discretionary Service Level.
 - 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.
 - 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.
 - Coordinating the Child Health and Disability Prevention (CHDP) program to provide preventive health screenings to approximately 180,000 children from low income families annually.
 - 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.
 - Providing Child Health and Disability Prevention screening and treatment clinics to approximately 15,000 children annually at County Public Health Centers.
 - Providing 115,700 Therapy Treatment Units to 1,600 children at California Children Services medical-therapy unit sites.
 - 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.
 - 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.
 - Decreasing 3.00 staff years (SY), 1.00 SY Perinatal Care Network Coordinator and 1.00 SY Social Worker V as part of Departmental Administrative reductions; transferring 1.00 SY Supervising Public Health Educator to Emergency Medical Services, Health Promotion & Injury Prevention program; and transferring 1.00 SY Supervising Clerk to the Community Disease Control program.
 - Deleting 2.83 SY Senior Dietician whose duties have been transferred to service contracts.
 - Restructuring administrative staffing for California Children Services (CCS) to improve oversight and decision making capabilities through the following changes: Adding 1:00 SY Pediatrician, 1.00 SY Principal Administrative Analyst, 1:00 SY Intermediate Clerk; and, deleting 1:00 SY Social Worker V, 1:00 SY Intermediate Transcriber, 1:00 SY Senior Dietician.
7. Office of AIDS Coordination [8.08 SY; E = \$5,512,779; R = \$5,512,779] is:
- Mandated Activity/Discretionary Service Level.
 - 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.
 - Providing assessment and testing of mothers and children at risk for HIV infection.
 - Providing housing and tenant based rental assistance for people with AIDS.
 - 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.
 - Funding AIDS case management activities in the Community Disease Control program.
 - Increasing 1.00 SY Alcohol and Drug Program Specialist II enabling the Office of AIDS Coordination to provide contract agencies with alcohol and drug service-specific program consultation caused by an increase of clients with dual diagnosis HIV infection and alcohol and/or drug addiction service needed.

8. Administration & Support [15.00 SY; E = \$1,093,584; R = \$1,038,417] is:

- Mandated Activity/Discretionary Service Level.
- 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 Health Services, Emergency Medical Services - Health Promotion & Injury Prevention, Children, Youth and Families, Office of AIDS Coordination, and Long Term Care.
- Policy development and oversight of policy implementation.
- Oversight of Managed Care implementation process.
- Decreasing 1.00 staff year (SY), Administrative Secretary II, as part of Departmental Administrative reductions and 1.00 SY Administrative Assistant I to offset enhancement of Adult Health Primary Care contract administration.
- Increasing 1.00 SY Analyst II to assume day-to-day responsibility for facilities management, supply coordination and risk management in Community Health Services.
- Transferring 1.00 SY Health Planning and Program Specialist to Correctional Health Program.
- 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.
- Information Systems management and development.
- Legislative analysis.
- Facilities Management.
- Contract Administration.
- Special Projects development and implementation.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Telephone, Commissions and Canteen Rent	\$96	\$450	\$450	0
Patient Fees, Insurance and Medi-Cal	14,400,552	17,857,056	17,924,140	67,084
Employee Meal Sales	3,873	740	740	0
Meals-On-Wheels	35,187	34,000	34,000	0
Meal Donations	0	45,660	45,660	0
Day Care Maintenance	12,341	23,000	23,000	0
City of Santee Reimbursement	15,000	13,600	15,000	1,400
Duplication Chgs. Records & Files	211	0	0	0
Emer. Med. Svcs Penalty Assm. (SB 12/612)	2,431,537	3,548,786	3,451,027	(97,759)
EMT Certification Fee	32,293	3,500	3,500	0
QA Net Program	0	0	113,605	113,605
Trauma Center Designation Fees	523,238	271,552	271,552	0
Base Hospital Designation Fees	0	227,090	227,090	0
Trauma Fees QA Net	0	0	96,644	96,644
Ambulance Operator Permits	46,550	65,000	65,000	0
Pharmacy Issues - Community Clinics	89,965	210,000	210,000	0
Certified Copies - Births	397,621	340,370	415,370	75,000
Certified Copies - Deaths	929,836	781,698	881,698	100,000
Permits for Disposal of Human Remains	103,130	140,868	119,868	(21,000)
Records & Statistics Trust Fund	62,132	203,224	152,338	(50,886)
Medi-Cal Administrative Claiming (MAC/SB910)	1,190,561	2,705,885	1,855,439	(850,446)
Medi-Cal Administrative Claiming (SB910) 92-93 & 93-94	2,915,410	0	0	0
Option for Recovery	150,375	96,000	105,000	9,000
Child Psngr Safety Trust Fund	3,145	100,000	130,000	30,000
Employment TB Skin Tests	60,700	84,430	84,430	0
Employment TB X-rays	28,792	31,354	31,354	0
Immunizations	148,023	380,000	380,000	0
Sexually Transmitted Disease Clinic Visits	57,223	110,000	110,000	0
Laboratory Fees (Virology)	93,701	50,883	50,883	0
Massage Technician Proficiency Testing	7,570	7,400	7,400	0
Regulation of Health Assessments	41,111	17,519	17,519	0
Miscellaneous Revenue	33,523	2,000	7,326	5,326
Patient Fees	348	8,625	8,625	0
Returned Check Fee	1,587	0	0	0
Recovered Expenditures	0	0	0	0
State-Medi-Cal (CHDP/EPST)	311,547	531,785	531,785	0
Patient Fees-Non Medi-Cal or CHDP	0	950	950	0
Records and Statistics Trust Fund Transfer for Infant Mortality Review	164,727	204,872	204,872	0
Family Repayment for Services CCS	45,688	63,000	63,000	0
Court Fees & Misc. Other Fees	950	0	0	0
Miscellaneous Revenue, Prior Year	(6,082)	0	0	0
Prior Year, Federal/Other Govt.	(164,994)	0	0	0
Prior Year, State	82,778	0	0	0
Sub-Total	\$24,250,245	\$28,161,297	\$27,639,265	\$(522,032)
GRANTS:				
Nutrition Center Grant (15% match requirement)	\$114,855	\$76,532	\$76,532	0
EMSA Grant	132,659	0	38,375	38,375
Research Grant	0	0	0	0
Refugee Preventive Health (no match required)	348,574	348,442	348,442	0
State Office of Traffic Safety	174,770	250,000	280,000	30,000
U.S. Conf. of Mayors Grant	0	100,000	0	(100,000)
State-Preventive Health Care-Aging (100.00% match requirement)	53,000	51,892	51,892	0
State Aid-Adult Programs	25,597	0	0	0
Cooperative Initiative/Health Care Child Care	219,900	292,000	292,000	0
Robert Wood Johnson Grant	237,988	389,630	389,630	0
State-Lead Poisoning	343,194	594,189	630,551	36,362
State-Special P.H. Assistance	15,668	15,708	15,708	0
State-Tuberculosis Allocation	208,326	27,010	27,010	0
State-Gov. Wilson's TB Initiative	0	0	300,199	300,199
State-Pediatric Immunization Project & Hepatitis B Prevention	1,019,373	1,139,292	1,886,214	746,922
State-AB 1733, Child Abuse Prevention	58,196	0	0	0
State-Preventive Border Health	49,635	59,017	75,776	16,759
State-STD Control	63,127	70,604	70,604	0
Donation from HERE	0	0	100,000	100,000
State-School Based Hepatitis B	31,788	0	38,866	38,866

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
State-Rabies Exam	0	768	768	0
State-Healthy San Diego	0	0	541,667	541,667
State-AIDS AZT	1,212,896	875,123	1,217,868	342,745
State-AIDS Master Grant Agreement:				
State-AIDS Counseling & Education Activities in STD Clinics	122,504	120,000	120,000	0
State-AIDS Education and Prevention Program	0	114,000	150,000	36,000
State-AIDS Alt. Site Grant	500,255	980,059	944,059	(36,000)
State-AIDS Block Grant	358,470	415,948	450,948	35,000
State-AIDS Sentinel Surveillance	9,900	75,000	75,000	0
State-AIDS Early Intervention	251,162	300,000	300,000	0
Federal Care Title I Formula	3,090,684	1,580,386	3,260,212	1,679,826
Federal Care Title I Supplemental	2,380,372	2,181,593	2,382,468	200,875
Federal-Comp. Public Health (314d)	23,835	23,834	23,834	0
Federal-HOPWA Grant	864,602	3,091,439	168,210	(2,923,229)
Federal-Tuberculosis Grant	1,851,957	2,327,864	2,474,484	146,620
Tuberculosis/HIV Surveillance	62,459	66,709	66,709	0
Federal-Other (Hansens)	154,806	179,776	179,776	0
Federal-AIDS HRSA Grant	0	0	0	0
Federal-AIDS Pediatrics	0	0	0	0
Federal-National Survey for Resis. Gon	2,443	2,275	2,275	0
Federal - Family Planning - Title X	0	59,296	0	(59,296)
Prior Year, State Revenue	163,193	0	0	0
Prior Year, Federal/Other Govt Revenue	295,059	0	0	0
Prior Year, LIMA Revenues	17,292	0	0	0
Miscellaneous Revenue, Prior Year	149,719	0	0	0
State Follow-up to High Risk Mothers & Infants	90,000	90,000	90,000	0
Breast & Cervical Cancer Control	21,344	17,267	51,617	34,350
CCS HIV Screening	6,522	14,000	14,000	0
Academy of Pediatrics-Dental Health	0	0	0	0
Miscellaneous	19,967	0	0	0
Sub-Total	\$14,746,091	\$15,929,653	\$17,135,694	\$1,206,041
SUBVENTIONS:				
Prior Year IRCA	0	0	0	0
SLIAG	0	0	193,537	193,537
State-Prenatal Care	0	0	0	0
State-Family Planning - Title XIX (Medi-Cal)	65	11,000	0	(11,000)
State-Maternal and Child Health Categorical Allotment - Title V	1,181,790	1,149,550	1,592,315	442,765
State-Family Planning	0	84,333	0	(84,333)
State-Tobacco Tax, Capital Outlay	105,713	0	0	0
State-Tobacco Tax, Hospital Account	4,831,001	7,103,148	6,732,207	(370,941)
State-Tobacco Tax, Unallocated Account	2,096,070	2,565,485	1,578,109	(987,376)
State-Tobacco Tax, Health Education Account	1,153,086	2,120,714	1,664,169	(456,545)
State-Tobacco Tax, Physician Account	835,645	781,842	802,052	20,210
State-Child Health and Disability Prevention Program (CHDP)	613,674	728,898	728,898	0
State-Early Periodic Screening, Diagnosis and Treatment Contract (EPSDT)	1,131,599	1,153,466	1,415,992	262,526
State-Women, Infant and Children Program (WIC)	2,060,328	2,634,158	2,788,545	154,387
Black Infant Health Project	164,818	136,375	193,775	57,400
DSS Family Pres./Foster Care	0	0	0	0
Miscellaneous Revenue	6,542	0	0	0
State - California Children Services (CCS)				
CCS - Treatment (25% match required)	2,830,070	3,570,000	3,570,000	0
CCS - Administration	277,618	367,757	367,757	0
CCS - Medi-Cal	925,791	936,108	936,108	0
Prior Year, State Revenue	460,431	0	0	0
Miscellaneous Revenue, Prior Year	380,965	0	0	0
Recovered Expenditure	151	0	0	0
Sub-Total	\$19,055,357	\$23,342,834	\$22,563,464	\$(779,370)

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
OTHER:				
Prior Year, Federal/Other Govt.	\$37,497	\$0	\$0	0
Recovered Expenditures	331,759	0	30,518	30,518
Miscellaneous Revenue	3,749	0	0	0
Sales/Use Tax Trans. 1/2 %	0	0	0	0
Department of Environmental Health Services' Revenues	132,367	172,275	127,177	(45,098)
Aid from Hospital Council	81,719	0	436,600	436,600
Operating Transfer from CATV	0	0	0	0
Private Donation	0	700	0	(700)
Prior Year, State Rev	1,906	0	0	0
Medicus Phys. Emerg. Interest	337,643	0	0	0
Miscellaneous Rev, Prior Year	700	0	0	0
Prior Year, LIMA Revenues	337,211	0	0	0
Sub-Total	\$1,264,551	\$172,975	\$594,295	\$421,320
REALIGNMENT:				
Health Account - Vehicle License Fees	\$33,034,973	\$35,088,215	\$36,035,740	947,525
Health Account - Sales Tax	10,680,046	8,235,850	8,235,850	0
Health Account - Sales Tax to DSS	(71,173)	(74,916)	(74,916)	0
Mental Hlth Realignment, Public Health Lab.	169,111	284,548	284,548	0
Social Services Realignment, SS Sales Tax	1,785,000	1,785,000	1,785,000	0
Recovered Expenditure	4,680	0	0	0
Sub-Total	\$45,602,637	\$45,318,697	\$46,266,222	\$947,525
Total Direct Program Revenue	\$104,918,881	\$112,925,456	\$114,198,940	\$1,273,484
Department Overhead and County External Overhead Allocation:	\$(6,366,632)	\$(7,403,060)	\$(7,626,483)	(223,423)
Total	\$98,552,249	\$105,522,396	\$106,572,457	\$1,050,061

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Medi-Cal Administrative Claiming (MAC/SB910)	\$1,343,594	\$986,273	\$1,343,594	357,321
Sub-Total	\$1,343,594	\$986,273	\$1,343,594	\$357,321
GRANTS:				
State Preventive Health Care for the Aging (100% budgeted match)	\$53,000	\$51,892	\$51,892	0
Nutrition Center Grant	17,228	13,520	11,480	(2,040)
Sub-Total	\$70,228	\$65,412	\$63,372	\$(2,040)

(continued on next page)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
SUBVENTIONS:				
CCS Treatment (25% budgeted match)	\$707,518	\$1,785,000	\$1,785,000	0
CCS Administration	138,809	183,879	183,879	0
State Perinatal Care	209,619	209,019	209,019	0
State EPSDT	356,189	345,392	356,189	10,797
Sub-Total	\$1,412,135	\$2,523,290	\$2,534,087	\$10,797
REALIGNMENT MATCH:				
Health Account - Vehicle License Fees	\$4,219,395	\$4,219,395	\$4,219,395	0
Sub-Total	\$4,219,395	\$4,219,395	\$4,219,395	\$0
GENERAL FUND SUPPORT COSTS:				
	\$11,833,552	\$8,803,111	\$4,211,932	(4,591,179)
Sub-Total	\$11,833,552	\$8,803,111	\$4,211,932	\$(4,591,179)
Total	\$18,878,904	\$16,597,481	\$12,372,380	\$(4,225,101)

CHANGES FROM 1994-95 BUDGET

The FY 1995-96 Adopted Budget direct program revenue for the Community Health Services program is increasing by \$8,226,845 over the FY 1994-95 Adopted Budget level. Included in the increase are items approved in Mid-Year Board actions and Budget deliberations as follows: \$210,249 for the Emergency Medical Services Quality Assurance Wide Area Network approved by the Board on 9/20/94 (51) and 2/7/95 (17); an increase of \$152,495 in revenue from Medi-Cal, patient fees and third party billings generated by Edgemoor Geriatric Hospital as approved by the Board 10/4/94; an increase of \$175,000 as a result of increased revenues for certified copies of birth and death certificates; an increase of \$300,199 from Governor Wilson's TB Initiative approved by the Board 11/29/94 (10); an increase of \$146,620 in the Federal TB Grant approved by the Board 11/29/94 (10); an increase in revenue of \$746,922 for infant immunization approved by the Board 11/29/94 (22) and 7/26/94 (8); an increase in revenue of \$138,375 for violence prevention through a \$100,000 donation from the Health Education Research and Evaluation Foundation (HERE) of Southern California approved on 4/25/95 (9) and a \$38,375 State of California Emergency Medical Services Authority revenue agreement approved 3/14/95 (39); increase in revenue of \$541,667 from a State revenue agreement to support implementation of the Healthy San Diego Managed Care program; an increase of \$342,745 in the State AIDS Drug Assistance Revenue contract approved by the Board 11/1/94 (16); an increase of \$1,679,826 in the Federal CARE Title I Formula grant approved by the Board 6/21/94 (64), 11/8/94 (12) and 2/14/95 (11); an increase of \$193,537 in State Legalization Impact Assistance Grants (SLIAG) revenue based on payment rates estimated by the State on the reimbursement application for FY 1993-94 already submitted by the Department of Health Services; an increase of \$442,765 in State Maternal and Child Health Categorical allotment Title V approved by the Board 12/13/94 (16) and 6/27/95 (6); an increase of \$262,526 in the State-Early Periodic Screening, Diagnosis and Treatment (EPSDT) contract approved by the Board 11/29/94 (9) and 3/14/95 (36); an increase of \$154,387 for the State Women, Infant and Children (WIC) grant; an increase of \$57,400 in the Black Infant Health Project approved by the Board 12/13/94 (16) and 3/14/95 (23); and an increase of \$436,600 from unexpended prior year funds for enhancements to the Emergency Medical System and violence and injury prevention projects from the Hospital Council in categorical grants approved by the Board 3/14/95 (39) and 4/25/95 (9). Additionally, State Health Account Realignment budgeted revenue is increasing \$947,525 due to higher receipts of vehicle license fees.

Partially offsetting the above increases was cancellation of \$100,000 in budgeted revenue related to a grant application to the U.S. Conference of Mayors that was not realized, and reduction of \$2,923,229 in revenue for the Housing Opportunities for People with AIDS (HOPWA) necessitated by a change in Federal legislation approved by the Board on 8/16/94 (15) and 1/10/95 (10). Also, FY 1994-95 budgeted Medi-Cal Administrative Claiming (MAC/SB910) revenue was reduced by \$850,446 due to changes in Federal claiming criteria. As a result of mid-year and budget adjustments to reflect the actual experience during the past fiscal year, Medi-Cal revenue for the provision of physical health services at the A.B. and Jessie Polinsky Children's Center was reduced by \$85,411 as approved by the Board 9/27/94 (4), 12/13/94 (15). Additional Board-approved budget adjustments resulted in a reduction of \$97,759 to Emergency Medical Services Penalty Assessment Trust Fund; and a reduction of \$50,886 in Vital Records Trust fund one-time revenue used for automation of the Office of Vital Records. A reduction of \$248,824 in the Federal CARE Act Title I Supplemental revenue resulted from CARE Act Year 05 grant funds being received at less than budget, and the transfers of \$200,000 in revenue to the Alcohol and Drug Services Program to provide services for HIV-infected individuals and \$4,000 to the Area Agency on Aging to support ongoing maintenance of a case management database system. Budgeted Federal and State revenues totalling \$154,629 for Family Planning activities discontinued in FY 1993-94 were deleted with associated contract services appropriations. The continuing effectiveness of the Tobacco Education program has resulted in less tobacco-tax revenue overall. Public Health Education's budget will reflect this with a \$456,545 reduction in budgeted Tobacco Education revenue for FY 1995-96 as approved by the Board 12/13/94 (16). Also, the declining tobacco-tax revenue resulted in a reduction of \$370,941 for the California Healthcare for Indigent Program (CHIP) Hospital Account and \$987,376 for the CHIP Unallocated Account as approved in Board action 3/14/95 (26) and budget action anticipating the FY 1995-96 funding level.

FIXED ASSETS

Category	Total Cost
4501 OFFICE EQUIPMENT	\$17,200
4503 DATA PROCESSING EQUIPMENT	240,787
4504 ENGINEERING/INDUSTRIAL EQUIP & INS	40,000
4505 LABORATORY/MED/INSTIT INST & FUR	60,135
Total	\$358,122

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
4509 TRANSPORTATION EQUIPMENT	\$50,000
Total	\$50,000

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
CHILDREN, YOUTH AND FAMILY PREVENTIVE HEALTH SERVICES					
% OF RESOURCES: 9.6%					
<u>OUTCOME (Planned Result)</u>					
Infant Mortality Rate	N/A	N/A	6.2%	N/A	6.0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Live Birth	N/A	N/A	N/A	N/A	\$290.61
<u>OUTPUT (Service or Product)</u>					
Infant Deaths Reviewed (cases opened)	N/A	N/A	337	N/A	288
<u>EFFICIENCY (Input/Output)</u>					
Cost per Review	N/A	N/A	508.25	N/A	\$1,034.00
<u>OUTPUT (Service or Product)</u>					
# of Women Served in Perinatal Care	N/A	N/A	12,000	14,000	12,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Woman Served in Perinatal Care	N/A	N/A	\$207.59	\$191.38	\$229.97
<u>OUTPUT (Service or Product)</u>					
Families Served per Month (WIC)	11,877	18,761	26,700	23,300	33,000*
<u>EFFICIENCY (Input/Output)</u>					
Annual Cost per Family Served (WIC)	N/A	N/A	\$82.17	\$113.05	\$113.05
<u>OUTPUT (Service or Product)</u>					
Medically Fragile Children Served	N/A	N/A	170	125	125
<u>EFFICIENCY (Input/Output)</u>					
Cost per Medically Fragile Child	N/A	N/A	\$507.42	\$547.00	\$547.00
<u>OUTPUT (Service or Product)</u>					
Family Preservation Families Served	N/A	N/A	82	N/A	20**
<u>EFFICIENCY (Input/Output)</u>					
Family Preservation Cost per Family	N/A	N/A	\$2,880	N/A	\$2,957
<u>OUTPUT (Service or Product)</u>					
# PHN Contacts	53,417	53,411	38,529	47,000	35,000**
<u>EFFICIENCY (Input/Output)</u>					
Cost per PHN Contact	N/A	N/A	\$60.58	\$54.82	\$71.58

* Reflects updated caseload for FY 1995-96 as authorized by State.

** Change from number of individual children served to number of families served as program deals with whole family unit. Reduction in PHN Contacts due to County DSS recently announced 75% funding decrease.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY B: CALIFORNIA CHILDREN SERVICES (CCS)					
% OF RESOURCES: 6.9%					
<u>OUTCOME (Planned Result)</u>					
% Children Able Discontinue Treatment	11.0%	8.0%	3.7%	5.0%	3.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Total Cost per Child Served	N/A	N/A	\$3,607.00	\$4,425.00	\$5,241.00
<u>OUTPUT (Service or Product)</u>					
Therapy Treatment Units	N/A	N/A	117,887	N/A	115,700
<u>EFFICIENCY (Input/Output)</u>					
Cost per Therapy Treatment Unit	\$15.50	N/A	\$17.21	N/A	\$17.00
<u>OUTPUT (Service or Product)</u>					
Claims Processed	47,996	47,188	43,707	52,000	49,500
<u>EFFICIENCY (Input/Output)</u>					
Administrative Cost per Claim	N/A	N/A	\$25.34	\$25.34	\$26.62
ACTIVITY C: IMMUNIZATIONS					
% OF RESOURCES: 2.4%					
<u>OUTCOME (Planned Result)</u>					
% Two Year Olds Immunized (Measles, Mumps, Rubella)	73.0%	85.8%	89.0%	80.0%	90.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Total Cost per Two Year Old Child Immunized	N/A	N/A	\$28.17	\$23.47	\$26.12
<u>OUTPUT (Service or Product)</u>					
County Supported Immunizations	279,855	315,351	280,307	295,000	285,000
<u>EFFICIENCY (Input/Output)</u>					
Total Program Cost per Immunization	\$3.66	\$3.75	\$8.86	\$9.70	\$12.21
ACTIVITY D: TUBERCULOSIS CONTROL					
% OF RESOURCES: 4.3%					
<u>OUTCOME (Planned Result)</u>					
% Patients Completing Treatment	N/A	94.0%	97%	90.0%	95.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Resident	N/A	\$1.94	\$2.26	\$2.35	\$2.49

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>OUTPUT (Service or Product)</u>					
Total Clinic Contacts	58,850	51,605	58,693	61,000	51,400
<u>EFFICIENCY (Input/Output)</u>					
Clinic Cost/Contact	N/A	\$33.13	\$32.80	\$28.69	\$33.07
<u>OUTPUT (Service or Product)</u>					
Specimens Tested	N/A	3,205	3,612	N/A	3,355
<u>EFFICIENCY (Input/Output)</u>					
Cost per Specimen	N/A	\$141.51	\$126.50	N/A	\$139.52
<u>OUTPUT (Service or Product)</u>					
PHN Contacts	N/A	30,246	29,026	26,000	27,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per PHN Contacts	\$51.00	\$58.80	\$57.64	\$44.00	\$65.00
ACTIVITY E: SEXUALLY TRANSMITTED DISEASE (STD) CONTROL					
% OF RESOURCES: 1.9%					
<u>OUTCOME (Planned Result)</u>					
Incidence of Infectious Syphilis per 100,000	N/A	N/A	3.7	3.1	3.5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Resident	N/A	N/A	0.90	\$1.05	\$1.05
<u>OUTPUT (Service or Product)</u>					
STD Clinic Visits	18,870	14,651	14,024	15,000	12,500
<u>EFFICIENCY (Input/Output)</u>					
Cost per Visit	\$71.47	\$84.10	\$79.16	\$85.00	\$83.47
<u>OUTPUT (Service or Product)</u>					
Lab Specimens Tested for Syphilis	23,047	21,824	18,789	N/A	19,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Specimen	\$9.10	\$9.56	\$11.37	N/A	\$11.35
<u>OUTPUT (Service or Product)</u>					
HIV Antibody Tests/Counseling	36,082	32,189	26,652	28,000	30,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Client	N/A	\$24.97	\$30.74	\$29.14	\$31.29

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY F: TOBACCO CONTROL					
% OF RESOURCES: 1.0%					
<u>OUTCOME (Planned Result)</u>					
Prevalence of Adult Smoking	20.1%	18.7%	15.5%	N/A	14.6%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Resident	\$0.56	\$0.54	\$0.37	N/A	\$0.52
<u>OUTPUT (Service or Product)</u>					
No Measurable Outputs Identified	N/A	N/A	N/A	N/A	N/A
<u>EFFICIENCY (Input/Output)</u>					
No Measurable Outputs Identified	N/A	N/A	N/A	N/A	N/A
 ACTIVITY G: COUNTY MEDICAL SERVICES					
% OF RESOURCES: 28.2%					
<u>OUTCOME (Planned Result)</u>					
% Clients Treated as Outpatients or E.R. Treat/Release	N/A	94.1%	94.0%	91.4%	94.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Total Cost per Patient	\$1,471.85	\$1,285.13	\$1,207.14	\$1,242.00	\$1,202.00
<u>OUTPUT (Service or Product)</u>					
Undup. Monthly Patients	25,859	26,890	26,900	26,400	27,500
<u>EFFICIENCY (Input/Output)</u>					
Cost per Patient	N/A	\$1,214.25	\$1,207.14	\$1,242.100	\$1,202.00
 ACTIVITY H: EDGEWOOD GERIATRIC HOSPITAL					
% OF RESOURCES: 13.7%					
<u>OUTCOME (Planned Result)</u>					
# Patients Guaranteed Access (Avg. Daily Census)	N/A	231	228	310	310
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Patient Day	\$182.17	\$215.94	\$221.90	\$184.27	\$176.82

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY I:					
EMERGENCY MEDICAL SERVICES					
% OF RESOURCES: 2.8%					
<u>OUTCOME (Planned Result)</u>					
% Preventable/Potentially Preventable Deaths	N/A	N/A	0.3%*	<5%	<5%
<u>EFFECTIVENESS (Input/Output)</u>					
Cost per Resident	N/A	N/A	\$1.46	\$1.51	\$1.42
<u>OUTPUT (Service or Product)</u>					
# Trauma Centers Monitored	N/A	N/A	6	6	6
<u>EFFICIENCY (Input/Output)</u>					
Cost of Monitoring Trauma Centers	N/A	N/A	N/A	N/A	\$3,500.00
<u>OUTPUT (Service or Product)</u>					
Trauma Cases Reviewed	5,200	4,241	4,623	5,000	5,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Review	N/A	N/A	N/A	N/A	\$14.90
<u>OUTPUT (Service or Product)</u>					
# Base Hospitals Monitored	N/A	N/A	N/A	8	8
<u>EFFICIENCY (Input/Output)</u>					
Cost per Hospital	N/A	N/A	N/A	N/A	\$1,313.00
<u>OUTPUT (Service or Product)</u>					
EMT/Paramedics Certified	1,540	1,803	1,822	1,000	1,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per EMT/Paramedic	N/A	N/A	N/A	N/A	\$85.93
<u>OUTPUT (Service or Product)</u>					
Ambulance Inspections	N/A	N/A	N/A	N/A	150
<u>EFFICIENCY (Input/Output)</u>					
Cost per Inspections	N/A	N/A	N/A	N/A	\$312.50

* Based on 10 months data

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
ADULT HEALTH							
2302	Admin Assistant III	0	0.00	1	1.00	0	42,072
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	43,176	43,668
2367	Principal Admin. Analyst	1	1.00	1	1.00	49,500	50,100
2411	Analyst I	1	1.00	1	1.00	35,316	35,004
2412	Analyst II	4	4.00	4	3.00	165,504	120,636
2413	Analyst III	4	4.00	3	3.00	180,192	134,208
2425	Associate Accountant	1	1.00	1	1.00	35,580	35,904
2700	Intermediate Clerk Typist	10	9.50	10	9.50	190,608	186,504
2730	Senior Clerk	3	3.00	3	3.00	70,668	69,480
2757	Administrative Secretary II	2	1.00	1	1.00	25,080	25,140
3119	Dept'l Computer Specialist II	2	2.00	2	2.00	70,416	68,640
3120	Dept'l Computer Specialist III	1	1.00	1	1.00	41,832	39,060
4125	Chief, Primary Care Services	1	1.00	1	1.00	56,124	55,908
5243	Patient Svcs Specialist IV	4	4.00	4	4.00	143,664	144,576
5246	Patient Svcs Specialist III	4	4.00	4	4.00	129,120	128,592
5248	Program Assistant	1	1.00	1	1.00	39,852	37,704
5255	Patient Services Specialist II	18	18.00	18	18.00	493,776	490,752
5287	Social Svcs. Administrator I	1	1.00	1	1.00	43,920	43,752
8850	Administrator, Adult Health	1	1.00	1	1.00	65,160	84,708
9999	Extra Help	0	0.00	0	1.67	0	47,541
	Sub-Total	60	58.50	59	59.17	\$1,879,488	\$1,883,949
COMMUNITY DISEASE CONTROL							
2302	Administrative Assistant III	1	1.00	1	1.00	\$44,268	\$42,072
2303	Administrative Assistant II	1	1.00	1	1.00	40,560	39,228
2304	Administrative Assistant I	2	2.00	2	2.00	66,240	69,720
2306	Administrative Trainee	0	0.00	1	1.00	0	29,604
2349	Biostatistician	1	1.00	1	1.00	41,964	39,000
2427	Associate Systems Analyst	1	1.00	1	1.00	48,912	48,324
2493	Intermediate Account Clerk	3	2.17	2	1.17	43,290	23,324
2510	Senior Account Clerk	0	0.00	1	1.00	0	22,380
2662	Pharmacy Storekeeper	1	1.00	0	0.00	21,000	0
2700	Intermediate Clerk Typist	44	39.00	39	38.00	782,496	746,016
2730	Senior Clerk	11	12.08	11	12.08	284,635	279,850
2745	Supervising Clerk	2	2.00	3	3.00	54,768	81,252
2756	Administrative Secretary I	3	2.00	2	2.00	43,224	43,200
2757	Administrative Secretary II	3	3.00	3	3.00	75,240	75,420
3030	Data Entry Operator	1	1.00	1	1.00	17,940	19,884
3118	Dept'l Computer Specialist I	1	1.00	1	1.00	28,260	27,132
4123	Chief, Comm. Disease Control	1	1.00	1	1.00	103,200	102,804
4129	Chf, AIDS & Comm. Epidemiology	1	1.00	1	1.00	88,044	87,708
4172	Epidemiology Coordinator	1	1.00	0	0.00	40,080	0
4173	Epidemiologist II	0	0.00	2	2.00	0	72,432
4174	Senior Epidemiologist	0	0.00	2	2.00	0	89,016
4175	Epidemiology Specialist	2	2.00	0	0.00	77,856	0
4184	Radiologist	1	0.00	1	0.33	0	19,296
4186	Sr. Physician, STD Control	1	1.00	1	1.00	61,020	62,124
4187	Sr. Physician, TB Control	1	1.00	1	1.00	60,696	71,688
4193	Physician	2	2.00	2	2.00	132,792	124,104
4260	Pharmacy Technician	0	0.00	1	1.00	0	26,616
4300	Asst. Chief, Public Hlth Lab.	1	1.00	1	1.00	56,064	55,836
4315	Chief, Public Health Lab.	1	1.00	1	1.00	64,908	64,656
4317	Clinical Lab Technologist	1	1.00	1	1.00	35,472	35,328
4321	Senior Clinical Lab Technologist	1	1.00	1	1.00	37,632	40,140
4322	Supv. Clin. Lab Technologist	1	1.00	1	1.00	45,348	45,168
4330	Laboratory Assistant	4	4.00	4	4.00	83,904	82,896
4346	Public Health Microbiologist	14	12.50	14	12.50	451,200	447,750
4348	Supervising PH Microbiologist	2	2.00	2	2.00	90,024	89,664
4351	Senior Lab Assistant	3	3.00	3	3.00	76,572	77,508
4353	Senior PH Microbiologist	5	5.00	5	5.00	203,160	200,040
4370	Radiology Technician	1	1.00	1	1.00	28,512	28,404
4510	Clinic Services Coordinator	1	1.00	1	1.00	49,668	49,476

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
4517	Certified Nurse Practitioner	3	2.33	3	2.33	108,808	107,100
4527	Clinical Nurse Specialist	1	1.00	1	1.00	49,908	50,928
4538	Staff Nurse II	21	14.33	15	14.33	553,324	555,904
4555	Asst. Chief Nurse, Public Hlth.	1	0.67	1	0.67	38,752	38,600
4560	Chief Nurse, Public Health	0	0.58	0	0.58	36,449	36,309
4565	Public Health Nurse II	18	14.50	15	14.50	600,648	595,602
4567	Public Health Nurse III	9	7.92	10	8.92	346,560	382,311
4570	Public Health Nurse IV	4	4.00	4	4.00	200,448	201,552
4571	Public Health Nurse Manager	1	1.50	1	1.50	81,864	81,540
4615	Nurses Assistant	0	0.08	1	0.08	1,629	1,631
4625	Licensed Vocational Nurse	1	1.00	1	1.00	23,496	23,508
4911	Social Services Aid II	6	5.00	5	5.00	94,920	93,420
5261	Social Worker V	2	2.00	5	5.00	71,736	177,480
5730	HIV Health Advisor	5	5.00	5	5.00	174,480	170,340
5735	Communicable Disease Investig.	12	11.50	13	12.50	402,546	433,650
5794	Supv Comm Disease Investigator	3	3.00	3	3.00	127,404	122,184
8806	Senior Epidemiologist	1	1.00	0	0.00	39,730	0
9999	Extra Help	0	0.00	0	3.00	0	86,709
	Sub-Total	208	187.16	200	196.49	\$6,331,651	\$6,617,828

CORRECTIONAL HEALTH

2412	Analyst II	0	0.00	0	0.00	0	0
2493	Intermediate Account Clerk	1	1.00	1	1.00	\$19,980	\$19,992
2510	Senior Account Clerk	1	1.00	2	2.00	23,076	44,760
2700	Intermediate Clerk Typist	3	3.00	4	4.00	60,192	78,528
2757	Administrative Secretary II	1	1.00	1	1.00	25,080	25,140
3046	Medical Records Clerk	0	0.00	2	2.00	0	41,568
4107	Hlth Planning & Prog Spec	0	0.00	1	1.00	0	51,720
4150	Chief, Correctional Health Svcs	1	1.00	0	1.00	53,448	0
4192	Senior Physician	1	1.00	1	0.00	77,064	78,864
4193	Physician	1	0.50	1	0.50	33,198	31,026
4497	Assistant Chief Nurse	1	1.00	0	0.00	57,144	0
4510	Clinic Svcs Coordinator	0	0.00	1	1.00	0	49,476
4519	Physician Assistant	1	1.00	1	1.00	48,396	41,784
4530	Pediatric Nurse Manager	0	0.00	1	1.00	0	42,864
4536	Head Staff Nurse	0	0.00	1	1.00	0	43,056
4538	Staff Nurse II	35	33.00	32	32.00	1,273,932	1,241,088
4544	Supervising Nurse	4	4.00	0	0.00	193,968	0
4616	Nurses Assistant	0	0.00	1	1.00	0	19,572
4625	Licensed Vocational Nurse	6	6.00	8	8.00	140,976	188,064
8872	Correct Fac Nurse Manager	0	0.00	1	1.00	0	43,944
9999	Extra Help	0	0.00	0	0.67	0	60,406
	Sub-Total	56	53.50	59	59.17	\$2,006,454	\$2,101,852

EMERGENCY MEDICAL SERVICES, HEALTH PROMOTION & INJURY PREVENTION

2302	Administrative Assistant III	1	1.00	2	2.00	\$44,268	\$84,144
2303	Administrative Assistant II	1	1.00	1	1.00	40,560	39,228
2304	Administrative Assistant I	1	1.00	1	1.00	33,120	34,860
2349	Biostatistician	1	1.00	1	1.00	41,964	39,000
2352	Statistician	0	0.00	1	1.00	0	35,148
2359	Audio-Visual Specialist	2	2.00	2	2.00	71,064	71,856
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	43,176	43,668
2367	Principal Admin. Analyst	1	1.00	1	1.00	49,500	50,100
2382	Coord., Emergency Med Svcs.	2	2.00	3	3.00	105,888	148,860
2384	Emergency Med. Svcs. Spec	4	4.00	4	4.00	152,016	152,304
2387	Quality Assurance Specialist	5	5.00	7	6.00	235,020	272,592
2412	Analyst II	1	1.00	1	1.00	41,376	40,212
2413	Analyst III	1	1.00	1	1.00	45,048	44,736
2427	Assoc. Systems Analyst	0	0.00	1	1.00	0	48,324
2487	EDP Distributed Network Coord.	0	0.00	1	1.00	0	40,704
2700	Intermediate Clerk Typist	5	4.00	5	4.00	80,256	78,528

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2714	Intermediate Transcriber Typ.	2	2.00	2	2.00	42,480	42,936
2724	Senior Transcriber Typist	1	1.00	1	1.00	26,304	26,196
2730	Senior Clerk	2	2.00	2	2.00	47,112	46,320
2754	Board Secretary	2	2.00	2	2.00	56,304	56,760
2757	Administrative Secretary II	2	2.00	2	2.00	50,160	50,280
3120	Dept'l Computer Specialist III	2	2.00	1	1.00	83,664	39,060
4103	Public Health Nutrition Mgr	1	1.00	1	1.00	38,376	38,220
4107	Hlth Planning & Prog. Spec.	1	1.00	1	1.00	54,744	51,720
4175	Epidemiology Specialist	1	1.00	0	0.00	38,928	0
4194	Consulting Physician Spec.	1	0.50	1	0.50	87,318	84,012
4805	Chf, Public Health Education	1	1.00	1	1.00	56,124	55,908
4806	Asst. Chief, P.H. Education	1	1.00	1	1.00	48,624	53,244
4815	Health Information Spec. I	3	1.50	3	1.50	51,048	50,436
4816	Hlth. Information Spec. II	4	4.00	4	4.00	148,608	150,912
4822	Public Health Educator II	21	20.33	21	20.33	732,488	742,492
4824	Health Education Associate	1	1.00	1	1.00	28,932	28,812
4842	Supv Health Information Spec.	2	2.00	2	2.00	86,856	86,520
4844	Supv. Public Health Educator	5	4.00	6	4.50	160,608	188,298
4911	Social Services Aid II	1	1.00	1	1.00	18,984	18,684
8851	Admin. EMS, HP & IP	1	1.00	1	1.00	65,158	65,160
9999	Extra Help	0	0.00	0	7.25	0	150,787
	Sub-Total	81	76.33	87	88.08	\$2,906,076	\$3,251,021

LONG-TERM CARE

2224	Admin., Edgemoor Hospital	1	1.00	1	1.00	\$77,664	\$77,364
2303	Administrative Assistant II	1	1.00	1	1.00	40,560	39,228
2304	Administrative Assistant I	1	1.00	1	1.00	33,120	34,860
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	43,176	43,668
2425	Associate Accountant	1	1.00	1	1.00	35,580	35,904
2430	Cashier	1	1.00	1	1.00	21,792	22,188
2493	Intermediate Account Clerk	1	1.00	1	1.00	19,980	19,992
2510	Senior Account Clerk	1	1.00	1	1.00	23,076	22,380
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,864	24,732
2650	Stock Clerk	2	2.00	2	2.00	39,624	39,456
2658	Storekeeper II	1	1.00	1	1.00	24,780	24,684
2700	Intermediate Clerk Typist	10	10.00	10	10.00	200,640	196,320
2706	Admissions Clerk	1	1.00	1	1.00	21,672	21,432
2730	Senior Clerk	2	2.00	2	2.00	47,112	46,320
2757	Administrative Secretary II	2	2.00	2	2.00	50,160	50,280
2764	Office Manager	1	1.00	1	1.00	29,556	29,436
3042	Medical Records Manager	1	1.00	1	1.00	39,516	39,684
3046	Medical Records Clerk	5	5.00	5	5.00	104,220	103,920
3049	Medical Records Technician	2	2.00	2	2.00	42,864	43,680
3056	Medical Transcriber	1	1.00	1	1.00	24,312	23,688
4099	Assoc. Hospital Administrator	3	3.00	3	3.00	156,420	163,584
4130	Medical Director, Edgemoor	1	1.00	1	1.00	73,512	86,412
4193	Physician	4	3.00	4	3.00	199,188	186,156
4196	Psychiatrist II	2	2.00	2	2.00	191,304	190,608
4250	Pharmacist	2	2.00	2	2.00	118,008	116,616
4260	Pharmacy Technician	1	1.00	1	1.00	26,676	26,616
4402	Geriatrics Therapy Specialist	2	2.00	2	2.00	94,368	93,936
4406	Recreational Therapy Aid	7	7.00	7	7.00	142,716	141,792
4407	Recreational Therapist	4	3.50	4	3.50	110,964	108,108
4408	Recreation Therapy Supervisor	1	1.00	1	1.00	36,684	36,540
4426	Physical Therapy Assistant	3	3.00	3	3.00	73,836	73,404
4445	Speech Pathologist	1	0.50	1	0.50	19,404	18,474
4497	Assistant Chief Nurse	1	1.00	1	1.00	57,144	57,900
4504	Chief Nurse	1	1.00	0	0.00	62,484	0
4506	Nursing Dir., Edgemoor Hospital	0	0.00	1	1.00	0	62,244
4533	Inservice Education Coord.	1	1.00	1	1.00	48,096	47,916
4534	Nursing Inservice Instructor	1	1.00	1	1.00	36,996	36,780
4536	Staff Head Nurse	7	7.00	7	7.00	306,432	301,392
4538	Staff Nurse II	58	47.50	48	47.50	1,833,690	1,842,240

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
4544	Supervising Nurse	6	6.00	6	6.00	290,952	293,616
4613	Hospital Supply Technician	6	6.00	6	6.00	117,936	117,432
4615	Nurses Assistant	225	212.75	211	210.58	4,158,837	4,121,537
4625	Licensed Vocational Nurse	18	18.00	18	18.00	422,928	423,144
4770	Dietitian	4	2.00	2	2.00	61,080	60,840
4771	Chief, Dietetic Services	1	1.00	1	1.00	38,184	37,980
4772	Asst Chief, Dietetic Services	1	1.00	1	1.00	41,832	41,676
4911	Social Services Aid II	2	2.00	2	2.00	37,968	37,368
5250	Sr. Psychiatric Social Worker	1	1.00	0	0.00	37,032	0
5260	Social Worker III	1	1.00	1	1.00	31,692	32,796
5263	Sr. Social Work Supervisor	1	1.00	1	1.00	43,092	42,924
5266	Social Worker IV	1	1.00	2	2.00	33,672	66,360
5884	Building Maintenance Engr	4	4.00	4	4.00	125,088	124,608
5885	Bldg. Maintenance Supv.	1	1.00	1	1.00	29,796	29,628
5888	Hosp. Plant/Maint. Supv.	1	1.00	1	1.00	39,036	38,892
5905	Carpenter	1	1.00	1	1.00	30,624	30,504
5920	Electrician	1	1.00	1	1.00	33,564	33,432
5940	Painter	2	2.00	2	2.00	58,464	58,584
5950	Plumber	1	1.00	1	1.00	34,176	34,044
5967	Senior Painter	1	1.00	1	1.00	31,836	31,716
6200	Bldg Maint. Engineer Asst II	1	1.00	1	1.00	29,100	25,452
6305	Gardener II	2	2.00	2	2.00	40,968	39,096
6405	Food Service Supervisor	3	3.00	3	3.00	82,512	83,448
6410	Senior Cook	4	4.00	4	4.00	95,952	95,568
6411	Cook	3	3.00	3	3.00	63,432	63,180
6415	Food Services Worker	32	25.00	25	25.00	408,900	409,800
6520	Linen Marker & Distributor	8	8.00	8	8.00	137,184	136,512
6530	Laundry Worker III	1	1.00	1	1.00	18,816	18,708
6531	Laundry Worker II	3	3.00	3	3.00	53,964	53,676
7010	Linen Service Supv.	1	1.00	1	1.00	21,708	21,624
7030	Senior Custodian	1	1.00	1	1.00	20,592	20,628
7031	Custodian	21	21.00	21	21.00	386,820	387,576
7085	Supervising Custodian	1	1.00	1	1.00	21,324	21,228
7520	Sewing Room Operator	2	2.00	2	2.00	33,240	34,296
7541	Construction & Svc. Wrkr. I	3	3.00	3	3.00	62,748	56,952
9999	Extra Help	0	0.00	0	7.50	0	172,860
	Sub-Total	502	468.25	469	473.58	\$11,707,239	\$11,827,619

CHILDREN, YOUTH & FAMILIES

2302	Administrative Assistant III	1	1.00	1	1.00	\$44,268	\$42,072
2303	Administrative Assistant II	4	4.00	4	4.00	162,240	156,912
2362	Perinatal Provider Netwrk Coord	1	1.00	0	0.00	52,152	0
2367	Principal Admin Analyst	0	0.00	1	1.00	0	50,100
2403	Accounting Technician	1	1.00	1	1.00	26,184	26,340
2413	Analyst III	1	1.00	1	1.00	45,048	44,736
2493	Intermediate Account Clerk	8	8.00	8	8.00	159,840	159,936
2510	Senior Account Clerk	1	1.00	1	1.00	23,076	22,380
2700	Intermediate Clerk Typist	37	34.33	35	33.83	688,864	664,216
2710	Junior Clerk Typist	1	1.00	1	1.00	14,832	14,748
2714	Inter. Transcriber Typist	1	1.00	0	0.00	21,240	0
2730	Senior Clerk	11	8.92	10	8.92	210,041	206,510
2745	Supervising Clerk	1	1.00	0	0.00	27,384	0
2756	Administrative Secretary I	1	1.00	1	1.00	21,612	21,600
2757	Administrative Secretary II	2	2.00	2	2.00	50,160	50,280
2761	Group Secretary	1	1.00	1	1.00	25,668	26,112
4105	WIC Program Manager	1	1.00	0	0.00	46,152	0
4120	Coord. Child Hlth & Dis Prev.	1	1.00	1	1.00	58,308	58,092
4124	Chief, Maternal & Child Health	1	1.00	1	1.00	103,200	102,804
4185	Pediatrician	1	1.00	2	2.00	60,852	157,728
4390	Chf, California Children Svcs	1	1.00	1	1.00	58,308	58,092
4395	Medical Therapy Unit Clerk	6	6.00	6	6.00	119,376	118,440
4421	Pediatric Therapy Spec. I	31	31.00	31	31.00	1,104,096	1,198,956
4422	Pediatric Therapy Spec. II	18	18.00	18	18.00	688,824	759,024
4423	Pediatric Therapy Spec. III	7	7.00	7	7.00	287,952	320,628

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
4432	Chief, Rehabilitation Svcs	1	1.00	1	1.00	52,416	52,212
4517	Certified Nurse Practitioner	6	4.25	5	4.25	198,186	195,075
4538	Staff Nurse II	3	2.08	2	2.08	80,425	80,800
4555	Asst Chief Nurse, Public Hlth	0	0.33	0	0.33	19,376	19,300
4560	Chief Nurse, Public Health	1	0.42	1	0.42	26,035	25,935
4565	Public Health Nurse II	68	58.25	58	58.25	2,412,948	2,392,677
4567	Public Health Nurse III	14	13.92	14	13.92	609,216	596,691
4570	Public Health Nurse IV	10	10.00	10	10.00	501,120	503,880
4571	Public Health Nurse Manager	6	5.50	6	5.50	300,168	298,980
4615	Nurses Assistant	3	3.00	3	3.00	58,644	58,716
4625	Licensed Vocational Nurse	5	5.00	5	5.00	117,480	117,540
4768	Senior Dietitian	10	8.00	5	4.17	252,288	133,050
4773	Nutrition Assistant	3	3.00	3	3.00	72,288	72,828
4775	Community Health Program Spec.	0	0.00	1	1.00	0	43,368
4844	Supv. Public Health Educator	1	1.00	0	0.00	40,152	0
4911	Social Services Aid II	23	22.00	23	22.00	417,648	411,048
5221	Eligibility Technician	6	6.00	6	6.00	142,128	141,336
5222	Eligibility Supervisor	1	1.00	1	1.00	26,556	27,132
5255	Patient Svcs. Specialist II	1	1.00	1	1.00	27,432	27,264
5261	Social Worker V	2	2.00	0	0.00	71,736	0
8801	Public Health Manager	1	1.00	0	0.00	45,648	0
8852	Admin. Child, Youth & Families	1	1.00	1	1.00	65,160	65,160
8871	WIC Program Mgr	0	0.00	1	1.00	0	52,104
9999	Extra Help/Rounding Adjustment	0	0.00	0	1.91	0	70,455
	Sub-Total	305	284.00	281	277.58	\$9,636,727	\$9,645,257
OFFICE OF AIDS COORDINATION							
0970	Chief Office of AIDS Coord.	1	1.00	1	1.00	\$56,892	\$56,676
2313	Mental Hlth Resource Dev. Spec	1	1.00	1	1.00	42,636	42,432
2367	Principal Admin. Analyst	1	1.00	1	1.00	49,500	50,100
2412	Analyst II	1	1.00	1	1.00	41,376	40,212
2413	Analyst III	1	1.00	1	1.00	45,048	44,736
2757	Administrative Secretary II	1	1.00	1	1.00	25,080	25,140
4107	Hlth. Planning & Prog. Spec.	1	1.00	1	1.00	54,744	51,720
5197	Alcohol & Drug Prog Spec II	0	0.00	1	1.00	0	40,536
9999	Extra Help	0	0.00	0	0.08	0	19,229
	Sub-Total	7	7.00	8	8.08	\$315,276	\$370,781
ADMINISTRATION							
0951	Asst Dep Dir, Community Hlth Svc	3	3.00	3	3.00	209,772	185,436
2223	Dep. Dir. Community Hlth. Svcs	1	1.00	1	1.00	91,932	91,572
2304	Administrative Assistant I	1	1.00	0	0.00	33,120	0
2305	Chief, Administrative Svcs (T)	1	1.00	1	1.00	52,152	51,948
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	43,176	43,668
2410	Legislative Analyst	1	1.00	1	1.00	41,832	41,676
2412	Analyst II	1	1.00	2	2.00	41,376	80,424
2422	Health Svcs. EDP Prog Admin	1	1.00	1	1.00	52,152	55,860
2730	Senior Clerk	1	1.00	1	1.00	23,556	23,160
2757	Administrative Secretary II	2	2.00	1	1.00	50,160	25,140
2758	Administrative Secretary III	2	2.00	2	2.00	61,536	59,928
3118	Dept'l Computer Specialist I	1	1.00	1	1.00	28,260	27,132
4107	Hlth. Planning & Prog. Spec.	1	1.00	0	0.00	54,744	0
	Sub-Total	17	17.00	15	15.00	\$783,768	\$685,944
9999	Extra Help/Rounding Adjustment	0	22.10	0	0.00	590,600	0
	Sub-Total	0	22.10	0	0.00	\$590,600	\$0
	Total	1,236	1,173.84	1,178	1,177.15	\$36,157,279	\$36,384,251

Note: Extra Help has been distributed to each applicable Sub-Program for the first time in FY 1995-96.

STAFFING SCHEDULE

Class Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
Salary Adjustments:					\$(20,037)	\$(108,260)
Premium/Overtime Pay:					298,170	307,391
Employee Benefits:					11,317,306	12,359,547
Salary Savings:					(1,508,301)	(1,475,632)
Total Adjustments					\$10,087,138	\$11,083,046
Program Totals	1,236	1,173.84	1,178	1,177.15	\$46,244,417	\$47,467,297

PROGRAM: ENVIRONMENTAL HEALTH SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41029
MANAGER: Dan Averis

ORGANIZATION #: 6000
REFERENCE: 1994-95 Proposed Budget —Pg. 18-30

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$14,089,542	\$14,096,971	\$7,095,200	\$15,682,510	0	(100.0)
Services & Supplies	1,065,243	1,442,160	744,729	2,550,976	0	(100.0)
Other Charges	61,791	61,750	0	61,750	0	(100.0)
Fixed Assets	36,242	92,812	164,290	237,758	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Operating Transfers	(19,262)	(30,449)	(12,255)	0	0	0.0
TOTAL DIRECT COST	\$15,233,556	\$15,663,244	\$7,991,964	\$18,532,994	\$0	(100.0)
PROGRAM REVENUE	(14,817,850)	(15,134,017)	(7,273,480)	(16,489,057)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$415,706	\$529,227	\$718,484	\$2,043,937	\$0	(100.0)
STAFF YEARS	303.35	293.25	148.49	337.67	0.00	(100.0)

PROGRAM MISSION

Protect and promote environmental health for our community.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Effective January 1, 1995, Environmental Health, previously a Service within the Department of Health Services, became a Department. Fiscal Year 1994-95 Estimate Actual information reflects the actuals for the first six months of the Fiscal Year prior to the formation of that new Department.

ACHIEVEMENT OF 1994-95 OBJECTIVES AND OUTCOME RESULTS

The new Department of Environmental Health substantially revised their program objectives and planned outcome results in the development of the FY 1995-96 Outcome and Output Objectives. For that reason, coupled with the mid-year move from being a Service in the larger Department of Health Services to becoming a separate Department, Achievement of 1994-95 Objectives and Outcome Results are not being reported here.

1995-96 PROGRAM OUTCOME AND OUTPUT RESULTS

Environmental Health Services is no longer a part of the Department of Health Services in 1995-96. Please refer to the new Department of Environmental Health's Program Budget for FY 1995-96 information.

1995-96 SUBPROGRAM ACTIVITIES

Environmental Health Services is no longer a part of the Department of Health Services in 1995-96. Please refer to the new Department of Environmental Health's Program Budget for FY 1995-96 information.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Bulk Asbestos Analysis Fee	\$3,813	\$3,729	0	(3,729)
Radiation Shielding	3,587	10,500	0	(10,500)
Pumper Truck Permit Fees	4,145	8,800	0	(8,800)
Construction Permits-Septic	103,100	225,237	0	(225,237)
Construction Permits-Grading	7,440	17,983	0	(17,983)
Monitoring Well Fees	231,300	500,000	0	(500,000)
Hazardous Materials Division Fees	109,693	219,720	0	(219,720)
Hazardous Materials Permit Fees	1,223,973	2,771,757	0	(2,771,757)
Base Permit Fee	540,947	1,086,022	0	(1,086,022)
Tank Installation Fees	82,513	138,818	0	(138,818)
Tank Closure Fees	67,916	171,575	0	(171,575)
Animal Permit Fees	3,424	3,520	0	(3,520)
Other Misc Permit Fees	1,599	5,995	0	(5,995)
Food Handling Establishment Fee	1,536,279	2,950,260	0	(2,950,260)
Food Plan Check Fees	184,490	331,331	0	(331,331)
Vending Vehicle Permit Fees	44,726	209,170	0	(209,170)
Housing Permit Fees	228,455	408,716	0	(408,716)
Water Permit Fees	5,075	86,010	0	(86,010)
Public Pool Permit Fees	337,952	786,429	0	(786,429)
Pool Plan Check Fees	6,800	20,100	0	(20,100)
Plan Check & Field Inspection	265,186	755,162	0	(755,162)
Charges Air Pollution Control Dist.	980	2,500	0	(2,500)
County DPW Asbestos Analysis Fee	6,763	5,800	0	(5,800)
Mobile Home Parks	40,413	85,039	0	(85,039)
Returned Check Fee	950	0	0	0
Sub-Total	\$5,041,519	\$10,804,173	\$0	\$(10,804,173)
CONTRACTS:				
Military Local Oversight Program		0	0	0
Military Underground Tank Program	\$35,588	60,500	0	(60,500)
State-Radiation Control Program	204,087	445,840	0	(445,840)
State Grant CILMB	58,420	39,299	0	(39,299)
State Toxic Substances	54,035	376,426	0	(376,426)
Housing/Community Development	7,345	0	0	0
City SD Household Toxics	108,270	222,800	0	(222,800)
San Diego Zoological Society	100,510	120,000	0	(120,000)
Unified Disaster Council-H.I.R.T. (Hazardous Mat'l Incident Response Team)	157,513	320,026	0	(320,026)
Office of Disaster Preparedness	0	10,000	0	(10,000)
State - Leaking Underground Tanks	692,793	1,400,000	0	(1,400,000)
County DPW-Road Fund	22,413	0	0	0
County DPW-Solid Waste Enforcement	266,486	681,705	0	(681,705)
County/DPW-Household Toxics	280,235	626,165	0	(626,165)
City (San Diego)-Solid Waste	62,848	125,000	0	(125,000)
City SD Misc Enforce Svcs	754	2,665	0	(2,665)
City SD Mission Bay Water Monitor	11,683	13,628	0	(13,628)
Encina Water District-Household Toxics	0	7,500	0	(7,500)
County-So. CA Hazardous Waste Mgmt. Authority-Joint Powers Agreement	0	30,000	0	(30,000)
Sweetwater Cross Conn Control	0	124,393	0	(124,393)
City (Escondido) Noise Control	298	1,000	0	(1,000)
City (Oceanside) Noise	236	1,000	0	(1,000)
City (Vista)-Noise Control	3,500	4,500	0	(4,500)
City (Chula Vista) Industrial Hygiene	608	1,700	0	(1,700)
City (Del Mar) Noise Control	534	0	0	0
City (Encinitas) Noise Control	4,750	9,000	0	(9,000)
City (La Mesa) Industrial Hygiene	160	1,500	0	(1,500)
City (Solana Beach) Noise Control	971	1,000	0	(1,000)
Helix Water District Industrial Hygiene	1,941	2,274	0	(2,274)
San Diego City Industrial Hygiene	9,016	21,000	0	(21,000)
City (San Diego) Water Utilities Vector Control	1,660	20,762	0	(20,762)
Unified Port Dist Rodent Ctr	6,109	34,472	0	(34,472)
Sub-Total	\$2,092,763	\$4,704,155	\$0	\$(4,704,155)
GRANTS:				
U.S. EPA Pollution Prevention	\$7,196	49,097	0	(49,097)
State Pollution Prevention	0	49,800	0	(49,800)
U.S. EPA Groundwater	0	0	0	0

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Sub-Total	\$7,196	\$98,897	\$0	\$(98,897)
OTHER:				
Fines and Penalties	\$98,376	\$202,900	0	(202,900)
Jury or Witness Fees	2,124	0	0	0
Other Miscellaneous Revenue	84,438	295,800	0	(295,800)
Sanitation Other Govt-Vector Control Dist.	1,222,403	2,841,348	0	(2,841,348)
EHS' revenue directed to Public Health Services' programs for support services	(132,367)	(172,275)	0	172,275
Sub-Total	\$1,274,974	\$3,167,773	\$0	\$(3,167,773)
REALIGNMENT:				
Health Account - Vehicle License Fees	334,452	\$668,905	0	(668,905)
Sub-Total	\$334,452	\$668,905	\$0	\$(668,905)
Total Direct Program Revenue	\$8,750,904	\$19,443,903	\$0	\$(19,443,903)
Department Overhead and County External Overhead Allocation:	\$(1,477,424)	\$(2,954,846)		
Total	\$7,273,480	\$16,489,057	\$0	\$(16,489,057)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
REALIGNMENT MATCH :				
Health Account - Vehicle License Fees	\$91,921	\$183,896	\$0	(183,896)
Sub-Total	\$91,921	\$183,896	\$0	\$(183,896)
GENERAL FUND SUPPORT:				
	\$626,563	\$1,860,041	\$0	(1,860,041)
Sub-Total	\$626,563	\$1,860,041	\$0	\$(1,860,041)
Total	\$718,484	\$2,043,937	\$0	\$(2,043,937)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Effective January 1, 1995, Environmental Health, previously a Service within the Department of Health Services, became a separate Department. Fiscal Year 1994-95 Actual information reflects the actuals for the first six months of the Fiscal Year prior to the formation of that new Department.

The total Realignment match requirement is \$4.4 Million. The Environmental Health Services program contributed \$91,921 of this amount in the first six months of the year with the balance being met in eligible programs within the Department of Health Services and the new Department of Environmental Health.

The General Fund Contribution of \$626,563 in FY 1994-95 provided the necessary funding for services that the Board has continuously supported including: the Hazardous Incident Response Team (HIRT); field offices in El Cajon, San Marcos, and Ramona; Occupational Health; Proposition 65, reporting and posting regarding recreational water safety; the Land Use Water Program which includes protection of the public water supply, reclaimed water, and cross connection control; Noise Control; Inspection of Non-Permitted Food Sites; and a Lead Poisoning Prevention Program.

PERFORMANCE MEASURES

1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
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ACTIVITY: ENVIRONMENTAL HEALTH SERVICES

Environmental Health Services is no longer a part of the Department of Health Services in FY 1995-96. Fiscal Year 1993-94 and FY 1994-95 Estimated Actual information has not been provided as it is not transferable to the significantly different format required in this FY 1995-96 budget document.

See the new Department of Environmental Health's Program Budget for FY 1995-96 performance indicators.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0952	Asst Dep Dir, Envrnmntl Hlth	1	1.00	0	0.00	\$64,056	\$0
2230	Dep Dir, Envrnmntl Hlth Svcs	1	1.00	0	0.00	82,248	0
2302	Admin Assistant III	3	3.00	0	0.00	132,804	0
2303	Admin Assistant II	2	2.00	0	0.00	81,120	0
2304	Admin Assistant I	4	4.00	0	0.00	132,480	0
2368	Admin Svcs Manager I	1	1.00	0	0.00	52,152	0
2427	Assoc Systems Analyst	3	3.00	0	0.00	146,736	0
2493	Intermediate Account Clerk	3	3.00	0	0.00	59,940	0
2525	Sr. Systems Analyst	1	1.00	0	0.00	49,896	0
2700	Intermediate Clerk Typist	40	37.75	0	0.00	757,416	0
2725	Principal Clerk I	1	1.00	0	0.00	26,532	0
2729	Office Support Secretary	2	2.00	0	0.00	45,456	0
2730	Senior Clerk	10	10.00	0	0.00	235,560	0
2745	Supervising Clerk	3	3.00	0	0.00	82,152	0
2756	Admin Secretary I	6	6.00	0	0.00	129,672	0
2757	Admin Secretary II	5	5.00	0	0.00	125,400	0
2758	Admin Secretary III	1	1.00	0	0.00	30,768	0
3008	Sr. Word Processor Operator	1	1.00	0	0.00	25,596	0
3009	Word Processor Operator	2	2.00	0	0.00	45,576	0
3114	Microcomputer Programmer	1	1.00	0	0.00	32,940	0
3119	Dept'l Computer Specialist II	1	1.00	0	0.00	35,208	0
3120	Dept'l Computer Specialist III	2	2.00	0	0.00	83,664	0
3161	Supv Industrial Hygienist	1	1.00	0	0.00	54,696	0
3163	Industrial Hygienist I	0	0.00	0	0.00	0	0
3615	Asst Civil Engineer	1	1.00	0	0.00	43,908	0
3692	Hydrogeologist	2	2.00	0	0.00	94,776	0
3710	Public Health Engineer	1	1.00	0	0.00	56,928	0
3857	Industrial Hygienist II	5	5.00	0	0.00	247,560	0
3860	Chf, Occupational/Radiol. Hlth	1	1.00	0	0.00	58,836	0
3888	Asst Noise Control Officer	1	1.00	0	0.00	38,472	0
4700	Chf, Env. Health Svcs	2	2.00	0	0.00	106,896	0
4701	Senior Health Physicist	1	1.00	0	0.00	54,444	0
4707	Env Hlth Technician	4	4.00	0	0.00	82,752	0
4708	Asst Chf, Comm Food & Hsg	1	1.00	0	0.00	51,252	0
4711	Chf, Vector Surv & Ctrl	1	1.00	0	0.00	60,576	0
4735	Registered Env Hlth Spec I	24	23.67	0	0.00	776,172	0
4740	Env Hlth Land Use Spec II	12	12.00	0	0.00	465,552	0
4741	Env Hlth Land Use Spec III	8	8.00	0	0.00	348,576	0
4742	Env Hlth Land Use Spec IV	3	3.00	0	0.00	146,304	0
4745	Registered Env Hlth Spec II	26	26.00	0	0.00	975,936	0
4748	Asst Chf, Haz Mat Mgmt	1	1.00	0	0.00	60,576	0
4751	Hazardous Materials Spec I	5	4.25	0	0.00	142,341	0
4752	Hazardous Materials Spec II	63	63.00	0	0.00	2,573,424	0
4753	Hazardous Materials Spec III	23	23.00	0	0.00	1,053,216	0
4754	Hazardous Materials Spec IV	5	5.00	0	0.00	249,540	0
4755	Registered Env. Hlth Spec III	10	10.00	0	0.00	428,400	0
4756	Chf, Hazardous Materials Mgmt	1	1.00	0	0.00	60,576	0
4757	Radiation Mgt Specialist	3	3.00	0	0.00	121,752	0
4758	Registered Env Hlth Spec IV	2	2.00	0	0.00	88,968	0

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
4761	Vector Control Tech II	23	23.00	0	0.00	685,032	0
4762	Vector Control Tech III	5	5.00	0	0.00	160,860	0
4766	Vector Control Tech IV	4	4.00	0	0.00	152,640	0
4767	Sr Vector Ecologist	3	3.00	0	0.00	144,540	0
4769	Vector Surv & Ctrl Mgr	2	2.00	0	0.00	98,736	0
9999	Extra Help	0	3.00	0	0.00	95,785	0
Total		338	337.67	0	0.00	\$12,237,394	\$0
Salary Adjustments:						\$(32,655)	\$0
Premium/Overtime Pay:						181,714	0
Employee Benefits:						3,701,667	0
Salary Savings:						(405,610)	0
Total Adjustments						\$3,445,116	\$0
Program Totals		338	337.67	0	0.00	\$15,682,510	\$0

PROGRAM #: 42001
 MANAGER: Joan Friedenberg

ORGANIZATION #: 6000
 REFERENCE: 1995-96 Proposed Budget —Pg. 18-36

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$32,286,219	\$32,461,161	\$29,681,439	\$32,540,673	\$29,405,935	(9.6)
Services & Supplies	32,130,257	34,854,962	48,800,471	36,039,804	60,498,707	67.9
Other Charges	8,575,540	9,686,815	8,510,412	6,778,276	4,317,568	(36.3)
Fixed Assets	140,463	7,523	137,882	107,719	96,950	(10.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Operating Transfers	0	0	(979,511)	0	(1,920,871)	
TOTAL DIRECT COST	\$73,132,479	\$77,010,461	\$86,150,693	\$75,466,472	\$92,398,289	22.4
PROGRAM REVENUE	\$(59,450,966)	\$(64,893,959)	\$(65,822,153)	\$(65,811,395)	\$(86,080,016)	30.8
NET GENERAL FUND CONTRIBUTION	\$13,681,513	\$12,116,502	\$20,328,540	\$9,655,077	\$6,318,273	(34.6)
STAFF YEARS	665.13	658.31	597.31	694.23	602.56	(13.2)

PROGRAM MISSION

To promote mental health and eliminate the debilitating effects of mental illness. The purpose of MHS is to provide, within the limits 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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Authorized budgeted levels for FY 1994-95, including prior year appropriations and mid-year Board actions, total \$88.2 Million. The FY 1994-95 Actuals show an anticipated \$2.0 Million savings when compared to the adjusted budget. Due to revenue shortfalls, net County cost has increased substantially despite Mental Health Services' on-going County operated programs generating cost savings to cover approximately \$2.0 Million in revenue shortfalls. Unbudgeted costs associated with patients placed in State Hospitals and alternative private facilities increased net County cost by approximately \$2.6 Million which was authorized by the Board of Supervisors on 12/14/94 (12). This authorization was based on available funding from SB 90 revenue generated by Mental Health Services' AB 3632 program for handicapped and disabled students. Net County cost also increased due to Federal billing criteria changes for the Medi-Cal Administrative Claiming (SB-910) program and cancellation of revenue accruals from prior years.

The mid-year contracting out of acute psychiatric inpatient services for children and adolescents formerly provided by County staff accounts for approximately 48.00 staff years underutilized compared to the FY 1994-95 Budget. The additional underutilization of 49.00 staff years was the result of cost containment measures taken to offset revenue shortfalls.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. 24-Hour Services: Provide 140,813 days of 24-hour care.
 - Provided 205,446 days of 24-hour care.
2. Outpatient Services: Provide 183,304 outpatient visits.
 - Provided 255,524 Outpatient visits.

Achievement of 1994-95 Objectives (continued)

3. Partial Day Treatment Services: Provide 159,431 days of treatment.
 - Provided 243,045 days of Partial Day Treatment Services.
4. Community Client Care Services: Provide 106,418 contacts of community services.
 - Provided 156,620 community services contacts.
5. Case Management Services: Provide case management services to 4,400 clients and 73,000 supplemental rate days.
 - Provided case management services to 3,381 clients and provided 71,471 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.
 - Trained 80 mental health clients; coordinated 24,000 hours of volunteer services; provided 10 Mental Health Board meetings; and provided 1,143 hours of public relations services.
7. Program Support: Provide program support services to Mental Health Services system.
 - Program support services were provided to the Mental Health Services system.
8. Administration: Provide administration and management to 95 county and contracted programs.
 - Administration and management was provided to 95 county and contracted programs.

ACHIEVEMENT OF 1994-95 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. For FY 1994/95, GAF scale scores report the following improvement between admission and discharge:
 - 24-hour services, an improvement of 10 points;
 - Outpatient services, an improvement of 1 point;
 - Day Treatment, an improvement of 1 point.
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. For FY 1994/95 GAF scale score report the following improvement between admission and discharge:
 - 24-hour services, an improvement of 9 points;
 - Outpatient services, an improvement of 1 point;
 - Day Treatment, an improvement of 2 points.
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).
 - Mental Health Services participated in the California State Department of Mental Health's Adult Performance Outcome Survey. It did not implement the Child and Youth Performance Outcome Survey because the State discontinued this survey after the pilot (i.e. the State never finalized the survey.)

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. 24-Hour Services: For children and adults between admission and discharge, the overall level of functioning (as measured by the Global Assessment of Functioning (GAF) Scale) will improve by 8 points for adults and 6 points for children.
 - a. Provide 147,976 days of 24-hour care.
2. Outpatient Services: For children and adults between admission and discharge, the overall level of functioning (as measured by the Global Assessment of Functioning (GAF) Scale) will improve by 2 points for adults and 1 point for children.
 - a. Provide 228,182 outpatient visits.
3. Partial Day Treatment Services: For children and adults between admission and discharge, the overall level of functioning (as measured by the Global Assessment of Functioning (GAF) Scale) will improve by 1 point for adults and 1 point for children.
 - a. Provide 223,408 days of treatment.
4. Community Client Care Services: In 85% of completed cases, the immediate presenting problem/crisis is resolved and/or a referral is made to an appropriate service.
 - a. Provide 125,686 contacts of community services.

5. **Case Management Services:** For children and adults between admission and discharge, the overall level of functioning (as measured by the Global Assessment of Functioning (GAF) Scale) will improve by 2 points for adults and 2 points for children.
 - a. Provide case management services to 4,400 clients
 - b. Provide supplemental rate services to 220 clients.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. **24-Hour Services** [167.00 SY; E = \$34,084,358; R = \$30,922,463] 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 147,976 days of 24-hour care.
 - Provided with 93.42 less County staff years (SY) with the contracting out of acute psychiatric services at the Loma Portal Facility.
 - Decreased by 1.00 SY Associate Hospital Administrator as part of the Department's administrative reductions.
2. **Outpatient Services** [117.43 SY; E = \$12,961,154; R = \$12,808,166] provides diagnosis and treatment on a regularly scheduled basis for adults, adolescents and children. These services are:
 - Mandated/Discretionary Service Level.
 - Able to provide 228,182 outpatient visits.
 - Increased by 1.00 staff year (SY) Senior Clinical Psychologist to support the Polinsky Children's Center.
 - Decreasing by 0.50 SY Senior Psychiatric Social Worker and 1.00 SY Mental Health Program Manager to offset the addition of positions needed for Managed Care.
 - Decreasing by 0.42 SY Senior Psychiatric Social Worker as a part of the Department's administrative reductions.
3. **Partial Day Treatment Services** [58.42 SY; E = \$10,575,225; R = \$9,846,096] 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 223,408 days of treatment.
 - Decreased from FY 1994-95 Budgeted levels, reflecting the cancellation of plans to expand Partial Hospitalization Programs.
 - Decreased by 1.42 staff years (SY) with the contract out of acute psychiatric services at the Loma Portal Facility.
 - Decreasing by 0.50 SY Occupational Therapist II to offset the addition of positions needed for Managed Care.
4. **Community Client Care Services** [72.42 SY; E = \$3,781,948; R = \$3,781,948] 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 125,686 contacts of community services.
 - Decreasing by 1.00 staff year (SY) Mental Health Specialist to offset the addition of positions needed for Managed Care.
 - Decreasing by 1.00 staff year (SY) Mental Health Manager as a part of the Department's administrative reductions.
 - Increasing by 3.00 staff year (SY) to support the expansion of Juvenile Hall.

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5. Case Management Services [65.91 SY; E = \$5,640,171; R = \$4,196,498] 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 case management services to 4,400 clients.
 - Able to provide supplemental rate services to 220 clients.
 - Decreasing by 1.00 staff year (SY) Senior Account Clerk and 1.00 SY Mental Health Program Manager as a part of the Department's administrative reductions.
6. Special Programs [11.25 SY; E = \$1,257,274; R = \$1,198,780] These services are:
- Mandatory/Discretionary Service Level.
 - Employment Services, Mental Health Advisory Board, Volunteer Coordination, Public Relations, etc.
 - Increased to add the Treatment Evaluation Resource Management (TERM) Team, including 8.58 staff years.
 - Being reduced by 0.50 staff year (SY) Public Information Specialist and 0.50 SY Board Secretary as part of the Department's administrative reductions.
 - Being reduced by 1.00 SY Regional Program Manager, 0.83 SY Intermediate Clerk, and 0.83 SY Patient's Rights Specialist to offset the addition of positions needed for Managed Care.
7. Program Support Services [84.00 SY; E = \$3,866,258; R = \$3,120,896] These services are:
- 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.
 - Decreasing by 1.00 staff year (SY) Utilization Review specialist to offset the addition of positions needed for Managed Care.
 - Decreasing by 1.00 SY Departmental Computer Specialist I and 1.00 SY Eligibility Technician as a part of the Department's administrative reductions.
8. Mental Health General Administration [15.13 SY; E = \$343,421; R = \$316,689] 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.
9. Managed Care [11.00 SY; E = \$19,888,480; R = \$19,888,480] includes acute inpatient hospital services and residential settings to children, youth and adults who are Medi-Cal eligible. Services include assessment and treatment authorization, inpatient services, community residential, transitional and community based services. This Sub-Program activity is:
- Mandated/Discretionary Service Level.
 - Able to provide 43,800 days of inpatient hospital care.
 - The result of AB 757, Polanco. Mental Health: Medi-Cal Managed Care. This Managed Care program was implemented mid-year in FY 1994-95.
 - Also supported by a risk reserve pool designation in the General Fund.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Patient Fee, Insurance Revenues and Medicare	\$765,890	\$4,220,446	\$2,620,446	(1,600,000)
Medi-Cal Federal Financial Participation	12,468,652	12,075,996	11,745,126	(330,870)
Medi-Cal Administrative Claiming (SB910)	2,004,432	5,861,674	3,922,454	(1,939,220)
Medi-Cal Administrative Claiming (SB910) 92-93 & 93-94	(2,476,093)	0	0	0
Dupl Charges Records & Files	10,916	0	1,000	1,000
Community Services	0	0	0	0
Carlsbad CARE Crew	5,000	0	0	0
Jury or Witness Fees	50	0	0	0
Sub-Total	\$12,778,847	\$22,158,116	\$18,289,026	\$(3,869,090)
SUBVENTIONS:				
S.E.P.-AB 3632 (11.11% match)	\$825,373	\$813,557	\$813,557	0
State Mandated Costs (Conditional Release Program)	650,308	668,972	668,442	(530)
SB 855 Disproportionate Share Trust Funds	632,530	90,000	440,716	350,716
SLIAG	800,291	0	0	0
Vehicle License Fees (legislative backfill Tobacco Tax)	915,284	430,500	430,500	0
Gun Control Law	10,040	0	0	0
HMS Retro moved from 9382	0	0	600,000	600,000
Sub-Total	\$3,833,826	\$2,003,029	\$2,953,215	\$950,186
GRANTS: (No Match Required)				
Federal Block Grant - ADAMHA-SAMHSA	\$1,679,300	\$1,741,248	\$1,497,672	(243,576)
Other State Aid/Grants - PATH	257,884	254,612	254,612	0
NIMH Related Trust Fund	70,102	215,520	0	(215,520)
McKinney NIMH Homeless/Demonstration	388,913	287,457	218,841	(68,616)
CARES	85,000	85,000	85,000	0
Early Mental Health Initiative (formerly PIP)	45,924	61,894	2,498	(59,396)
Rehabilitation Cooperative Program	372,352	398,840	398,840	0
Projecta Informa	6,975	6,975	0	(6,975)
CALTRANS Employment Services	560,004	565,947	560,004	(5,943)
Poway Schl Dist	0	0	35,268	35,268
San Ysidro Schl Dist	0	0	14,000	14,000
Misc State Revenue	(147,668)	0	0	0
Sub-Total	\$3,318,786	\$3,617,493	\$3,066,735	\$(550,758)
MANAGED CARE:				
State Managed Care	\$3,473,945	\$0	\$10,743,045	10,743,045
Federal Managed Care	2,734,082	0	9,645,435	9,645,435
Sub-Total	\$6,208,027	\$0	\$20,388,480	\$20,388,480
REALIGNMENT REVENUE:				
Mental Health Account - Realignment	\$48,420,877	\$48,139,380	\$50,839,380	2,700,000
Realignment Allocations:				
DSS Conservator	(1,240,417)	(1,240,417)	(1,240,417)	0
Mental Health Counselor/Superior Court	(750,557)	(750,557)	(776,612)	(26,055)
Public Health Lab	(169,111)	(284,548)	(284,548)	0
Budgeted in Administrative Support Program	0	0	(200,000)	(200,000)
Sub-Total	\$46,260,792	\$45,863,858	\$48,337,803	\$2,473,945
Total Direct Program Revenue	\$72,400,278	\$73,642,496	\$93,035,259	\$19,392,763
Department Overhead and County External Overhead Allocation:	\$(6,578,125)	\$(7,831,101)	\$(6,955,243)	875,858
Total	\$65,822,153	\$65,811,395	\$86,080,016	\$20,268,621

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
REALIGNMENT MATCH:				
Mental Health Account - Sales Tax (Fixed Amount)	\$4,805,140	\$4,701,332	\$4,805,140	\$103,808
Sub-Total	\$4,805,140	\$4,701,332	\$4,805,140	\$103,808
OTHER MATCH REQUIREMENTS:				
Medi-Cal Administrative Claiming (MAC/SB910)				
General Fund Support	\$1,451,485	\$2,288,286	\$1,422,747	\$(865,539)
S.E.P. - AB3632 Match	91,699	90,386	90,386	0
Sub-Total	1,543,184	2,378,672	1,513,133	(865,539)
GENERAL FUND SUPPORT COSTS:				
	\$13,980,216	\$2,575,073	\$0	(2,575,073)
Sub-Total	\$13,980,216	\$2,575,073	\$0	\$(2,575,073)
Total	\$20,328,540	\$9,655,077	\$6,318,273	\$(3,336,804)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The required match for Mental Health Realignment Sales Tax revenues is currently a fixed amount of \$4,805,140. The match on Special Educational Pupil Funds (AB 3632) is \$90,386 (11.11%). Medi-Cal Administrative Claiming (MAC/SB910) is expected to generate an average of 58 cents of MAC revenue for each \$1.00 spent on claimable activities, with the remaining 42 cents of County cost required as a match. The entire match amount required for FY 1995-96, based on this ratio, would be \$2,840,398. The full amount is not shown above as MAC match, however, as to the degree that Realignment and MAC programs overlap the Realignment required match can also be the County support required to claim MAC reimbursement.

The FY 1995-96 Adopted Budget direct program revenue for the Mental Health Services program is increasing by \$19,392,763 over the FY 1994-95 Adopted Budget level. This change is made up of \$20,388,480 in added revenue for the newly implemented Managed Care Program; a \$2,473,945 increase to the State Mental Health Account Realignment budgeted revenue due to higher receipts of vehicle license fees and sales tax due to an improving State economy; and revenue reductions for Medi-Cal Administrative Claiming (MAC/SB910) revenue due to anticipated changes in the Federal claiming criteria in the amount of \$1,939,220, the decrease of \$1,600,000 in Medicare revenue due to the decision not to expand partial hospitalization programs, and \$69,558 in other adjustments to categorical funding to reflect anticipated levels.

FIXED ASSETS

Category	Total Cost
4501 OFFICE EQUIPMENT	\$19,000
4502 MODULAR FURNITURE & EQUIPMENT	4,000
4503 DATA PROCESSING EQUIPMENT	73,500
4506 ELECTRONIC EQUIP. - AUDIO/VISUAL	450
Total	\$96,950

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
None	\$0
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: 24-HOUR SERVICES					
% OF RESOURCES: 36.6%					
<u>OUTCOME (Planned Result)</u>					
Between admission and discharge, the overall level of functioning (as measured by the Global Assessment of Functioning (GAF) Scale) will improve by 8 points for adults and 6 points for children.	0	Adults 9	10	Adults 8	Adults 8
	0	C&A 8	9	C&A 6	C&A 6
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per client discharged with an improved level of functioning	0	N/A	N/A	N/A	\$9,996.02
<u>OUTPUT (Service or Product)</u>					
# of days of Local Inpatient/Residential care	0	108,921	205,446	112,257	110,942
<u>EFFICIENCY (Input/Output)</u>					
Cost per day of Local Inpatient/Residential care	\$0	\$217.59	\$170.31	\$210.89	\$213.63
<u>OUTPUT (Service or Product)</u>					
# of days of State Hospital/Alternatives care	0	35,705	34,378	28,556	37,034
<u>EFFICIENCY (Input/Output)</u>					
Cost per day of State Hospital/Alternatives care	\$0	\$301.85	\$218.80	\$235.85	\$291.02
ACTIVITY B: OUTPATIENT SERVICES					
% OF RESOURCES: 14.2%					
<u>OUTCOME (Planned Result)</u>					
Between admission and discharge, the overall level of functioning (as measured by the GAF Scale) will improve by 2 points for adults and 1 point for children	0	Adults 2	1	Adults 2	Adults 2
	0	C&A 2	1	C&A 1	C&A 1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per client discharged with an improved level of functioning	0	N/A	N/A	N/A	\$2,277.17
<u>OUTPUT (Service or Product)</u>					
# of outpatient visits	0	348,237	255,524	183,304	228,172
<u>EFFICIENCY (Input/Output)</u>					
Cost per outpatient visit	\$0	\$89.46	\$93.75	\$105.83	\$97.32

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C: PARTIAL DAY TREATMENT SERVICES					
% OF RESOURCES: 11.3%					
<u>OUTCOME (Planned Result)</u>					
Between admission and discharge, the overall level of functioning (as measured by the GAF Scale) will improve by 1 point for adults and 1 point for children	0	Adults 1	1	Adults 1	Adults 1
	0	C&A 1	2	C&A 2	C&A 1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per client discharged with an improved level of functioning	0	N/A	N/A	N/A	\$12,433.43
<u>OUTPUT (Service or Product)</u>					
# of days of treatment	0	152,422	243,045	159,431	223,408
<u>EFFICIENCY (Input/Output)</u>					
Cost per day of treatment	0	\$67.13	\$47.19	\$43.18	\$45.80
ACTIVITY D: COMMUNITY CLIENT CARE SERVICES					
% OF RESOURCES: 5.3%					
<u>OUTCOME (Planned Result)</u>					
In 85% of completed cases, the immediate presenting problem/crisis is resolved and/or a referral is made to an appropriate service.	0	N/A	N/A	N/A	85%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per resolved and/or appropriately referred case	0	N/A	N/A	N/A	\$53.88
<u>OUTPUT (Service or Product)</u>					
# of community services contacts	0	151,741	156,620	106,418	125,686
<u>EFFICIENCY (Input/Output)</u>					
Cost per community services contact	\$0	\$37.94	\$34.66	\$29.94	\$45.80

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY E:					
CASE MANAGEMENT SERVICES					
% OF RESOURCES: 6.0%					
<u>OUTCOME (Planned Result)</u>					
Between admission and discharge, the overall level of functioning (as measured by the GAF Scale) will improve by 2 points for adults and 2 points for children	0	Adults N/A C&A 2	4 2	Adults N/A C&A 0	Adults 2 C&A 2
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per client discharged with an improved level of functioning	0	N/A	N/A	N/A	\$8,328.17
<u>OUTPUT (Service or Product)</u>					
# of case management clients served	0	N/A	N/A	N/A	4,400
<u>EFFICIENCY (Input/Output)</u>					
Cost per case management client	0	N/A	N/A	N/A	\$1,582.35
<u>OUTPUT (Service or Product)</u>					
# of supplemental rate clients served	0	N/A	N/A	N/A	220
<u>EFFICIENCY (Input/Output)</u>					
Cost per supplemental rate client	0	N/A	N/A	N/A	\$3,804.56

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
24-HOUR CARE							
0301	Mental Health Hospital Admin.	2	1.50	1	0.75	\$92,970	\$49,491
0335	Clinical Director, MHS	0	0.17	0	0.00	18,690	0
0340	Medical Director	2	1.50	2	1.50	170,100	169,434
2304	Admin. Assistant I	1	1.00	1	1.00	33,120	34,860
2412	Analyst II	1	0.50	2	1.25	20,688	50,265
2700	Intermediate Clerk Typist	6	6.00	3	3.00	120,384	58,896
2706	Admissions Clerk	5	5.00	5	5.00	108,360	107,160
2707	Senior Admissions Clerk	2	1.50	2	1.50	34,074	34,434
2708	Hospital Unit Clerk	3	3.00	3	3.00	63,072	65,232
2709	Departmental Clerk	1	1.00	0	0.00	15,636	0
2730	Senior Clerk	5	5.00	4	4.00	117,780	92,640
2745	Supervising Clerk	1	1.00	1	1.00	27,384	27,084
2756	Administrative Secretary I	0	0.17	0	0.17	3,602	3,600
2757	Administrative Secretary II	3	3.33	0	0.17	83,600	4,190
2761	Group Secretary	2	2.00	2	2.00	51,336	52,224
3042	Medical Records Manager	2	1.75	1	1.00	69,153	39,684
3046	Medical Records Clerk	5	4.50	3	3.00	93,798	62,352
3049	Medical Records Technician	1	0.75	0	0.00	16,074	0
3055	Sr. Medical Records Tech.	1	1.00	1	1.00	26,316	26,220
4099	Assoc. Hospital Administrator	1	1.00	0	0.00	52,140	0
4109	Chief Forensic MHS	1	0.50	1	0.50	33,096	32,778
4135	Assoc. Medical Director	1	0.50	0	0.00	59,568	0
4162	Consultant, Internal Medicine	1	0.75	1	0.75	68,679	68,409
4192	Senior Physician	2	1.08	1	0.75	83,486	59,148
4193	Physician	1	1.00	1	1.00	66,396	62,052
4195	Supervising Psychiatrist	2	2.00	0	0.00	202,320	0
4196	Psychiatrist II	3	2.50	3	2.50	239,130	238,260
4198	Psychiatrist I	1	1.00	1	1.00	74,640	74,208
4199	Psychiatrist III	6	2.83	3	2.00	269,246	183,624
4314	Utilization Review Specialist	1	0.50	1	0.50	21,024	20,514
4400	Occupational Therapist II	4	3.00	1	1.00	107,928	37,536
4406	Recreational Therapy Aid	1	1.00	0	0.00	20,388	0
4407	Recreational Therapist	6	6.00	4	4.00	190,224	123,552
4408	Recreation Therapy Supervisor	1	1.00	1	1.00	36,684	36,540
4504	Chief Nurse	3	2.25	2	1.50	140,589	93,366
4517	Certified Nurse Practitioner	1	0.75	0	0.00	34,974	0
4525	Psychiatric Nurse II	52	51.33	33	33.00	2,048,200	1,307,988
4526	Head Psychiatric Nurse	4	3.92	2	2.00	171,456	90,168
4527	Clinical Nurse Specialist	5	5.00	3	3.50	249,540	178,248
4531	Psych. Inservice Educ. Coord.	1	1.00	0	0.00	48,096	0
4535	Psych. Nursing Insrvc. Instruc.	1	1.00	1	1.00	42,612	42,444
4618	Psychiatric Technician	8	7.50	7	7.00	179,010	164,556
4625	Licensed Vocational Nurse	46	45.25	31	30.50	1,063,194	716,994
4831	Mental Health Consultant II	3	2.00	0	0.00	69,864	0
4839	Mental Health Aid	30	30.00	10	10.00	640,080	215,400
5087	Sr. Clinical Psychologist	8	7.08	5	5.08	336,090	239,852
5249	Psych. Social Worker Coord.	1	1.00	1	1.00	43,404	43,236
5250	Sr. Psychiatric Social Worker	11	8.50	6	6.50	314,772	238,602
6520	Linen Marker & Distributor	3	2.50	1	1.00	42,870	17,064
7030	Senior Custodian	2	2.00	2	2.00	41,184	41,256
7031	Custodian	17	17.00	14	14.00	313,140	258,384
7085	Supervising Custodian	1	1.00	1	1.00	21,324	21,228
7520	Sewing Room Operator	1	0.50	0	0.00	8,310	0
9999	Extra Help	0	11.25	0	3.58	279,061	145,586
	Sub-Total	273	266.16	168	167.00	\$8,778,856	\$5,628,759

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
OUTPATIENT SERVICES							
0301	Mental Health Hospital Adminis.	0	0.17	0	0.00	\$10,330	\$0
0335	Clinical Director, MHS	0	0.17	0	0.00	18,690	0
0340	Medical Director	0	0.17	0	0.17	18,900	18,826
2303	Administrative Assistant II	1	0.75	1	0.75	30,420	29,421
2355	Regional Manager, MHS	3	2.08	3	2.08	116,925	116,475
2411	Analyst I	1	0.50	1	0.50	17,658	17,502
2412	Analyst II	4	2.75	4	2.75	113,784	110,583
2493	Intermediate Account Clerk	1	0.00	0	0.00	0	0
2700	Intermediate Clerk Typist	17	15.42	16	14.42	309,320	283,028
2730	Senior Clerk	7	5.92	7	5.92	139,373	137,030
2745	Supervising Clerk	0	0.50	0	0.50	13,692	13,542
2756	Administrative Secretary I	1	1.17	1	1.17	25,214	25,200
2757	Administrative Secretary II	2	2.08	2	1.92	52,250	48,185
2761	Group Secretary	1	1.00	1	1.00	25,668	26,112
3042	Medical Records Manager	0	0.17	0	0.00	6,586	0
3046	Medical Records Clerk	5	4.25	5	4.00	88,587	83,136
3049	Medical Records Technician	0	0.17	0	0.00	3,572	0
4108	Mental Health Program Mgr.	10	10.25	9	9.25	491,262	442,668
4109	Chief Forensic MHS	0	0.50	1	0.50	33,096	32,778
4117	Chief Child & Adolescent Svcs.	1	1.00	1	1.00	56,124	50,940
4118	Forensic Services Manager	0	0.50	1	0.50	28,386	27,306
4119	Juvenile Forensic Svcs. Mgr.	0	0.50	0	0.50	25,164	23,592
4195	Supervising Psychiatrist	3	2.75	2	1.75	278,190	182,700
4196	Psychiatrist II	19	7.83	10	8.83	749,274	841,852
4199	Psychiatrist III	10	5.58	6	5.17	530,573	474,362
4504	Chief Nurse	0	0.67	0	0.50	41,656	31,122
4525	Psychiatric Nurse II	14	14.08	15	15.08	561,925	597,843
4527	Clinical Nurse Specialist	1	1.00	0	0.00	49,908	0
4625	Licensed Vocational Nurse	3	3.00	3	3.00	70,488	70,524
4831	Mental Health Consultant II	3	1.50	0	0.00	52,398	0
4833	Mental Hlth. Case Mgmt. Asst.	1	1.00	1	1.00	22,968	21,648
5087	Sr. Clinical Psychologist	10	6.25	10	7.50	296,550	353,880
5102	Licensed Mental Hlth Clinician	0	0.00	3	2.50	0	81,210
5250	Sr. Psych. Social Worker	32	27.17	24	22.25	1,006,036	816,753
5251	Psychiatric Social Worker	1	1.00	1	1.00	33,300	33,168
9999	Extra Help	0	0.64	0	1.92	32,120	90,450
	Sub-Total	151	122.49	128	117.43	\$5,350,387	\$5,081,836

PARTIAL DAY TREATMENT SERVICES

0301	Mental Health Hospital Admin.	0	0.33	0	0.25	\$20,660	\$16,497
0335	Clinical Director, MHS	0	0.17	0	0.00	18,690	0
0340	Medical Director	0	0.33	0	0.33	37,800	37,652
0740	Emergency Room Psychiatrist	0	0.00	5	5.00	0	665,580
2412	Analyst II	0	0.08	0	0.33	3,448	13,404
2700	Intermediate Clerk Typist	2	0.50	0	0.50	10,032	9,816
2706	Admissions Clerk	7	7.00	7	7.00	151,704	150,024
2707	Senior Admissions Clerk	1	1.50	1	1.50	34,074	34,434
2730	Senior Clerk	0	0.17	0	0.17	3,926	3,860
2745	Supervising Clerk	1	0.50	1	0.50	13,692	13,542
2756	Administrative Secretary I	0	0.17	0	0.17	3,602	3,600
2757	Administrative Secretary II	0	0.33	0	0.17	8,360	4,190
3042	Medical Records Manager	0	0.08	0	0.00	3,293	0
3046	Medical Records Clerk	0	0.25	1	1.00	5,211	20,784
3049	Medical Records Technician	0	0.08	0	0.00	1,786	0
4108	Mental Health Program Mgr.	2	2.00	2	2.00	95,856	95,712
4135	Associate Medical Director	0	0.50	0	0.00	59,568	0
4162	Consultant, Internal Medicine	0	0.25	0	0.25	22,893	22,803

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
PARTIAL DAY TREATMENT SERVICES (continued)							
4192	Senior Physician	0	0.25	0	0.25	19,266	19,716
4193	Physician	1	0.50	1	0.50	33,198	31,026
4195	Supervising Psychiatrist	0	0.25	0	0.25	25,290	26,100
4196	Psychiatrist II	3	2.00	2	2.00	191,304	190,608
4197	Psychiatric Emerg. Physician	5	5.00	0	0.00	604,380	0
4199	Psychiatrist III	1	0.67	0	0.50	63,352	45,906
4400	Occupational Therapist II	2	1.50	1	1.00	53,964	37,536
4504	Chief Nurse	0	0.08	0	0.00	5,207	0
4525	Psychiatric Nurse II	14	14.17	14	13.75	565,250	544,995
4526	Head Psychiatric Nurse	0	0.08	0	0.00	3,648	0
4527	Clinical Nurse Specialist	1	0.50	1	0.50	24,954	25,464
4618	Psychiatric Technician	6	6.50	6	6.00	155,142	141,048
4625	Licensed Vocational Nurse	6	6.25	6	6.00	146,850	141,048
5250	Sr. Psychiatric Social Worker	6	5.00	5	5.00	185,160	183,540
9999	Extra Help	0	2.09	0	3.50	62,703	7,650
	Sub-Total	58	59.08	53	58.42	\$2,634,263	\$2,486,535
COMMUNITY CARE SERVICES							
0335	Clinical Director, MHS	0	0.08	1	1.00	\$9,345	\$112,956
2303	Admin Assistant II	0	0.25	0	0.25	10,140	9,807
2306	Administrative Trainee	1	1.00	1	1.00	29,724	29,604
2355	Regional Manager, MHS	0	0.92	0	0.92	51,447	51,249
2412	Analyst II	0	0.67	0	0.67	27,584	26,808
2700	Intermediate Clerk Typist	8	7.83	7	7.83	157,034	153,784
2714	Int. Transcriber Typist	3	3.00	3	3.00	63,720	64,404
2724	Senior Transcriber Typist	1	1.00	1	1.00	26,304	26,196
2730	Senior Clerk	1	1.92	1	1.92	45,149	44,390
2756	Administrative Secretary I	0	0.08	0	0.08	1,801	1,800
2757	Administrative Secretary II	0	0.42	2	1.25	10,450	31,425
4108	Mental Health Program Mgr.	5	4.75	4	3.75	227,658	179,460
4119	Juvenile Forensic Svcs. Mgr.	2	1.50	2	1.50	75,492	70,776
4196	Psychiatrist II	3	1.42	1	1.42	135,507	135,014
4199	Psychiatrist III	4	1.25	1	1.00	118,785	91,812
4525	Psychiatric Nurse II	7	7.00	7	7.00	279,300	277,452
4527	Clinical Nurse Specialist	0	0.00	1	1.00	0	50,928
4831	Mental Health Consultant II	5	3.83	0	0.00	133,906	0
4832	Mental Health Consultant I	2	2.00	2	2.00	65,592	62,880
4836	Mental Health Specialist	3	3.00	2	2.00	81,900	54,384
4838	Mental Health Assistant	1	0.00	0	0.00	0	0
4910	Comm. Living Specialist	2	2.00	2	2.00	30,000	30,648
5035	Chief Probation/Welfare Psych.	1	1.00	1	1.00	57,492	57,276
5087	Senior Clinical Psychologist	10	6.50	8	6.50	308,412	306,696
5102	Licensed Mental Hlth Clinician	0	0.00	10	7.58	0	246,337
5250	Sr. Psychiatric Social Worker	18	15.25	18	16.75	564,738	614,859
8805	Consumer Affairs Specialist	0	0.00	0	0.00	0	0
9999	Extra Help	0	0.00	0	0.00	1,777	0
	Sub-Total	77	66.67	75	72.42	\$2,513,257	\$2,730,945
CASE MANAGEMENT SERVICES							
0335	Clinical Director, MHS	0	0.17	0	0.00	\$18,690	\$0
2412	Analyst II	1	1.00	1	1.00	41,376	40,212
2510	Senior Account Clerk	1	1.00	0	0.00	23,076	0
2700	Intermediate Clerk Typist	2	2.00	2	2.00	40,128	39,264
2730	Senior Clerk	1	1.00	1	1.00	23,556	23,160
2756	Administrative Secretary I	1	1.08	1	1.08	23,413	23,400
2757	Administrative Secretary II	0	0.17	0	0.08	4,180	2,095
4108	Mental Health Program Mgr.	5	5.00	4	4.00	239,640	191,424
4114	Chief MH Case Management	1	1.00	1	1.00	56,124	55,908
4135	Associate Medical Director	0	0.00	1	1.00	0	83,652

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
<u>CASE MANAGEMENT SERVICES (continued)</u>							
4195	Supervising Psychiatrist	0	0.00	1	0.50	0	52,200
4199	Psychiatrist III	1	0.08	0	0.08	7,919	7,651
4525	Psychiatric Nurse II	1	0.67	1	0.67	26,600	26,424
4618	Psychiatric Technician	1	0.50	1	0.50	11,934	11,754
4827	Case Management Aid I	2	2.00	2	2.00	40,656	41,424
4828	Case Management Aid II	2	2.00	2	2.00	47,808	47,592
4831	Mental Health Consultant II	1	1.00	0	0.00	34,932	0
4833	MH Case Mgmt Assistant	4	4.00	4	4.00	91,872	86,592
4835	MH Case Management Clinician	23	21.25	20	20.00	782,340	736,320
4910	Comm. Living Specialist	4	2.00	2	2.00	30,000	30,648
5087	Senior Clinical Psychologist	1	0.50	0	0.50	23,724	23,592
5102	Licensed Mental Hlth Clinician	0	0.00	0	0.00	0	0
5250	Sr. Psychiatric Social Worker	21	20.00	23	22.50	740,640	825,930
9999	Extra Help	0	0.00	0	0.00	0	0
	Sub-Total	73	66.42	67	65.91	\$2,308,608	\$2,349,242
<u>SPECIAL PROGRAMS</u>							
0335	Clinical Director, MHS	0	0.00	0	0.00	\$0	\$0
2337	Public Information Specialist	1	1.00	1	0.50	37,956	18,612
2355	Regional Manager, MHS	1	1.00	0	0.00	56,124	0
2412	Analyst II	0	0.00	1	1.00	0	40,212
2700	Intermediate Clerk Typist	1	0.84	2	2.00	16,854	39,264
2754	Board Secretary	1	1.00	1	0.50	28,152	14,190
2756	Administrative Secretary I	0	0.08	0	0.08	1,801	1,800
2757	Administrative Secretary II	0	0.17	0	0.17	4,180	4,190
4119	Juvenile Forensic Svcs Mgr	0	0.00	1	1.00	0	47,184
4195	Supervising Psychiatrist	0	0.00	1	1.00	0	104,400
4831	Mental Health Consultant II	1	1.00	0	0.00	34,932	0
4832	Mental Health Consultant I	0	0.00	1	1.00	0	31,440
5087	Senior Clinical Psychologist	0	0.00	1	1.00	0	47,184
5102	Licensed Mental Hlth Clinician	0	0.00	2	2.00	0	64,968
5247	Patient's Rights Specialist	1	0.83	0	0.00	0	0
6344	Coordinator Volunteer Services	1	1.00	1	1.00	31,500	31,380
9999	Extra Help	0	0.00	0	0.00	0	0
	Sub-Total	7	6.92	12	11.25	\$211,499	\$444,824
<u>PROGRAM SUPPORT SERVICES</u>							
2303	Administrative Assistant II	1	1.00	1	1.00	\$40,560	\$39,228
2306	Administrative Trainee	1	1.00	1	1.00	29,724	29,604
2313	MH Resources Dev. Specialist	1	1.00	1	1.00	42,636	42,432
2403	Accounting Technician	1	1.00	1	1.00	26,184	26,340
2411	Analyst I	2	2.00	2	2.00	70,632	70,008
2412	Analyst II	12	12.00	11	11.00	496,512	442,332
2413	Analyst III	4	4.00	4	4.00	180,192	178,944
2426	Asst. Systems Analyst	1	1.00	1	1.00	38,544	38,400
2427	Assoc. Systems Analyst	3	3.00	3	3.00	146,736	144,972
2493	Intermediate Account Clerk	1	0.00	0	0.00	0	0
2510	Senior Account Clerk	1	1.00	1	1.00	23,076	22,380
2700	Intermediate Clerk Typist	15	11.50	12	11.50	230,736	225,768
2730	Senior Clerk	1	1.00	1	1.00	23,556	23,160
2756	Administrative Secretary I	1	1.00	1	1.00	21,612	21,600
2757	Administrative Secretary II	2	2.00	2	2.00	50,160	50,280
3009	Word Processor Operator	1	1.00	1	1.00	22,788	22,584
3041	Chief Medical Records Svcs.	1	1.00	1	1.00	55,284	55,068
3046	Medical Records Clerk	8	8.00	8	8.00	166,752	166,272
3056	Medical Transcriber	9	9.00	9	8.00	218,808	189,504
3057	Sr. Medical Transcriber	1	1.00	1	1.00	24,912	25,008
3118	Departmental Computer Spec. I	2	2.00	1	1.00	56,520	27,132
3119	Departmental Computer Spec. II	1	1.00	1	1.00	35,208	34,320

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
PROGRAM SUPPORT SERVICES (continued)							
4113	Quality Assurance Program Mgr.	1	1.00	1	1.00	54,312	54,096
4116	MH Admin. Support Chief	1	1.00	1	1.00	56,124	55,908
4145	Chief MH Program Rev. & Devel.	1	1.00	1	1.00	56,124	55,908
4304	Utilization Review Supervisor	1	1.00	1	1.00	46,560	46,380
4314	Utilization Review Specialist	7	6.75	6	5.75	283,824	235,911
4831	Mental Health Consultant II	1	0.33	0	0.00	11,644	0
4834	MH Staff Development Coord.	1	1.00	1	1.00	45,576	45,396
4845	MH Minority Affairs Coord.	1	1.00	1	1.00	41,028	40,860
5208	Mental Health Contract Mgr.	1	1.00	1	1.00	46,152	45,972
5221	Eligibility Technician	10	9.75	8	7.75	230,958	182,559
5222	Eligibility Supervisor	1	1.00	1	1.00	26,556	27,132
9999	Extra Help	0	0.00	0	0.00	0	0
	Sub-Total	96	90.33	86	84.00	\$2,899,990	\$2,665,458
GENERAL ADMINISTRATION							
0330	Asst. Deputy Director, MHS	1	1.00	1	1.00	\$76,776	\$61,500
0335	Clinical Director, MHS	1	0.25	0	0.00	28,035	0
2213	Deputy Director, MHS	1	1.00	1	1.00	76,272	75,972
2700	Intermediate Clerk Typist	2	1.83	2	1.33	36,784	26,176
2756	Administrative Secretary I	1	0.25	1	0.25	5,403	5,400
2757	Administrative Secretary II	2	0.50	1	0.25	12,540	6,285
2758	Administrative Secretary III	1	1.00	1	1.00	30,768	29,964
5087	Senior Clinical Psychologist	0	0.00	0	0.00	0	0
9999	Extra Help	0	10.33	0	10.30	37,307	53,547
	Sub-Total	9	16.16	7	15.13	\$303,885	\$258,844
MANAGED CARE							
2303	Administrative Assistant II	0	0.00	1	1.00	\$0	\$39,228
2367	Principal Admin. Analyst	0	0.00	1	1.00	0	50,100
2368	Admin Svcs Manager I	0	0.00	1	1.00	0	42,732
2412	Analyst II	0	0.00	1	1.00	0	40,212
2413	Analyst III	0	0.00	1	1.00	0	44,736
2510	Senior Account Clerk	0	0.00	1	1.00	0	22,380
4108	Mental Health Program Manager	0	0.00	1	1.00	0	47,856
4117	Chief, Child & Adolescent Svcs	0	0.00	1	1.00	0	50,940
4195	Supervising Psychiatrist	0	0.00	0	0.50	0	52,200
4196	Psychiatrist II	0	0.00	1	0.50	0	47,652
5102	Licensed Mental Hlth Clinician	0	0.00	1	1.00	0	32,484
8870	Chief, Long Term Care	0	0.00	1	1.00	0	55,908
9999	Extra Help	0	0.00	0	0.00	0	0
	Sub-Total	0	0.00	11	11.00	\$0	\$526,428
	Total	744	694.23	607	602.56	\$25,000,745	\$22,172,871
Salary Adjustments:						\$18,577	\$87,268
Premium/Overtime Pay:						584,813	832,401
Employee Benefits:						7,737,988	7,066,000
Salary Savings:						(801,450)	(752,605)
Total Adjustments						\$7,539,928	\$7,233,064
Program Totals		744	694.23	607	602.56	\$32,540,673	\$29,405,935

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 Community Health Services, Mental Health Services, and Alcohol and Drug Services.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,093,835	\$6,938,286	\$5,603,348	\$6,141,788	\$5,880,339	(4.3)
Services & Supplies	1,237,807	1,269,670	749,219	1,099,751	1,164,637	5.9
Other Charges	122,207	104,905	69,693	44,460	0	(100.0)
Fixed Assets	17,316	13,819	53,744	22,000	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Operating Transfers	0	0	(0)	(70,745)	(84,930)	20.1
TOTAL DIRECT COST	\$8,471,165	\$8,326,680	\$6,476,004	\$7,237,254	\$6,960,046	(3.8)
PROGRAM REVENUE	(6,939,574)	(7,409,489)	(5,924,555)	(6,334,210)	(6,912,668)	9.1
NET GENERAL FUND CONTRIBUTION	\$1,531,591	\$917,191	\$551,449	\$903,044	\$47,378	(94.8)
STAFF YEARS	148.31	129.29	124.08	139.67	129.42	(7.3)

PROGRAM MISSION

To manage and administer the department and assure a healthy community through partnership as well as to support the Department of Health Services' direct client services through budget preparation and compliance; accounting & fiscal control; personnel, payroll & training; information services support; contracting, purchasing & supply; facilities security & support; pharmaceutical dispensing; and intra-departmental mail delivery.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

This program successfully contained costs to offset revenue shortfalls which were anticipated. The reduction to net County cost partially offset increases in other Departmental programs.

ACHIEVEMENT OF 1994-95 OBJECTIVES AND OUTCOME RESULTS

The Administrative Support Program significantly revised their FY 1994-95 program objectives and planned outcome results based on a review conducted by the Auditor and Controller's Office and in the development of FY 1995-96 Outcome and Output Objectives. For that reason, coupled with the fact that many of the original FY 1994-95 measures were not quantifiable, the following reported achievements include only those FY 1994-95 items that are relevant to Program Outcome and Output Objectives continuing into FY 1995-96.

1. Meet mandated federal, state, and Local regulatory agencies reporting requirement deadlines.
 - Met agency reporting requirement deadlines on 842 claims for reimbursement and 485 financial cost reports and/or granting agency budgets, accounting for better than a 99.9 percent level of timely submission.
2. Exceed \$11,000,000 in Medi-Cal Administrative Claiming.
 - The Federal Government made massive changes to the allowable billing criteria for Medi-Cal Administrative Claiming. Because of these changes, the County-wide revenue recorded from this source at the close of the financial period was only \$4.1 Million.
3. Acquire hardware and software to automate an additional 7% of administrative, professional, and clerical staff.
 - Automated an additional 13% of administrative, professional, and clerical staff's workstations.
4. Deliver 90% of all stock and non-stock orders within one week of receipt of merchandise.
 - The warehouse delivery schedule assured that the objective of 90% of all stock and non-stock orders being delivered within one week of receipt was met.

5. Process 90% of all purchasing documents within 72 hours of receipt of request.
 - Did not accomplish this objective. Significant fluctuation in the volume of purchasing documents received in any given week has proven to make this objective unrealistic.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. 75% of all personnel issues raised by supervisors and managers will be resolved at their level.
 - a. Provide 650 consultation on issues raised by supervisors and managers.
2. Comply with mandated financial reporting and claiming for reimbursement requirements of local, State, and Federal regulatory and funding agencies involving the preparation and submission of 830 revenue claims and 450 financial reports/budgets.
 - a. Complete and submit 830 quarterly/annual claims for reimbursement to local, State, and Federal funding agencies totalling over \$85 million.
 - b. Complete and submit 450 quarterly/annual financial cost reports/budgets to local, State, and Federal regulatory and funding agencies.
 - c. Process claims for payment totalling \$100 million.
3. Claim countywide \$3.5 Million in Medi-Cal Administrative Claiming (MAC/SB910) reimbursement or an equivalent amount in alternative reimbursements.
 - a. Assist three county services (Health, DDS Conservatorship, and Public Guardian) to bring Targeted Case Management on line as an alternative to MAC/SB910 during FY 1995-96.
 - b. Process 48 quarterly claims and provide local education agencies and county departments with technical assistance needed to maximize their participation in MAC/SB910 claiming.
4. Increase office automation capacity by 250% while increasing local Area Network (LAN) capacity at Askew by 50% and maintaining scheduled computer network uptime of 99%.
 - a. Upgrade and consolidate two (2) mini computers into one (1) processor.
 - b. Add between ten and fifty (10-50) workstations to Askew LAN.
5. Process 90% of all approved purchasing documents (estimated at 5,600) within three subsequent working days and deliver 90% of all stock and non-stock orders (estimated at 9,900) within one week of receipt of merchandise.
 - a. Process 5,040 purchasing documents within three subsequent working days of receipt of approved request.
 - b. Deliver 8,910 stock and non-stock orders within one week of receipt of merchandise.
6. Fill 96% of prescriptions and stock orders within 10 days of receipt.
 - a. Fill 384,000 prescriptions and stock orders within ten days of receipt.
7. Ensure that service requirements are competitively processed through Purchasing & Contracting 60% of the time.
 - a. Prepare and issue 15 Requests for Proposals (RFP), Requests for Bids (RFB), Requests for Statements of Qualification (RFSQ) or other appropriate documents to competitively obtain services.
 - b. Process 500 or more contract or purchase order related documents with annual value in excess of \$4 million for services required by DHS.
 - c. Provide liaison for DHS service requirements between DHS, Auditor & Controller, DIS and other Departments 5-10 incidents per week.
8. Maintain the Department wide net County cost at or below the level authorized by the Board of Supervisors.
 - a. Provide detailed Fund Balance analysis in executive summary to the Department's Executive staff within 10 working days of the submission of each of the first three quarters' formal Fund Balance reports to the Auditor and Controller's Office.
 - b. Develop and provide Department management with one uniform financial status report (based on ARMS data) by February 29, 1996 and monthly thereafter.

1995-96 ADOPTED SUBPROGRAM 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. The Office of the Director and Management Services are responsible to see that this is accomplished through the administration, implementation, coordination, and evaluation of direct service programs, or programs contracted out to community agencies.

Management Services, under the Deputy Director, provides budget, administrative, fiscal, personnel, information services 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 maximize revenue generation. It centralizes all of these functions to provide more efficient and cost effective services to meet the needs of the direct service programs.

Each program activity is summarized as follows:

1. Office of the Director [7.08 SY; E = \$651,348; R = \$651,348] 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.
 - Reduced by 1.00 SY Analyst IV and 0.42 SY Health Services Project Coordinator as part of the Department's Reduction Proposals.
2. Office of the Deputy Director, Mgmt. Svcs. [5.58 SY; E = \$435,967; R = \$435,967] is:
 - Mandated/Discretionary Service Level.
 - Providing direction for all departmental support services including budget, fiscal, personnel, administration and information services support.
 - Assuring compliance with Equal Employment Opportunities/Affirmative Action regulations and the County's Affirmative Action Program.
 - 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.
3. Budget Division [7.00 SY; E = \$367,466; R = \$367,466] is:
 - Mandated/Discretionary Service Level.
 - Responsible for the development and submission of the Department of Health Services Budget and related data.
 - Responsible for the Department's Fund Balance analysis and the submission of Fund Balance reports required by the Auditor & Controller.
4. Information Services Division [11.00 SY; E = \$1,140,982; R = \$1,093,604] 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.
5. Fiscal Services Division [38.68 SY; E = \$1,633,685; R = \$1,633,685] 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.
 - Reduced by 1.00 SY Analyst III as part of Departmental Administrative reductions.

6. Personnel Division [21.08 SY; E = \$910,568; R = \$910,568] 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 employees in 37 different work locations throughout the County.
 - Reduced by 0.50 SY Senior Payroll Clerk as part of Departmental Administrative reductions.
7. Revenue Generation Unit [3.00 SY; E = \$267,009; R = \$267,009] 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.
8. Facilities Management Unit [2.00 SY; E = \$84,864; R = \$84,864] is:
- Mandated/Discretionary Service Level.
 - Coordinating support services necessary to maintain and operate the Department of Health Services' Facilities.
9. DHS Pharmacy [17.00 SY; E = \$901,507; R = \$901,507] 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 400,000 inpatient pharmacy doses, outpatient prescriptions and clinic issues during FY 1995-96.
10. Procurement and Mail Distribution Unit [17.00 SY; E = \$566,650; R = \$566,650] 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.
 - Inclusive of the Contracting function.
 - Responsible for developing, implementing and maintaining professional procurement practices that promote efficiency and client satisfaction of service rendered.
 - Providing mail and courier services for the entire Department.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES GENERATED BY SUPPORT SERVICES:				
Medi-Cal Pharmaceuticals	\$193,465	\$242,778	\$242,778	\$0
Private Pay Pharmaceuticals	57	25,000	10,815	(14,185)
Services to Other Governments	228	0	0	0
Medi-Cal Administrative Claiming (MAC/SB910)	53,740	308,188	206,932	(101,256)
Prior Year Adjustments	479,572	0	0	0
Jury or Witness Fees	493	0	0	0
Video Production Fees	0	0	15,000	15,000
Sub-Total	\$727,555	\$575,966	\$475,525	\$(100,441)
REVENUE ALLOCATED DIRECTLY TO SUPPORT FUNCTIONS:				
Tobacco Tax, CHIP Unallocated Account	\$109,295	\$297,700	\$109,295	\$(188,405)
Tobacco Tax, CHIP Hospital Account	133,329	\$0	133,329	133,329
Health Account Realignment	394,697	0	589,940	589,940
Mental Health Account Realignment	0	0	200,000	200,000
Mental Health Managed Care	0	0	235,065	235,065
Sub-Total	\$637,321	\$297,700	\$1,267,629	\$969,929
REVENUE SHOWN AS DEDUCTION FROM DIRECT PROGRAMS:				
Alcohol and Drug Services	\$308,583	\$249,965	\$310,235	\$60,270
Mental Health Services	1,856,880	2,219,609	1,930,164	(289,445)
Community Health Services	2,146,967	2,496,473	2,929,115	432,642
Environmental Health Services	247,249	494,497	0	(494,497)
Sub-Total	\$4,559,679	\$5,460,544	\$5,169,514	\$(291,030)
Total	\$5,924,555	\$6,334,210	\$6,912,668	\$578,458

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$551,449	\$903,044	\$47,378	(855,666)
Sub-Total	\$551,449	\$903,044	\$47,378	\$(855,666)
Total	\$551,449	\$903,044	\$47,378	\$(855,666)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Administrative Support is funded by revenue billed directly for pharmaceuticals, Tobacco Tax and Mental Health Managed Care funding for overheads associated with those programs, Medi-Cal Administrative Claiming (SB910/MAC) revenue claimable by Administrative Support staff, revenue generated by direct programs and an allocation of Realignment Revenues applicable to support services.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: PERSONNEL					
% OF RESOURCES: 1.3X					
<u>OUTCOME (Planned Result)</u>					
Performance Issues Resolved	N/A	N/A	N/A	N/A	488
<u>EFFECTIVENESS (Input/Outcome)</u>					
Staff hours per resolution	N/A	N/A	N/A	N/A	6.4
<u>OUTPUT (Service or Product)</u>					
Consultations on issues raised	N/A	N/A	N/A	N/A	650
<u>EFFICIENCY (Input/Output)</u>					
Staff hours per consultation	N/A	N/A	N/A	N/A	4.8
ACTIVITY B: FISCAL					
% OF RESOURCES: 11.2X					
<u>OUTCOME (Planned Result)</u>					
Complete 100% of mandated reports/ claims	N/A	N/A	N/A	N/A	1,280
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of staff years/# of reports and claims	N/A	N/A	N/A	N/A	\$608.44 ¹
<u>OUTPUT (Service or Product)</u>					
Mandated reports/claims	N/A	N/A	N/A	N/A	1,280
<u>EFFICIENCY (Input/Output)</u>					
Cost of staff years/# of reports and claims	N/A	N/A	N/A	N/A	\$608.44 ¹

¹ Average cost per report without regard to length or complexity of each report.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C: FISCAL - ACCOUNTS PAYABLE					
% OF RESOURCES: 1.7%					
<u>OUTCOME (Planned Result)</u>					
Process 100% of receiving reports/ claims	N/A	N/A	N/A	N/A	50,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of staff years/# of receiving reports and claims	N/A	N/A	N/A	N/A	\$2.38
<u>OUTPUT (Service or Product)</u>					
Receiving reports/claims	N/A	N/A	N/A	N/A	50,000
<u>EFFICIENCY (Input/Output)</u>					
Cost of staff years/# of receiving reports and claims	N/A	N/A	N/A	N/A	\$2.38
 ACTIVITY D: MEDI-CAL ADMINISTRATIVE CLAIMING					
% OF RESOURCES: 3.8%					
<u>OUTCOME (Planned Result)</u>					
Claim \$3.5 mil thru DHS/Other Depts.	N/A	\$12M	N/A ¹	\$10.8M	\$3.5M
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per \$1 mil in Co. Revenue Claimed	N/A	\$9,710	N/A	\$24,752	\$76,288
<u>OUTPUT (Service or Product)</u>					
# Co. programs to begin TCM Claims ¹	N/A	N/A	0	0	3
<u>EFFICIENCY (Input/Output)</u>					
N/A	N/A	N/A	N/A	N/A	N/A
<u>OUTPUT (Service or Product)</u>					
# qt. claims for MAC units	N/A	75 ¹	115 ³	40 ²	48
<u>EFFICIENCY (Input/Output)</u>					
Dollars Claimed per staff year	N/A	N/A ¹	N/A	\$3.6M	\$1.17M

¹ Due to MAC-SB910 Claims deferral process actuals for FY 1994-95 not available. Revenue recorded in FY 1994-95 was \$4.1 Million based on accruals. During FY 1995-96 a portion of the \$3.5M in MAC claims will transition to Targeted Case Management.

² Includes claims processed for local education agencies that must claim via County.

³ Due to start up and changes in policy, the number of MAC claiming units has varied throughout 1993-1995. Retro-process has required additional and amended claims.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY E: INFORMATION SERVICES DIVISION					
% OF RESOURCES: 16.1%					
<u>OUTCOME (Planned Result)</u>					
Automation & networking capacity	N/A	N/A	N/A	N/A	\$1,124,869
<u>EFFECTIVENESS (Input/Outcome)</u>					
N/A	N/A	N/A	N/A	N/A	N/A
<u>OUTPUT (Service or Product)</u>					
Upgrade mini computer system	N/A	N/A	N/A	N/A	\$699,099
<u>EFFICIENCY (Input/Output)</u>					
N/A	N/A	N/A	N/A	N/A	N/A
<u>OUTPUT (Service or Product)</u>					
Add Workstations	N/A	N/A	N/A	N/A	\$210,896
<u>EFFICIENCY (Input/Output)</u>					
N/A	N/A	N/A	N/A	N/A	N/A
ACTIVITY F: SUPPLY CENTER					
% OF RESOURCES: 4.3%					
<u>OUTCOME (Planned Result)</u>					
Process purchasing documents within three subsequent working days of receipt	N/A	N/A	N/A	N/A	90.0%
Deliver stock and non-stock orders within one week of receipt of merchandise	N/A	N/A	N/A	N/A	90.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Unit cost per purchasing document	N/A	N/A	N/A	N/A	\$20.91
Unit cost per delivery	N/A	N/A	N/A	N/A	\$8.24
<u>OUTPUT (Service or Product)</u>					
Purchasing documents processed within three subsequent days	N/A	N/A	N/A	N/A	5,040
<u>EFFICIENCY (Input/Output)</u>					
Purchasing document per Staff Year	N/A	N/A	N/A	N/A	1,400
<u>OUTPUT (Service or Product)</u>					
Stock & non-stock orders delivered within one week	N/A	N/A	N/A	N/A	8,910
<u>EFFICIENCY (Input/Output)</u>					
Delivery per Staff Year	N/A	N/A	N/A	N/A	3,300

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY G: PHARMACY					
% OF RESOURCES: 12.9%					
<u>OUTCOME (Planned Result)</u>					
Prescriptions & stock orders filled within 10 days of receipt	N/A	N/A	N/A	N/A	96%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Staff cost per pharmacy prescription issue	N/A	N/A	N/A	N/A	\$2.10
<u>OUTPUT (Service or Product)</u>					
Prescriptions and stock orders filled within 10 days of receipt	N/A	N/A	N/A	N/A	384,000
<u>EFFICIENCY (Input/Output)</u>					
Pharmacy prescriptions/issues per professional staff year	N/A	32,000:1	32,527:1	30,300:1	32,000:1
ACTIVITY H: SERVICE CONTRACTS FOR DHS					
% OF RESOURCES: 0.6%					
<u>OUTCOME (Planned Result)</u>					
Service Contracts Competition	N/A	60%	85%	60%	60%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Service Contract	N/A	\$82.00	\$75.58	\$69.00	\$66.00
<u>OUTPUT (Service or Product)</u>					
Completed RFP/RFB/RFSQ	N/A	37	21	15	15
<u>EFFICIENCY (Input/Output)</u>					
Service Contract Actions per Staff Year ¹	N/A	533	207	640	665
<u>OUTPUT (Service or Product)</u>					
Contract/PO Actions ²	N/A	396	203	500	500
<u>EFFICIENCY (Input/Output)</u>					
N/A	N/A	N/A	N/A	N/A	N/A
<u>OUTPUT (Service or Product)</u>					
Liaison for DHS Service Contracts	N/A	100	150	125	100
<u>EFFICIENCY (Input/Output)</u>					
N/A ³	N/A	N/A	N/A	N/A	N/A

¹ Includes efficiency (input/output) for ² and ³.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
OFFICE OF THE DIRECTOR							
0923	Health Services Project Coord.	1	1.00	1	1.00	\$58,212	\$54,996
2126	Director	1	1.00	1	1.00	110,052	109,632
2227	Prog. Plng. & Dev. Admin.	1	1.00	1	1.00	69,696	69,420
2270	Assistant Director	1	1.00	1	1.00	88,344	94,632
2414	Analyst IV	1	1.00	0	0.00	52,152	0
2729	Office Support Secretary	1	1.00	1	1.00	22,728	23,844
2758	Administrative Secretary III	1	1.00	1	1.00	30,768	29,964
2759	Administrative Secretary IV	1	1.00	1	1.00	33,132	33,000
9999	Extra Help	0	0.00	0	0.08	0	6,034
	Subtotal	8	8.00	7	7.08	\$465,084	\$421,522
OFFICE OF THE DEPUTY DIRECTOR, MGMT SVCS							
0923	Health Services Project Coord.	1	1.00	1	0.58	\$58,212	\$32,081
2232	Dep. Director, Management Svs.	1	1.00	1	1.00	72,300	69,756
2370	Admin. Services Manager III	1	1.00	1	1.00	60,384	52,116
2414	Analyst IV	1	1.00	1	1.00	52,152	51,948
2757	Administrative Secretary II	1	1.00	1	1.00	25,080	25,140
2758	Administrative Secretary III	1	1.00	1	1.00	30,768	29,964
	Subtotal	6	6.00	6	5.58	\$298,896	\$261,005
BUDGET DIVISION							
2304	Administrative Assistant I	1	1.00	1	1.00	\$33,120	\$34,860
2367	Principal Admin. Analyst	1	1.00	1	1.00	49,500	50,100
2412	Analyst II	1	1.00	1	1.00	41,376	40,212
2413	Analyst III	2	2.00	2	2.00	90,096	89,472
2510	Senior Account Clerk	1	1.00	1	1.00	23,076	22,380
3008	Senior Word Processor Operator	1	1.00	1	1.00	25,596	25,500
	Subtotal	7	7.00	7	7.00	\$262,764	\$262,524
INFORMATION SERVICES DIVISION							
2426	Assistant Systems Analyst	1	1.00	1	1.00	\$38,544	\$38,400
2427	Associate Systems Analyst	4	4.00	3	3.00	195,648	144,972
2471	EDP Systems Manager	0	0.00	1	1.00	0	53,196
2472	EDP Operations Manager	1	1.00	0	0.00	64,908	0
2499	Principal Systems Analyst	1	1.00	1	1.00	54,744	54,528
2525	Senior Systems Analyst	1	1.00	1	1.00	49,896	54,528
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,064	19,632
3020	Computer Operator	1	1.00	1	1.00	25,428	25,332
3119	Dept'l Computer Specialist II	1	1.00	1	1.00	35,208	34,320
3120	Dept'l Computer Specialist III	0	0.00	1	1.00	0	39,060
	Subtotal	11	11.00	11	11.00	\$484,440	\$463,968

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
<u>FISCAL SERVICES DIVISION</u>							
2403	Accounting Technician	2	2.00	2	2.00	\$52,368	\$52,680
2405	Assistant Accountant	0	0.00	1	1.00	0	28,344
2413	Analyst III	1	1.00	0	0.00	45,048	0
2425	Associate Accountant	11	11.00	10	10.00	391,380	359,040
2430	Cashier	6	5.50	2	2.00	119,856	44,376
2493	Intermediate Account Clerk	7	6.00	6	6.00	119,880	119,952
2500	Junior Accountant	2	2.00	1	1.00	59,832	26,556
2505	Senior Accountant	7	7.00	7	7.00	315,504	316,328
2510	Senior Account Clerk	4	4.00	4	4.00	92,304	89,520
2536	Health Svcs Finance Officer	1	1.00	1	1.00	57,480	57,252
2700	Intermediate Clerk Typist	3	2.50	3	2.50	50,160	49,080
2745	Supervising Clerk	1	1.00	1	1.00	27,384	27,084
2756	Administrative Secretary I	1	1.00	2	1.00	21,612	21,600
2760	Stenographer	1	0.00	0	0.00	0	0
9999	Extra Help	0	0.00	0	0.18	0	7,146
	Subtotal	47	44.00	40	38.68	\$1,352,808	\$1,196,958
<u>PERSONNEL DIVISION</u>							
2312	Dept Personnel & Training Admn.	1	1.00	2	1.00	\$57,480	\$54,804
2320	Personnel Aide	3	3.00	3	3.00	82,836	82,512
2328	Dept Personnel Officer II	3	3.00	3	3.00	131,436	130,860
2356	Video Production Coordinator	1	1.00	1	1.00	38,268	38,112
2359	Audio-Visual Specialist	1	1.00	1	1.00	35,532	35,928
2494	Payroll Clerk	5	5.00	4	4.00	106,980	83,760
2511	Senior Payroll Clerk	5	5.00	4	4.00	124,320	98,928
2700	Intermediate Clerk Typist	2	1.00	1	1.00	20,064	19,632
2730	Senior Clerk	1	1.00	1	1.00	23,556	23,160
2745	Supervising Clerk	1	1.00	1	1.00	27,384	27,084
2761	Group Secretary	1	1.00	1	1.00	25,668	26,112
9999	Extra Help	0	0.00	0	0.08	0	4,303
	Subtotal	24	23.00	22	21.08	\$673,524	\$625,195
<u>FACILITIES MANAGEMENT UNIT</u>							
2302	Administrative Assistant III	1	1.00	1	1.00	\$44,268	\$42,072
3009	Word Processor Operator	1	1.00	1	1.00	22,788	22,584
	Subtotal	2	2.00	2	2.00	\$67,056	\$64,656
<u>REVENUE GENERATION UNIT</u>							
0990	HS Revenue Development Mgr	1	1.00	1	1.00	\$58,212	\$54,996
2425	Associate Accountant	1	1.00	1	1.00	35,580	35,904
2757	Administrative Secretary II	1	1.00	1	1.00	25,080	25,140
	Subtotal	3	3.00	3	3.00	\$118,872	\$116,040
<u>DHS PHARMACY</u>							
2700	Intermediate Clerk Typist	1	1.00	1	1.00	\$20,064	\$19,632
2730	Senior Clerk	1	1.00	1	1.00	23,556	23,160
4245	Chief Pharmacist	1	1.00	1	1.00	63,900	53,844
4250	Pharmacist	5	4.50	5	5.00	265,518	291,540
4260	Pharmacy Technician	8	8.00	8	8.00	213,408	212,928
7516	Delivery Vehicle Driver	1	1.00	1	1.00	21,924	21,828
	Subtotal	17	16.50	17	17.00	\$608,370	\$622,932

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
PROCUREMENT & MAIL DISTRIBUTION UNIT							
2403	Accounting Technician	1	1.00	1	1.00	\$26,184	\$26,340
2493	Intermediate Account Clerk	2	2.00	2	2.00	39,960	39,984
2510	Senior Account Clerk	1	1.00	1	1.00	23,076	22,380
2610	Buyer II	1	1.00	1	1.00	33,072	32,940
2612	Health Svcs Supply Ctr Supv	1	1.00	1	1.00	31,296	31,164
2622	Procurement Contracting Officer	1	1.00	1	1.00	44,064	43,896
2662	Pharmacy Storekeeper	0	0.00	1	1.00	0	20,316
2664	Pharmacy Stock Clerk	3	3.00	3	3.00	62,532	61,812
3039	Mail Clerk Driver	5	4.00	4	4.00	82,848	82,512
3050	Offset Equipment Operator	1	1.00	1	1.00	23,148	23,064
3074	Senior Mail Clerk Driver	1	1.00	1	1.00	24,036	23,940
	Subtotal	17	16.00	17	17.00	\$390,216	\$408,348
9999	Extra Help	0	3.17	0	0.00	\$14,385	\$0
	Subtotal		3.17		0.00	\$14,385	\$0
	Total	142	139.67	132	129.42	\$4,736,415	\$4,443,148
	Salary Adjustments:					\$232,860	\$35,469
	Premium/Overtime Pay:					32,400	32,400
	Employee Benefits:					1,284,550	1,524,513
	Salary Savings:					(144,437)	(155,191)
	Total Adjustments					\$1,405,373	\$1,437,191
	Program Totals	142	139.67	132	129.42	\$6,141,788	\$5,880,339

NOTE: Extra Help has been distributed to each applicable Sub-Program for the first time in FY 1995-96.

DEPARTMENT OF SOCIAL SERVICES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Adult Social Services	\$67,871,686	\$68,374,688	\$65,186,082	\$71,266,863	\$68,452,523	(2,814,340)	(3.9)
Employment Services	21,156,019	25,618,147	28,267,604	30,021,865	30,532,409	510,544	1.7
Childrens Svcs Bureau	46,124,894	47,439,068	50,695,548	51,263,652	54,847,682	3,584,030	7.0
Community Action Ptnrshp	7,073,559	7,010,393	7,776,290	8,101,356	8,141,425	40,069	0.5
Income Maintenance Bureau							
Assistance Payments	657,263,167	679,343,870	701,814,601	709,039,850	712,006,518	2,966,668	0.4
Eligibility and Grant Determination	62,822,231	72,084,386	75,689,425	78,043,767	79,860,491	1,816,724	2.3
Management Svcs Bureau	11,062,570	11,961,440	12,016,045	13,027,325	12,291,307	(736,018)	(5.6)
Eligibility Review	1,891,118	1,980,310	2,193,528	2,286,519	2,401,971	115,452	5.0
Department Admin	1,458,619	1,238,290	1,278,483	1,184,042	1,171,861	(12,181)	(1.0)
TOTAL DIRECT COST	\$876,723,863	\$915,050,592	\$944,917,606	\$964,235,239	\$969,706,187	\$5,470,948	0.6
PROGRAM REVENUE	(833,853,170)	(882,822,730)	(906,868,373)	(924,751,928)	(937,694,450)	(12,942,522)	1.4
NET GENERAL FUND COST	\$42,870,693	\$32,227,862	\$38,049,233	\$39,483,311	\$32,011,737	\$(7,471,574)	(18.9)
STAFF YEARS	3,462.50	3,590.50	3,767.00	3,876.25	3934.50	58.25	1.5

MISSION

To provide assistance to needy and disadvantaged families and individuals promoting safety, self-sufficiency, dignity and respect, while ensuring accountability for public funds.

To promote shared responsibility for meeting and alleviating human need and positive measurable outcomes by actively engaging in community development strategies with community partners.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. To maintain an accuracy rate of 94% in the maintenance of assistance caseloads and to close 16,855 cases monthly.
 - a. 157,137 cases receive assistance monthly (AFDC, Foster Care, Food Stamps, General Relief).
2. To support families in which abuse has been investigated assuring that for 97% of the children, there will be no confirming reports of re-abuse within 6 months.
 - a. Reports of abuse and neglect investigated for 3,900 children monthly.
3. Through our employment programs, citizens on welfare will become more self sufficient.
 - a. 9,975 AFDC recipients will obtain employment through GAIN.
 - b. The percent of working welfare recipients will increase to 23% (15,240 recipients) of the AFDC caseload (66,260).
4. To assure eighty percent of juveniles receiving diversion services will have no contact with the Juvenile Justice System for 6 months after termination of service.
 - a. Provide diversion services to 4,173 at-risk youth.
5. All hires will pass a Pre-employment background investigation prior to an offer of employment.
 - a. Administer pre-employment background investigation to 1,680 candidates annually.

DEPARTMENT OF SOCIAL SERVICES
 (Headquarters Location: James R. Mills Building, 1255 Imperial Avenue)

FY 1995-96 ADOPTED PROGRAM BUDGET

DIRECTOR'S OFFICE
4.00 Staff Years

MANAGEMENT SERVICES BUREAU
Administrative Services Budget & Revenue Office Services Fiscal Services Information Technology Personnel/Training/Internal Security Eligibility Review Appeals Quality Control Contracts & Evaluation 338.25 Staff Years

ADULT & EMPLOYMENT SERVICES BUREAU
Adult Social Services In-Home Supportive Services Adult Protective Services Conservatorship Services Employment Services Employment Preparation Job Training Food Stamp Employment & Training Child Care Programs Greater Avenues for Independence Cal-Learn 513.50 Staff Years

CHILDRENS SERVICES BUREAU
Child Welfare Services Emergency Shelter Care Options for Recovery Independent Living Skills Adoptions Intensive Family Preservation Foster Home Licensing 1,102.50 Staff Years

INCOME MAINTENANCE BUREAU
Assistance Payments AFDC AFDC Foster Care General Relief Food Stamps Eligibility & Grant Determination AFDC Administration AFDC-FC Administration Food Stamps Administration General Relief Administration Medi-Cal Administration 1,947.25 Staff Years

COMMUNITY ACTION PARTNERSHIP
Contract Administration Fiscal/Administrative Services Planning/Special Projects 29.00 Staff Years

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,552,519	\$8,002,470	\$8,092,831	\$8,360,599	\$8,049,111	(3.7)
Services & Supplies	739,440	797,498	943,907	906,264	735,298	(18.9)
Contracts	59,579,727	59,574,720	56,149,344	62,000,000	59,668,114	(3.8)
Fixed Assets	0	0	0	0	0	
TOTAL DIRECT COST	\$67,871,686	\$68,374,688	\$65,186,082	\$71,266,863	\$68,452,523	(3.9)
PROGRAM REVENUE	(64,369,981)	(67,819,270)	(64,762,158)	(70,826,579)	(67,880,409)	(4.2)
NET GENERAL FUND CONTRIBUTION	\$3,501,705	\$555,418	\$423,924	\$440,284	\$572,114	29.9
STAFF YEARS	181.75	190.25	198.00	207.00	194.75	(5.9)

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Salaries and Benefits are lower than budget due to delays in hiring staff. Lower than anticipated IHSS expenditures are reflected in the low contract expenditures.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved the 95% goal of adults receiving IHSS remaining in their own home and not requiring institutionalization within the first 12 months of service by assisting 99.6% of adults receiving services to remain in their home.

Achieved the goal of using collaborative efforts to resolve adult abuse and neglect in 83% of the cases served.

Exceeded the 10% goal for moving conservatorship clients from locked facilities towards independent living by assisting 40.73% of the clients served toward independent living.

Exceeded the 15% goal of successfully removing Conservatorship clients from the Conservatorship program annually by removing 16% of the clients served from the Conservatorship program.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Ensure 95% of adults receiving IHSS services each month remain in their homes and do not require more expensive institutionalization.

a. Serve 14,500 monthly.

2. Maintain 95% of severely mentally ill Conservatees in placement as ordered by the Court.
 - a. Serve 1,766 cases monthly.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Adult Social Services Administration [2.00 SY; E = \$95,099; R = \$92,772] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for operating Adult Services programs with expenditures of \$68,452,523 and for managing 194.75 staff years.
2. In-Home Supportive Services (IHSS) Case Management, & Program Operations [127.00 SY; E = \$5,542,488; R = \$5,358,450] 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 2.00 SY Public Health Nurse IV to Social Work Supervisor and 9.00 SY Public Health Nurse II to Social Worker III to reflect the results of the Department of Human Resources Classification study.
3. In-Home Supportive Services (IHSS) Contract Management Staff [8.00 SY; E = \$361,533; R = \$333,462] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for monitoring the IHSS contract providing 752,400 hours of service to IHSS recipients.
4. In-Home Supportive Services (IHSS) Contract & Individual Care Provider Payments [0.00 SY; E = \$59,000,000; R = \$59,000,000] is:
 - o Mandated/Mandated Service Level.
 - o Providing 752,400 hours of service to IHSS recipients by contracted homemakers and an estimated 11,100,000 hours of service to IHSS recipients through individual providers.
 - o Decreased \$3 million in IHSS payments to align budget to projected expenditures.
5. Adult Protective Services (APS) [2.75 SY; E = \$784,485; R = \$722,077] 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 Transferred Adult Protective Services, 10.25 SY (1.50 SY Protective Services Supervisor, 3.50 SY Sr. Protective Services Worker, 2.25 SY Protective Services Worker, 1.50 SY Protective Services Assistant, 1.50 SY Intermediate Clerk Typist) to the Department Area Agency on Aging, effective 10/1/95. The services will be provided by AAA in the future under an agreement funded by the Department of Social Services.
 - o Transferred 2.00 SY of Protective Services Worker to the Department of Health Services, effective 7/1/95, for AIDS case management.
6. Conservatorship Services [55.00 SY; E = \$2,668,918; R = \$2,373,648] 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 services to adults whom the Superior Court has found to be gravely disabled and a danger to themselves or others.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GRANT:				
County Services Block Grant (CSBG) (30% of Non Fed match required)	\$1,483,407	\$819,488	\$1,225,717	406,229
In-Home Supportive Services (IHSS) Aid Payment (35% match required)	12,262,124	17,329,000	15,340,000	(1,989,000)
IHSS PCSP Payments (35% match of Non Fed)	30,700,195	29,155,500	29,205,000	49,500
IHSS and Personal Care Services Program (PCSP) Admin (30% match of Non Fed)	4,114,178	4,579,099	4,504,931	(74,168)
Non-Medical Out-of-Home Care	19,943	29,341	16,596	(12,745)
Health Resource & Service Admin. Admin. Grant (HRSA)	9,630	41,354	0	(41,354)
Medi-Cal Admin. Claiming (formerly SB-910)	913,655	1,141,022	957,108	(183,914)
Social Services Trust Fund	14,018,609	16,511,204	15,410,486	(1,100,718)
Mental Health Trust Fund	1,240,417	1,220,571	1,220,571	0
Sub-Total	\$64,762,158	\$70,826,579	\$67,880,409	\$(2,946,170)
Total	\$64,762,158	\$70,826,579	\$67,880,409	\$(2,946,170)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
REVENUE MATCH:				
IHSS Residuals & PCSP Payments	\$13,167,021	\$15,515,500	\$14,455,000	(1,060,500)
IHSS PCSP Admin	1,161,691	1,216,722	1,085,123	(131,599)
County Services Block Grant (CSBG)	440,583	298,835	501,335	202,500
Medi-Cal Admin. Claiming	913,655	1,141,002	1,161,713	20,711
Match Met with Social Service Trust Fund	(14,018,609)	(16,511,204)	(15,410,486)	1,100,718
Match Met with Mental Health Trust Fund	(1,240,417)	(1,220,571)	(1,220,571)	0
Sub-Total	\$423,924	\$440,284	\$572,114	\$131,830
Total	\$423,924	\$440,284	\$572,114	\$131,830

EXPLANATION/COMMENT ON PROGRAM REVENUES

Actuals and Adopted for County Services Block Grant (CSBG) have increased over FY 94-95 budget due to a higher than anticipated State allocation and the need to replace the MAC funds lost when the funding was deferred by the federal government.

Adopted IHSS aid payments has decreased due to aligning IHSS budget with projected expenditures.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION

Required County match is met by a combination of County General Fund and Social Services Trust Fund.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: IN-HOME SUPPORTIVE SERVICES					
% OF RESOURCES: 94%					
<u>OUTCOME (Planned Result)</u>					
To have 95% of the adults receiving IHSS services on a monthly basis remain in their homes and not require institutionalization	N/A	13,564	14,340	N/A	13,775
<u>EFFECTIVENESS (Input/Outcome)</u>					
Administrative cost per IHSS case monthly*	N/A	\$30.13	\$29.40	N/A	\$33.75
Average monthly IHSS benefit	N/A	\$366	\$312	N/A	\$357
<u>OUTPUT (Service or Product)</u>					
Number of IHSS cases served monthly	14,311	14,278	14,394	N/A	14,500
<u>EFFICIENCY (Input/Output)</u>					
Monthly IHSS cases per Social Worker	N/A	250	236	N/A	220

COMMENTS

*Costs are based on salaries and benefits of social work staff.

**ACTIVITY B:
CONSERVATORSHIP**

% OF RESOURCES: 3.4%

OUTCOME (Planned Result)

To maintain 95% of severely mentally ill Conservatees in placement as ordered by the court	N/A	1,679	1,756	1,728	1,678
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EFFECTIVENESS (Input/Outcome)

Cost per Conservatorship case monthly*	N/A	\$126	\$112	\$115	\$119
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OUTPUT (Service or Product)

Number of Conservatorship cases served monthly	1,685	1,767	1,798	1,819	1,766
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EFFICIENCY (Input/Output)

Monthly Conservatorship cases per Social Worker	N/A	52	54.8	54	52
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COMMENTS

*Costs are based on line item total salary and benefits.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
<u>Adult Social Services Administration</u>							
0360	Asst Dep Dir, Soc Svcs	1	1.00	1	1.00	\$59,484	\$62,623
2757	Admin Sec II	1	1.00	1	1.00	25,474	25,372
	Sub-Total	2	2.00	2	2.00	\$84,958	\$87,995
<u>In-Home Supportive Services Case Mgmt</u>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$46,163	\$45,983
5244	Program Specialist	1	1.00	1	1.00	41,842	35,257
5270	Social Work Supv	7	7.00	9	9.00	262,049	352,855
5260	Social Worker III	57	57.00	66	66.00	1,846,614	2,195,994
5222	Eligibility Supv	1	1.00	1	1.00	29,964	29,845
5221	Eligibility Technician	5	5.00	5	5.00	119,745	119,265
4565	Public Health Nurse II	13	13.00	4	4.00	477,373	150,918
4570	Public Health Nurse IV	2	2.00	0	0.00	80,872	0
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,660
2730	Senior Clerk	4	4.00	4	4.00	92,621	95,039
4911	Soc Svcs Aide II	1	1.00	1	1.00	19,732	19,652
2493	Intermediate Acct Clerk	4	4.00	4	4.00	82,714	79,974
2700	Intermediate Clerk Typist	30	30.00	30	30.00	600,389	596,395
	Sub-Total	127	127.00	127	127.00	\$3,727,848	\$3,748,837
<u>In-Home Supportive Services Contract Mgt</u>							
5287	Soc Svcs Admin I	1	1.00	1	1.00	\$43,930	\$43,758
2413	Analyst III	1	1.00	1	1.00	46,163	45,983
2412	Analyst II	2	2.00	2	2.00	83,684	77,650
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,853
2493	Inter Acct Clerk	1	1.00	1	1.00	20,670	17,960
2700	Intermediate Clerk Typist	2	2.00	2	2.00	41,340	41,172
	Sub-Total	8	8.00	8	8.00	\$259,736	\$250,376
<u>Adult Protective Services</u>							
5259	Protective Services Supv	2	2.00	1	.50	\$87,744	\$21,850
5258	Sr Protective Svcs Worker	4	4.00	1	.50	152,248	18,956
5257	Protective Services Worker	5	5.00	1	.75	172,780	25,814
4913	Protective Svcs Assistant	2	2.00	1	.50	43,258	10,772
2700	Intermediate Clerk Typist	2	2.00	1	.50	41,340	10,293
	Sub-Total	15	15.00	5	2.75	\$497,370	\$87,685
<u>Conservatorship Services</u>							
5289	Soc Svcs Admin III	1	1.00	1	1.00	\$50,980	\$50,709
4108	Mental Health Program Mgr	1	1.00	1	1.00	48,483	48,294
5244	Program Specialist	1	1.00	1	1.00	41,842	41,678
5259	Protective Svcs Supervisor	5	5.00	5	5.00	219,360	218,504
5258	Sr Protective Svcs Worker	5	5.00	5	5.00	190,310	189,565
5257	Protective Services Worker	29	29.00	29	29.00	994,022	996,021
4913	Protective Svcs Assistant	5	5.00	5	5.00	107,780	105,824
2903	Legal Procedures Clk I	2	2.00	2	2.00	42,678	42,508
2700	Intermediate Clerk Typist	6	6.00	6	6.00	124,020	123,516
	Sub-Total	55	55.00	55	55.00	\$1,819,475	\$1,816,619
	Total	207	207.00	197	194.75	\$6,389,387	\$5,991,512

STAFFING SCHEDULE

Class Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
Salary Adjustments					\$0	\$36,726
Bilingual Pay:					16,840	16,840
Premium/Overtime Pay:					3,985	3,985
Employee Benefits:					2,125,267	2,174,761
Salary Savings:					(174,880)	(174,713)
Total Adjustments					\$1,971,212	\$2,057,599
Program Totals	207	207.00	197	194.75	\$8,360,599	\$8,049,111

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. Cal Learn is mandated by SB 35 and SB 1078 (Chapter 69 & 1252, Statutes of 1993) to provide case management and support services to AFDC pregnant and parenting teens for the purpose of accessing existing educational services.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$10,500,435	\$11,462,623	\$12,362,675	\$12,586,747	\$12,017,685	(4.5)
Services & Supplies	1,075,087	1,211,442	1,562,452	1,439,099	1,543,514	7.3
Contracts	3,056,819	4,066,917	4,270,213	4,651,380	6,562,784	41.1
Fixed Assets	0	49,135	0	16,000	11,538	(27.9)
Other Charges	6,523,678	8,828,030	10,072,264	11,328,639	10,396,888	(8.2)
TOTAL DIRECT COST	\$21,156,019	\$25,618,147	\$28,267,604	\$30,021,865	\$30,532,409	1.7
PROGRAM REVENUE	(20,005,091)	(24,710,995)	(27,437,551)	(29,600,806)	(30,025,552)	1.4
NET GENERAL FUND CONTRIBUTION	\$1,150,928	\$907,152	\$830,053	\$421,059	\$506,857	20.4
STAFF YEARS	264.25	289.00	327.75	334.25	315.75	(5.5)

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Salary and Benefits and Staff Years are less than budget due to delays in hiring staff. Other Charges are less than budget because GAIN participants are being transitioned into employment sooner and don't need as much supportive services.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Exceeded the 18% goal of the AFDC caseload having income from earnings by achieving 19% working families in the AFDC caseload.

Achieved 98% of the goal to have AFDC, Food Stamps, and General Relief employment programs participants to perform 2,187,960 hours of community service work by utilizing program participants to perform 2,152,717 hours of community service.

- o 301,810 hours were provided by AFDC PREP participants.
- o 604,206 hours were provided by FSET participants.
- o 1,246,048 hours were provided by GR participants.
- o 653 hours were provided by RWEF participants.

Achieved 160% of the goal to assist 5,000 GAIN participants obtain employment annually by assisting 7,980 participants.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Achieve a \$24 million AFDC Cost avoidance savings through the GAIN program.
 - a. Assist 9,975 GAIN participants to obtain employment
2. Provide child care services annually to 1,407 families.
 - a. Process 1,670 families for child care services each month.
3. Avoid annual General Relief and Food Stamp expenditures of \$7.6 million through the operation of the Food Stamp Employment and Training program.
 - a. Apply sanctions to 14,836 GR and Food Stamp applicants.
4. Transition 132 on the Job Training participants into private sector employment each year.
 - a. Enroll 286 recipients in the Job Training Program.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

Net decrease of 18.50 SY due to mid-year adds, transfers, and reductions offset by staff additions in the GAIN Program as follows:

1. Job Training [10.00 SY; E = \$645,498; R = \$645,498] including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o To provide employment and training services for adult and youth public assistance recipients and for youth in foster care. Specific services include job preparation instruction, supervised job search, and individual subsidized on-the-job training (OJT) contracts with private sector employers.
2. Refugee Employment Services [0.00 SY; E = \$0; R = \$0] including support personnel is:
 - o Deleted 4.50 Staff Years (including 1.00 SY Intermediate Clerk, 3.00 SY Social Worker III, and 0.50 Social Work Supervisor) due to the transfer of this subprogram to the Community Action Partnership where this function will be contracted out to community based agencies. The transfer was discussed in the April 4, 1995(6) Board Letter.
3. Food Stamp Employment and Training (FSE&T) [23.00 SY; E = \$1,095,166; R = \$794,475] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for providing Food Stamp and GR recipients an opportunity to work for their benefits and obtain a work history while working for public and non-profit agencies and transition from public assistance into unsubsidized employment. Recipients who fail to participate without good cause are sanctioned and benefits are terminated for a specific period of time.
 - o Deleted 22.00 Staff Years at a cost of \$882,996 in order to save \$441,498 in county costs as a Budget Balancing Reduction. The following are the classes that were deleted: 15.00 SY Social Worker III, 4.00 SY Intermediate Clerks, 1.00 SY Social Work Supervisor, 1.00 SY Program Specialist, and 1.00 SY Social Service Administrator I. The supportive services which have been eliminated are job clubs, supervised job search, counseling, and training. The program now focuses on work-for-benefits and unsupervised job search efforts.
4. Greater Avenues for Independence (GAIN) [247.00 SY; E = \$20,036,551; R = \$20,036,551] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for providing a comprehensive employment, training and education service programs to Aid to Families with Dependent Children parents.

- o Increased 7.00 SY Social Workers III to increase the total number of clients served by 3,749 and the clients entering employment by 4,975. Also included in this proposal is an increase of \$15,617 in services and supplies.
 - o Transferred 1.00 SY Social Services Administrator II and 1.00 SY Analyst II from GAIN to Management Services Program-Contracts and Evaluation and the Community Action Partnership Programs, respectively.
 - o Transferred 2.00 SY Intermediate Clerk Typists from the Management Services Program-fiscal to provide clerical support to GAIN programs.
 - o Transferred 1.00 SY Department Computer Specialist II from GAIN to the Management Services Program-Information Technology Division.
 - o Decreased 1.00 SY Intermediate Clerk Typist and increased Fixed Assets \$7,808 as a result of automating the Pre-Employment Preparation and using the salary savings to purchase 4 personal computers, one printer and 15 computer terminals. The terminals are needed for GAIN staff to perform data entry directly in the mainframe. The personal computers and printers are needed to maintain databases of work site availability.
 - o Decreased contracts by \$475,000 and participant benefits by \$1,264,991 to align with projected expenditures and the State's revenue allocation.
 - o Transferred 1.00 SY Analyst II to Cal-Learn.
5. Child Care Programs [31.75 SY; E = \$5,631,131; R = \$5,424,965]
- The child care programs are consolidated within this program including: Transitional Child Care (TCC), Non-GAIN Education & Training (NET), Child Care Federal Block Grant (FBG), Child Development Program (CDP), Child Care Title IV-A at-Risk and Child Care Tracking.
- o Mandated/Mandated Service Level includes: TCC, NET, Child Care Tracking.
 - o Discretionary/Mandated Service Level includes: FBG, CDP, Child Care at Risk.
 - o Determining eligibility and make payments for subsidized child care for eligible families who qualify based on income and need. Eligible families include the working poor, parents seeking work or attending education or training programs, and families with children determined to be at risk of abuse or neglect.
 - o Increased \$25,280 in Services and Supplies and \$1,945 in Fixed Assets to fully implement a Child Care Automation Computer System to meet mandated State Department of Education reporting requirements and provide improved management of resources as a means of serving more families. This proposal included the software, LAN installation, and fixed assets necessary to automate eligibility determination and calculate child care payments. Federal Child Care Block Grant funds will fully offset the costs of this equipment.
 - o Increased \$508,537 as a result of a mid-year change approved by the Board on February 14, 1995(6) increasing Federal Block Grant Revenue.
6. Cal Learn Program [4.00 SY; E = \$3,124,063; R = \$3,124,063]
- o Mandated/Mandated Service Level.
 - o Responsible for discouraging welfare dependency by encouraging and assisting teen parents on AFDC to complete high school. The program uses financial incentives and penalties to encourage teens to use existing educational services.
 - o Added 4.00 SY (2.00 SY Intermediate Account Clerk, 1.00 SY Social Worker III, and 1.00 SY Analyst II transfer from GAIN).
 - o Added \$2,414,673 in contracts to privatize case management activities; added \$603,936 for child care, transportation and ancillary supportive services; added \$1,785 in fixed assets for a printer and \$55,412 in other services and supplies.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Job Training (JTPA)	\$514,663	\$646,890	\$655,198	8,308
Refugee Employment Services (RES)	586,349	264,151	0	(264,151)
Refugee Social Services	22,536	22,005	0	(22,005)
Food Stamp Employment & Training (FSE&T) (match required)**	1,654,389	895,359	784,774	(110,585)
Greater Avenues for Independence (GAIN) (30% NFS match required)***	17,898,867	19,586,900	18,112,314	(1,474,586)
Transitional Child Care Admin. (TCC)	1,233,245	1,736,019	1,502,597	(233,422)
Non-GAIN Employment & Training (NET) (15% match required)	857,264	1,220,901	659,459	(561,442)
Child Care Federal Block Grant	1,498,032	1,762,174	2,112,612	350,438
Child Development Program*	754,913	616,714	619,103	2,389
Child Care Title IV-A At Risk	150,988	194,450	194,895	445
Child Care Tracking	236,032	247,644	267,581	19,937
Social Services Trust Fund	2,017,960	2,407,599	1,992,956	(414,643)
State Cal Learn Case Management	6,331	0	1,586,010	1,586,010
State Cal Learn Admin	5,982	0	1,538,053	1,538,053
Sub-Total	\$27,437,551	\$29,600,806	\$30,025,552	\$424,746
Total	\$27,437,551	\$29,600,806	\$30,025,552	\$424,746

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
REVENUE MATCH:				
Food Stamp Employment & Training (FSET)**	\$686,174	\$590,964	\$358,325	(232,639)
Child Development Program (Maintenance of Effort)	105,332	105,332	105,332	0
Non-GAIN Education & Training (NET)	151,282	215,453	116,375	(99,078)
GAIN	1,866,678	1,873,709	1,876,581	2,872
Match met with Social Service Trust Fund	(2,017,960)	(2,407,599)	(1,992,956)	414,643
Sub-Total	\$791,506	\$377,859	\$463,657	\$85,798
GENERAL FUND SUPPORT COSTS:				
GR Grant Diversion Project	\$38,547	\$43,200	\$43,200	0
Over match			0	0
Sub-Total	\$38,547	\$43,200	\$43,200	\$0
Total	\$830,053	\$421,059	\$506,857	\$85,798

EXPLANATION/COMMENT ON PROGRAM REVENUES:

For the 1995-96 Budget, the RES and Refugee Social Services revenue and activities were transferred to the Community Action Partnership Program (#27017).

GAIN Revenue was decreased due to an anticipated lower GAIN State allocation.

NET and TCC Revenue decreased due to an anticipated lower State allocation.

Child Care Federal Block Grant Revenue allocation was increased and approved as a mid-year increase by the Board on February 14, 1995 (6).

State Cal Learn Case Management and Administrative revenue was added to implement a new program approved by the Board on March 28, 1995 (1).

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

** FSET match: no match required for first \$414,247; 15% for next \$95,354; and 50% for the remaining expenditures.

*** NFS means Non-Federal Share of expenditures.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$11,538
Total	\$11,538

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
GREATER AVENUES FOR INDEPENDENCE (GAIN)					
% OF RESOURCES: 65%					
<u>OUTCOME (Planned Result)</u>					
GAIN Program; AFDC payments avoided annually	N/A	\$8.73M	\$18,070,000	N/A	\$24M
<u>EFFECTIVENESS (Input/Outcome)</u>					
Costs avoided per GAIN worker annually	N/A	N/A	\$159,235	N/A	\$195,121
<u>OUTPUT (Service or Product)</u>					
GAIN participants employed annually	N/A	5,657	7,980	5,000	9,975
<u>EFFICIENCY (Input/Output)</u>					
GAIN participants employed per worker annually	N/A	N/A	70.32	N/A	81

COMMENTS:

FY 95-96 goals are significantly higher than actuals due to the hiring of 7 more GAIN Social Workers and a more concentrated effort to place clients in immediate employment.

ACTIVITY B:
CHILD CARE

% OF RESOURCES: 20%

OUTCOME (Planned Result)

Families provided with child care to support their employment, job-seeking, education or training and to provide respite care for children at risk of abuse monthly	N/A	N/A	1,300	1,154	1,407
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EFFECTIVENESS (Input/Outcome)

Cost per family monthly	N/A	N/A	\$324	N/A	\$316
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OUTPUT (Service or Product)

Number of families processed for child care services monthly	N/A	N/A	1,567	N/A	1,670
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EFFICIENCY (Input/Output)

Monthly number of families served per Eligibility Technician	N/A	N/A	131	N/A	134
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PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C:					
FOOD STAMP EMPLOYMENT & TRAINING					
% OF RESOURCES: 4%					
<u>OUTCOME (Planned Result)</u>					
General Relief and Food Stamp costs* avoided annually	N/A	\$7,332,114	\$8,276,888	N/A	\$7,611,068
<u>EFFECTIVENESS (Input/Outcome)</u>					
Savings per FSET case manager annually	N/A	\$236,520	\$266,996	N/A	\$475,692
<u>OUTPUT (Service or Product)</u>					
Number of applied sanctions annually	N/A	14,523	15,207	N/A	14,836
<u>EFFICIENCY (Input/Output)</u>					
Sanctions applied per FSET case manager annually**	N/A	468	491	N/A	927

COMMENTS

*Food Stamp Cost avoided are \$4,507,310 and GR costs avoided are \$3,103,758.

**Efficiency rate has increased from FY 94-95 actual due to staffing reductions in social worker classification.

ACTIVITY D:
JOB TRAINING (CONTRACT WITH SAN DIEGO CONSORTIUM)

% OF RESOURCES: 2%

OUTCOME (Planned Result)

On the job training (OJT) participants transitioned into private sector employment annually	N/A	134	121	132	132
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EFFECTIVENESS (Input/Outcome)

Cost per OJT placement annually	N/A	\$5,021	\$4,489	\$4,890	\$4,890
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OUTPUT (Service or Product)

Number of recipients enrolled into the job training programs annually	243	289	569	226	286
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EFFICIENCY (Input/Output)

Number of participants served per Social Worker annually	N/A	58	114	45	57
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COMMENTS:

Increase in referrals in FY 94-95 resulted in increased recipients enrolled.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
<u>Job Training</u>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$46,163	\$38,898
5270	SW Supervisor	1	1.00	1	1.00	38,210	38,060
5260	Social Worker III	5	5.00	5	5.00	160,462	161,328
5221	Eligibility Technician	1	1.00	1	1.00	23,949	23,853
2493	Intermediate Acct Clerk	1	1.00	1	1.00	19,112	20,016
2700	Intermediate Clerk	1	1.00	1	1.00	20,670	18,346
	Sub-Total	10	10.00	10	10.00	\$308,566	\$300,501
<u>Refugee Employment Services</u>							
5270	SW Supervisor	1	0.50	0	0.00	\$17,089	\$0
5260	Social Worker III	3	3.00	0	0.00	98,790	0
2700	Intermediate Clerk	1	1.00	0	0.00	20,670	0
	Sub-Total	5	4.50	0	0.00	\$136,549	\$0
<u>Food Stamp Employment & Training</u>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$46,163	\$45,983
5287	Soc Svcs Admin I	1	1.00	0	0.00	43,930	0
5244	Program Specialist	1	1.00	0	0.00	41,842	0
5270	Social Work Supervisor	3	3.00	2	2.00	112,716	76,085
5260	Social Worker III	31	31.00	16	16.00	944,853	509,531
2700	Intermediate Clerk	8	8.00	4	4.00	154,700	81,617
	Sub-Total	45	45.00	23	23.00	\$1,344,204	\$713,216
<u>GAIN Administration</u>							
0360	Ast Dep Dir, Soc Svcs	1	1.00	1	1.00	\$60,310	\$58,392
2757	Admin Sec II	1	1.00	1	1.00	25,474	25,372
	Sub-Total	2	2.00	2	2.00	\$85,784	\$83,764
<u>GAIN Support</u>							
5288	Soc Svcs Admin II	1	1.00	0	0.00	\$43,930	\$0
2413	Analyst III	3	3.00	3	3.00	138,489	135,649
5244	Program Specialist	2	2.00	2	2.00	83,684	83,356
2412	Analyst II	4	4.00	2	2.00	159,960	83,356
2730	Senior Clerk	1	1.00	1	1.00	23,712	23,344
2700	Intermediate Clerk	4	4.00	4	4.00	77,103	78,865
	Sub-Total	15	15.00	12	12.00	\$526,878	\$404,570
<u>GAIN Operations</u>							
0360	Ast Dep Dir, Soc Svcs	1	1.00	1	1.00	\$60,310	\$58,392
5287	Soc Svcs Admin I	6	6.00	6	6.00	263,580	262,548
2300	Child Care Coordinator	1	1.00	1	1.00	44,829	44,654
5244	Program Specialist	2	2.00	2	2.00	83,684	83,356
5270	Soc Work Supv	15	15.00	15	15.00	561,196	569,966
5260	Soc Worker III	116	116.00	123	123.00	3,688,052	3,803,627
2757	Admin Sec II	1	1.00	1	1.00	25,474	25,372
2745	Supervising Clerk	1	1.00	1	1.00	27,745	27,660
2730	Senior Clerk	11	10.00	10	10.00	253,778	233,436
2493	Intermediate Acct Clk	12	12.00	12	12.00	243,579	239,608
2700	Intermediate Clerk	60	60.00	61	61.00	1,156,552	1,202,691
3119	Dept Computer Specialist II	1	1.00	0	0.00	29,028	0
	Sub-Total	227	226.00	233	233.00	\$6,437,807	\$6,551,310

STAFFING SCHEDULE

Class Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
<u>Child Care Programs</u>						
5244 Program Specialist	2	2.00	2	2.00	\$72,803	\$83,356
5270 Social Work Supervisor	1	.75	1	.75	27,320	27,353
5260 Social Worker III	7	6.50	7	6.50	200,440	211,063
5222 Eligibility Supervisor	2	2.00	2	2.00	55,242	59,690
5221 Eligibility Technician	13	12.50	13	12.50	272,528	283,649
2700 Intermediate Clerk	8	8.00	8	8.00	150,752	151,693
Sub-Total	33	31.75	33	31.75	\$779,085	\$816,804
<u>Cal Learn Program</u>						
2412 Analyst II	0	0.00	1	1.00	\$0	\$34,296
5260 Social Worker III	0	0.00	1	1.00	0	27,653
2493 Intermediate Account Clerk	0	0.00	2	2.00	0	34,964
Sub-Total	0	0.00	4	4.00	\$0	\$96,913
Total	337	334.25	317	315.75	\$9,618,873	\$8,967,078
Salary Adjustments:					\$1,980	(44,406)
Bilingual Pay:					30,660	30,660
Employee Benefits:					3,187,515	3,320,553
Salary Savings:					(252,281)	(256,200)
Total Adjustments					\$2,967,874	\$3,050,607
Program Totals	337	334.25	317	315.75	\$12,586,747	\$12,017,685

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$39,321,657	\$40,051,536	\$40,780,110	\$41,731,945	\$43,541,344	4.3
Services & Supplies	3,884,348	4,038,840	4,831,565	4,376,613	4,721,976	7.9
Contracts	1,663,848	2,066,651	3,137,576	3,553,192	3,811,255	7.3
Support & Care	1,227,281	1,282,041	1,946,296	1,546,239	1,822,861	17.9
Fixed Assets	27,760	0	0	55,663	20,246	(63.6)
Reserve IFPP	0	0	0	0	930,000	100.0
TOTAL DIRECT COST	\$46,124,894	\$47,439,068	\$50,695,547	\$51,263,652	\$54,847,682	7.0
PROGRAM REVENUE	(42,622,759)	(45,225,137)	(50,218,640)	(49,221,033)	(53,378,484)	8.4
NET GENERAL FUND CONTRIBUTION	\$3,502,135	\$2,213,931	\$476,907	\$2,042,619	\$1,469,198	(28.1)
STAFF YEARS	954.75	964.50	1,013.50	1,037.00	1099.50	6.0

PROGRAM MISSION

To protect children and preserve families.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Fiscal Year 1994-95 actual expenditures for Salaries and Benefits were less than budgeted due to the difficulty obtaining qualified staff to fill Protective Services Worker positions.

Fiscal Year 1994-95 actual expenditures for Support and Care were greater than budgeted due to an increased demand for Supportive Services in Dependency Cases supervised by the Juvenile Court.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved the goal to serve families where there is risk of child abuse, enabling them to remain together without continued abuse or neglect.

Achieved the goal to ensure that when children must be removed from the home for their protection, they maintain family and community ties.

Achieved the goal to assist families whose children are removed from the home to reunify safely.

Achieved the goal to investigate child abuse reports monthly by investigating a monthly average of 3,883 reports which was 95% of the expected workload.

Achieved the goal 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 by ensuring that no reports of re-abuse were received for 97% (3,781) of the children.

Achieved the goal to ensure that children removed from the home for their protection will maintain family and community ties. The goal of placing 44% of children with relatives was exceeded by placing 46% of the children with relatives. The goal of placing 92% of the children with ethnically matched families was 97% achieved.

Exceeded the goal to enable children removed from their homes to safely reunify with their families by ensuring that of the monthly average number of children who return home, 60% of them return home within 12 months and an additional 11% return home within 18 months by returning 66% within 12 months and an additional 14% within 18 months.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Support families in which abuse has been investigated assuring that for 97.0% of the children there will be no confirmed reports of re-abuse within six months.
 - a. Reports of abuse and neglect investigated for 3,900 children monthly.
2. Provide emergency care and needs assessment for 450 children per month in need of emergency shelter.
 - a. 2,738 monthly average bed days.
3. Provide permanent homes for children unable to return to their own homes by placing 280 children in adoptive homes annually.
 - a. 350 children annually freed for adoption.
 - b. 290 homes approved annually.
4. Recruit new and support existing foster parents in order to maintain a monthly average of 1,440 licenses in force.
 - a. 34 new licenses issued monthly.
 - b. 33 licenses terminated monthly.
5. Ensure that children removed from the home, maintain family and community ties by placing 45% with relatives and 91% with ethnically matched families.
 - a. 2,205 children placed with relatives at the end of the month.
 - b. 4,459 children placed in ethnically matched families at the end of the month.
6. Of the children re-unified safely with their families, return 63% within 12 months and 81% within 18 months.
 - a. 121 children reunited with their families each month.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Child Welfare Services (CWS) [771.00 SY; E = \$37,703,637; R = \$37,648,249]
 - o Mandated/Mandated Service Level.
 - o Funded by Child Welfare Services-match met with Social Services Trust funds.
 - o Provides for a full range of child protection services:
 - a. Initial Assessment investigates and assesses Child Abuse 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 safely to the home. These services include the supervision of children in relative care, foster care and group homes. (Permanency Planning)
 - o Decreased .50 SY as follows:
 - Deleted 1.00 SY Assistant Deputy Director from Bureau Administration,
 - Deleted 1.00 SY Intermediate Clerk Typist as a result of efficiencies in case tracking due to the implementation of bar coding case files,
 - Transferred 1.00 SY Administrative Secretary II to the Management Service Program (New Beginnings),
 - Added 1.00 SY Social Services Administrator III in transfer from the Department Administration Program, and
 - Added 6.00 SY temporary extra-help security guards.

- Deleted 1.00 SY Clinical Psychologist and 3.50 SY Protective Services Worker to contract-out Sexual Abuse Counseling.
 - o Re-classed 2.00 SY Assistant Deputy Director to Social Services Administrator III.
 - o Decreased 5.50 SY to align program budget staff with actual assignments as follows:
 - Transferred 1.00 SY Intermediate Clerk Typist to Adoptions,
 - Transferred 5.00 SY Protective Services Worker to Intensive Family Preservation,
 - Transferred 3.00 SY Protective Services Worker to Emergency Shelter Care,
 - Transferred 0.50 SY Protective Services Worker to Foster Home Licensing,
 - Added 1.00 SY Protective Services Supervisor in transfer from Emergency Shelter Care, and
 - Added 3.00 SY Protective Services Assistant in transfer from Intensive Family Preservation.
 - o Reduced Fixed Assets as follows:
 - Deleted the FY 1994-95 costs of \$55,663,
 - Added \$16,985 for equipment needed for bar coding of case files, and
 - Added \$3,261 for a personal computer and printer for the Interstate Compact Unit and a printer for the Bureau Principal Administrative Analyst.
2. Emergency Shelter Care [188.00 SY; E = \$7,962,419; R = \$7,733,463]
- o Mandated /Mandated Service Level.
 - o Funded by Emergency Assistance Funds (Title IV-A) and Child Welfare Services—match met with Social Services Trust funds.
 - o Provides for Emergency Shelter Care services to children taken into custody by law enforcement or the Juvenile Court's action.
 - o Approximately 450 children will be admitted each month to the Polinsky Center.
 - o Increased 65.00 SY as follows:
 - Added 9.00 SY (0.25 Intermediate Account Clerk, 0.25 Stock Clerk, 0.5 Intermediate Clerk Typist, 0.25 Protective Services Assistant, 0.25 Protective Services Worker, and 7.5 Child Care Worker) to annualize staff years partially funded for the FY 1994-95 opening of the Polinsky Children Center at a capacity of 70 beds,
 - Added 54.00 SY (2.00 SY Intermediate Clerk Typist, 1.00 SY Senior Clerk, 45.00 SY Child Care Workers, and 6.00 SY Senior Child Care Worker) to increase the capacity of the Polinsky Center to 90 beds
 - Re-classed 1.00 SY Office Manager to Supervising Clerk, and
 - Re-classed 1.00 SY Laundry Worker II to Senior Laundry Worker.
 - o Increased 2.00 SY to align program budget staff with actual assignments as follows:
 - Transferred 1.00 SY Protective Services Supervisor to Child Welfare Services, and
 - Added 3.00 SY Protective Services Worker in transfer from Child Welfare Services.
3. Intensive Family Preservation [49.00 SY; E = \$4,294,582; R = \$3,364,582]
- o Discretionary Program/ Discretionary Service Level.
 - o Funded with State General fund savings from the AFDC-Foster Care program.
 - o 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 from foster care.
 - o Increased 1.00 SY to align program budget staff with actual assignments as follows:
 - Added 5.00 SY Protective Services Worker in transfer from Child Welfare Services,
 - Transferred 3.00 Protective Services Assistants to Child Welfare Services, and
 - Transferred 1.00 Intermediate Clerk Typist to Foster Home Licensing.
4. Foster Home Licensing [23.50 SY; E = \$1,035,222; R = \$1,035,222]
- o Discretionary /Mandated Service Level.
 - o Manages the licensing of Foster Care homes under contract with the State.
 - o Develops Foster Care home resources, issues licenses, and evaluates and monitors standards.
 - o Increased 3.00 SY to align program budget staff with actual assignments as follows:
 - Added 1.00 SY Intermediate Clerk Typist in transfer from Intensive Family Preservation,
 - Added 1.50 SY Social Worker III in transfer from Options for Recovery, and
 - Added 0.50 SY Protective Services Worker in transfer from Child Welfare Services.
5. Independent Living Skills [7.00 SY; E = \$920,426; R = \$665,572]
- o Mandated/Mandated Service Level.
 - o The goal is to enable eligible youth to achieve self sufficiency prior to leaving the foster care support system.
 - o Decreased 1.00 SY Protective Services Worker in transfer to Adoptions to align program budget staff with actual assignments.
 - o Decreased 1.00 SY Protective Services Worker in transfer to Options for Recovery to align program budget staff with actual assignments.

6. Adoption Services [59.00 SY; E = \$2,591,662; R = \$2,591,662]

- o Discretionary/Mandated Service Level.
- o Operated under license with the State of California.
- o Recruits adoptive families; provides placement services and background investigations; and counsels birth parents, adoptive parents and children involved in the adoption process.
- o Increased 2.00 SY to align program budget staff with actual assignments as follows:
 - Added 1.00 SY Intermediate Clerk Typist in transfer from Child Welfare Services, and
 - Added 1.00 SY Protective Services Worker in transfer from Independent Living Skills.

7. Options for Recovery [2.00 SY; E = \$339,734; R = \$339,734]

- o Discretionary/Mandated Service Level.
- o Funded by the State of California.
- o 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.
- o Provides services to recruit and train foster care families and place 100 eligible children with these families over the course of one year.
- o Decreased 0.50 SY to align program budget staff with actual assignments as follows:
 - Added 1.00 SY Protective Services Worker from Independent Living Skills, and
 - Transferred 1.50 SY Social Worker III to Foster Home Licensing.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Child Welfare Services (match is 30% of NFS)*	\$26,869,030	\$30,760,011	\$24,691,644	(6,068,367)
Emergency Assistance	6,527,678	482,443	9,985,814	9,503,371
CWS Refugee Social Services	0	44,147	0	(44,147)
Foster Home Licensing Contract	888,043	983,737	1,035,222	51,485
Adoptions Contract	2,448,005	2,609,552	2,360,868	(248,684)
Independent Living Skills Contract	581,687	803,796	665,572	(138,224)
Adoption Fees	203,071	155,491	230,794	75,303
Family Preservation	2,114,855	4,845,604	3,364,582	(1,481,022)
Special Foster Care Grant (Options for Recovery)	0	0	339,734	339,734
Pediatric HIV Grant	49,520	39,121	39,830	709
Specialized Care Incentive	292,563	0	317,003	317,003
Share Bear Donations	0	0	13,010	
Social Services Trust Fund	10,244,188	8,497,131	10,334,411	1,837,280
Sub-Total	\$50,218,640	\$49,221,033	\$53,378,484	\$4,157,451
Total	\$50,218,640	\$49,221,033	\$53,378,484	\$4,157,451

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
REVENUE MATCH:				
Child Welfare Services Match	\$9,211,799	\$10,165,731	\$8,887,197	(1,278,534)
Emergency Assistance Match	1,135,992	33,208	1,665,177	1,431,969
Independent Living Skills	47,661	274,430	254,854	(19,576)
Intensive Family Preservation Reserve	0	0	930,000	930,000
Match Met with Social Service Trust Fund	(10,244,188)	(8,497,131)	(10,334,411)	(1,837,280)
Sub-Total	\$151,264	\$1,976,238	\$1,402,817	\$(573,421)
GENERAL FUND SUPPORT COSTS:				
Court Ordered Services, County Cost	325,643	66,381	66,381	0
Sub-Total	\$325,643	\$66,381	\$66,381	\$0
Total	\$476,907	\$2,042,619	\$1,469,198	\$(573,421)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

- o Budgeted Revenues are based on workload projections and related funding allocations and claims.
- o During FY 95-96 Options for Recovery was added as new revenue and Specialized Care Incentive was moved from Assistance Payments.
- o The decrease in Child Welfare Services revenue is offset by the increase in Emergency Assistance revenue.

* Non Federal Share (NFS)

EXPLANATION/COMMENT ON GENERAL FUND:

- o Savings in budgeted Social Services Trust Fund Match in the In-Home Supportive Services Program have been applied to this program to reduce the County General Fund Contribution.
- o Increased Federal EA Claiming in Child Welfare Services has reduced the County Match for the Program.
- o The Intensive Family Preservation Reserve consists of Incentive funds set aside to fund anticipated penalties incurred for the FY 94-95 programs operations. The State methodology for imposing the penalties is currently being litigated.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$20,246
Total	\$20,246

COMMENTS: This includes equipment for bar coding of cases, one personal computer, and two printers.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: CHILD WELFARE SERVICES					
% OF RESOURCES: 65%					
<u>OUTCOME (Planned Result)</u>					
Support families in which abuse has been investigated assuring that for 97% of the children there will be no confirmed reports of re-abuse within 6 months	98.0%	98.0%	97.0%	97.0%	97.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Casework staff year per case with no re-abuse	N/A	0.12	0.13	0.13	0.14
Casework cost per case/month*	N/A	\$441	\$502	\$482	\$527
<u>OUTPUT (Service or Product)</u>					
Investigations/month	4,003	4,077	3,983	4,100	3,900
<u>EFFICIENCY (Input/Output)</u>					
Casework staff year per investigation*	N/A	0.11	0.12	0.12	0.13
Casework cost per investigation*	N/A	\$432	\$476	\$468	\$496
<u>COMMENTS</u>					

* Casework salary costs for 93-94 and 94-95 are estimated. Costs are based on salaries and benefits for Protective Services Workers, Senior Protective Services Workers and Protective Services Supervisors.

**ACTIVITY B:
EMERGENCY SHELTER CARE**

% OF RESOURCES: 13%

OUTCOME (Planned Result)

Children provided emergency care and needs assessment each month	382	422	431	450	450
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EFFECTIVENESS (Input/Outcome)

Cost per child*	N/A	\$901	\$1,161	\$958	\$1,288
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OUTPUT (Service or Product)

Average bed days/month	N/A	1,701	2,380	1,900	2,738
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EFFICIENCY (Input/Output)

Cost per bed day*	N/A	\$223	\$210	\$227	\$212
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COMMENTS

*Cost does not include all overheads. Costs are based on salaries for all staff. Increases in the cost per child reflect the fact that children are staying longer at the Polinsky Childrens Center. Another factor impacting costs is the addition of adequately trained permanent staff to the Polinsky Center.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C: ADOPTIONS					
% OF RESOURCES: 5%					
<u>OUTCOME (Planned Result)</u>					
Children provided permanent adoptive homes annually	448	329	249	324	280
<u>EFFECTIVENESS (Input/Outcome)</u>					
Child placed/staff year/year	7.70	7.79	6.42	7.90	6.83
<u>OUTPUT (Service or Product)</u>					
Number of children freed for adoption/year	N/A	311	330	350	350
Adoptive homes approved/year	360	278	272	300	290
<u>EFFICIENCY (Input/Output)</u>					
Child freed/staff year	N/A	7.37	8.51	8.54	8.54
Home studied/staff year	N/A	6.58	7.02	7.32	7.07

COMMENTS

Staff Years include Protective Services Workers, Senior Protective Services Workers and Protective Services Supervisors. Does not include 1.00 SY assigned to step-parent adoptions.

**ACTIVITY D:
FOSTER HOME LICENSING**

% OF RESOURCES: 2%

OUTCOME (Planned Result)

Licenses in force each month	1,569	1,439	1,414	1,450	1,440
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EFFECTIVENESS (Input/Outcome)

Licenses maintained/staff year/month	N/A	97.03	101.31	93.55	99.31
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Casework cost/license maintained	N/A	\$37	\$38	\$39	\$37
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OUTPUT (Service or Product)

New licenses issued/month	N/A	27	35	33	34
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Licenses terminated/month	N/A	33	31	29	33
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EFFICIENCY (Input/Output)

New licenses/staff year/month	N/A	1.81	2.51	2.13	2.34
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Casework cost/new license*	N/A	\$1,992	\$1,536	\$1,704	\$1,561
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COMMENTS

*Costs for 93-94 and 94-95 are estimated. Costs are based on salaries and benefits for Protective Services Workers, Social Worker III and Social Work Supervisor. Does not include 1.00 SY assigned to Foster Parent recruitment and training.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
Child Welfare Services (CWS)							
0360	Asst Dep Dir, SS	8	8.00	5	5.00	462,578	311,279
2302	Admin Assiat III	1	1.00	1	1.00	46,163	38,898
2303	Admin Assiat II	2	2.00	2	2.00	77,111	76,809
2425	Assoc Accountant	1	1.00	1	1.00	37,125	36,979
2493	Int Acct Clerk	1	1.00	1	1.00	20,023	20,671
2650	Stock Clerk	3	3.00	3	3.00	56,203	53,884
2700	Int Clerk Typist	115	113.50	113	111.50	2,266,584	2,212,212
2714	Int Trans Typist	5	5.00	5	5.00	96,830	96,280
2715	Records Clerk	14	14.00	14	14.00	294,832	289,943
2726	Prin Clerk II	2	2.00	2	2.00	69,860	69,584
2730	Senior Clerk	18	17.00	17	17.00	402,266	395,098
2745	Supv Clerk	5	5.00	5	5.00	135,210	134,623
2756	Admin Sec I	13	12.00	12	12.00	253,481	263,556
2757	Admin Sec II	7	7.00	6	6.00	176,002	152,068
2760	Stenographer	1	1.00	1	1.00	19,829	19,718
2903	Legal Proc Clerk I	7	7.00	7	7.00	149,373	145,649
3039	Mail Clerk Driver	5	5.00	5	5.00	102,037	103,145
4913	Prot Svcs Asst	32	29.00	32	32.00	605,640	671,026
5045	Clinical Psych	2	1.00	0	0.00	44,764	0
5087	Sr Clinical Psych	1	1.00	1	1.00	47,942	44,539
5222	Eligibility Sup	1	1.00	1	1.00	25,278	25,001
5244	Program Spec	14	13.00	13	13.00	529,618	533,040
5257	Prot Svc Wkr	416	394.50	383	382.50	13,213,872	12,655,740
5258	Sr Prot Svc Wkr	63	59.00	59	59.00	2,213,753	2,223,611
5259	Prot Svc Sup	63	59.00	60	60.00	2,550,982	2,588,464
5270	Soc Work Sup	4	3.00	3	3.00	114,630	105,049
5289	Soc Serv Admin III	12	12.00	15	15.00	608,469	735,927
9999	Extra Help	0	0.00	6	6.00	0	67,842
	Sub-Total	816	777.00	773	771.00	\$24,620,455	\$24,070,635
Emergency Shelter Care							
2493	Int Account Clerk	1	0.75	1	1.00	\$13,075	\$20,671
2650	Stock Clerk	2	1.75	2	2.00	29,857	35,922
2658	Storekeeper II	1	1.00	1	1.00	21,508	22,077
2700	Intermediate Clerk Typist	15	14.50	17	17.00	291,144	337,288
2730	Senior Clerk	1	1.00	2	2.00	23,949	46,482
2745	Supv Clerk	0	0.00	1	1.00	0	26,925
2756	Admin Sec I	2	2.00	2	2.00	44,104	43,926
2764	Office Manager	1	1.00	0	0.00	25,681	0
4407	Rec. Therapist	1	1.00	1	1.00	27,676	31,762
4618	Psych. Tech	6	6.00	6	6.00	143,202	142,634
4913	Prot Svcs Asst	2	1.75	2	2.00	32,368	41,939
5072	Child Care Worker	51	50.50	83	83.00	979,720	1,599,940
5089	Sr. Child Care Wkr	8	8.00	20	20.00	174,605	406,747
5091	Residential Care Worker	0	0.00	14	14.00	0	299,068
5244	Program Spec	1	1.00	1	1.00	41,842	41,462
5257	Prot Svc Wkr	14	8.75	12	12.00	287,563	397,043
5258	Sr Prot Svc Wkr	2	2.00	2	2.00	71,088	75,377
5259	Prot Svc Sup	8	8.00	7	7.00	345,190	303,393
5289	Soc Serv Admin III	2	2.00	2	2.00	101,814	98,124
6344	Coordinator, Vol.	2	2.00	2	2.00	54,152	58,276
6510	Sr Laundry Wkr	0	0.00	1	1.00	0	17,024
6530	Laundry Wkr I	1	1.00	1	1.00	18,822	18,715
6531	Laundry Wkr II	1	1.00	0	0.00	17,122	0
7031	Custodian	2	2.00	2	2.00	37,536	37,386
9999	Extra Help	6	6.00	6	6.00	71,635	69,739
	Sub-Total	130	123.00	188	188.00	\$2,853,653	\$4,171,920

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
Intensive Family Preservation Program							
2493	Int Acct Clerk	1	1.00	1	1.00	20,798	20,671
2700	Int Clerk	6	6.00	5	5.00	114,807	99,202
2756	Admin Sec I	1	1.00	1	1.00	19,137	21,963
4913	Prot Svcs Asst	6	6.00	3	3.00	126,653	62,909
5257	Prot Svc Wkr	21	21.00	26	26.00	657,454	860,259
5258	Sr Prot Svc Wkr	6	6.00	6	6.00	205,396	226,130
5259	Prot Svc Sup	6	6.00	6	6.00	251,660	260,051
5289	Soc Serv Admin III	1	1.00	1	1.00	46,163	49,062
	Sub-Total	48	48.00	49	49.00	\$1,442,068	\$1,600,247
Foster Care Licensing							
2700	Int Clerk	4	4.00	5	5.00	78,000	99,202
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,241
2756	Admin Sec I	1	1.00	1	1.00	22,052	21,963
5257	Prot Svc Wkr	3	2.50	3	3.00	81,183	99,261
5260	Soc Wkr III	9	9.00	11	10.50	296,370	342,803
5270	Soc Work Sup	2	2.00	2	2.00	76,420	70,032
5288	Soc Serv Admin II	1	1.00	1	1.00	46,163	45,983
	Sub-Total	21	20.50	24	23.50	\$624,137	\$702,485
Independent Living Skills							
4913	Prot Svcs Asst	1	1.00	1	1.00	21,629	20,970
5257	Prot Svc Wkr	6	6.00	4	4.00	207,336	132,348
5258	Sr Prot Svc Wkr	1	1.00	1	1.00	38,062	37,688
5259	Prot Svc Sup	1	1.00	1	1.00	43,872	43,342
	Sub-Total	9	9.00	7	7.00	\$310,899	\$234,348
Adoptions							
2700	Int Clerk	5	5.00	6	6.00	103,350	119,043
2756	Admin Sec I	1	1.00	1	1.00	22,052	21,963
2903	Legal Proc Clerk I	6	6.00	6	6.00	120,239	124,842
2906	Legal Proc Clerk III	1	1.00	1	1.00	27,226	27,117
2907	Legal Proc Clerk II	2	2.00	2	2.00	48,150	47,956
5257	Prot Svc Wkr	33	33.00	38	34.00	1,140,348	1,124,955
5258	Sr Prot Svc Wkr	4	4.00	4	4.00	152,248	150,753
5259	Prot Svc Sup	4	4.00	4	4.00	175,488	173,367
5289	Soc Serv Admin III	1	1.00	1	1.00	50,907	49,062
	Sub-Total	57	57.00	63	59.00	\$1,840,008	\$1,839,058
Options for Recovery							
2700	Int Clerk	1	1.00	1	1.00	20,670	19,840
5257	Prot Svc Wkr	0	0.00	1	1.00	0	33,087
5260	Soc Worker III	2	1.50	0	0.00	42,177	0
	Sub-Total	3	2.50	2	2.00	\$62,847	\$52,927
Total		1,084	1,037.00	1,106	1,099.50	\$31,754,067	\$32,671,620
Bilingual Pay:						49,250	49,250
Premium/Overtime Pay:						180,910	180,910
Employee Benefits:						10,402,234	11,716,828
Salary Adjustment:						177,222	(209,779)
Salary Savings:						(831,738)	(867,485)
Total Adjustments						\$9,977,878	\$10,869,724
Program Totals		1,084	1,037.00	1,106	1,099.50	\$41,731,945	\$43,541,344

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$742,756	\$784,157	\$854,490	\$814,715	\$970,781	19.2
Services & Supplies	12,167	28,452	40,234	143,642	80,229	(44.1)
Contracts	6,316,336	6,197,784	6,881,566	7,137,799	7,090,415	(0.7)
Fixed Assets	2,300	0		5,200	0	(100.0)
TOTAL DIRECT COST	\$7,073,559	\$7,010,393	\$7,776,290	\$8,101,356	\$8,141,425	0.5
PROGRAM REVENUE	(5,182,698)	(4,742,432)	(5,262,775)	(5,706,287)	(5,939,080)	4.1
NET GENERAL FUND CONTRIBUTION	\$1,890,861	\$2,267,961	\$2,513,515	\$2,395,069	\$2,202,345	(8.0)
STAFF YEARS	15.00	17.00	17.75	17.00	29.00	70.6

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Contracts are lower than budget due to under expenditure by contractors.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved 124% of the goal to provide juvenile diversion services to 6,718 at-risk youth, age 10-17, by providing services to 8,303 youth.

Achieved 126% of the goal to provide employment and training services to 1,300 refugees by providing services to 1,640 refugees. The goal was exceeded due to a mid-year funding increase which allowed the Department to increase the number of clients to be served.

Achieved 109% of the goal to provide child abuse prevention services to 4,401 families by providing services to 4,779 families.

As of 6-30-95, 5,129 (62%) of the 8,303 youth receiving juvenile diversion services were prevented from entering or re-entering the juvenile justice system. This represents 6 months of data. Re-entry is measured at 6 months after case closure. The remaining 6 months and overall achievement of objective will be reported in FY 96-97.

Exceeded the goal to assist 20% of refugees receiving employment and training services to achieve self-sufficiency by assisting 29% (481) of 1,640 refugees to achieve self-sufficiency.

Achievement of the goal to prevent entry or re-entry into the child abuse protection system of 45% of 4,401 families receiving child abuse prevention services cannot be measured at this time because data will not be available until FY 96-97. Re-entry is measured at 12 months after the date services are last provided.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Assist 33% of refugees receiving employment and training services achieve economic self-sufficiency.

- a. Provide services to 2,257 refugees.
2. Eighty percent (80%) of Juveniles receiving diversion services will have no contact with the Juvenile Justice system for 6 months after termination of services.
 - a. Provide diversion services to 4,173 at-risk youth.
3. Families receiving Child Abuse Prevention Services will not have referrals to Children's Services, other than self referral, within six and twelve months following termination of services for:
 - o 60% of families who receive Transitional Residential Services.
 - o 40% of families who receive home-based Family Intervention Services.
 - o 60% of families who receive home-based Early Intervention Services.
 - a. Provide home-based Child Abuse Prevention Services to 4,361 families.
4. Assist 70% of disputes involving alternative dispute resolution to achieve successful settlements.
 - a. Provide resolution services to 1,675 alternative dispute.
5. Assist 80% of the non-residential Domestic Violence clients to improve this ability to cope with domestic violence situations.
 - a. Provide services to 6,030 non-residential clients.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Administration [29.00 SY; E = \$1,051,010; R = \$1,051,010] including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o Responsible for the administration of 100 contracts that provide a variety of social services.
 - o Increase of 1.00 SY Social Work Supervisor and 10.00 SY in extra help to coordinate the Teen Dads programs. This is offset with a Services & Supplies reduction.
 - o Transfer in of 1.00 SY Analyst II from the Adult and Employment Services Bureau.
 - o Increase of \$4,521 in Travel funds to send staff to attend meetings regarding Community Services Block Grant, community service workstations and mandated Refugee Employment Services.
2. Contract Services [0.00 SY; E = \$7,090,415; R = \$4,888,070] 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
 - Information, Referral, Resource Service
 - Juvenile Diversion Services
 - Youth Services
 - Emergency Assistance Services
 - Domestic Violence Services
 - Refugee Employment Services

- **Ex-Offender Services**
- Decreased contracts by \$47,384 in total as a result of a mid-year addition of Refugee Employment contracts (\$325,042) and the reduction of \$333,783 in Emergency Shelter contracts which are being transferred to the Department of Housing and Community Development. Ex-Offender contract services were decreased \$192,724 due to the elimination of the contracts effective 1/1/96 as a Budget balancing reduction proposal. Other contracts were slightly decreased to align to projected revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Community Services Block Grant	\$2,014,265	\$1,910,780	\$1,926,089	15,309
Child Abuse Prevention Fund	414,988	516,938	523,362	6,424
Marriage License Fees/Domestic Violence	382,758	440,000	560,000	120,000
City of San Diego	17,057	45,960	45,960	0
Fed. Homeless Grant	0	115,362	115,380	18
Dispute Resolution	465,262	586,000	586,000	0
Children's Trust Fund	374,549	505,750	505,750	0
San Diego Unified S.D.	0	54,496	54,496	0
Teen Fathers/Private Industry Council	91,558	111,000	111,000	0
Housing and Community Development	431,039	417,735	83,952	(333,783)
Refugee Employment Srv	275,190	351,277	663,911	312,634
Refugee Employment Srv TA	524,052	497,227	707,498	210,271
Refugee Employment Asst	71,200	32,255	47,556	15,301
Fed. Prevention Funds	0	6,424	8,126	1,702
Com. Dev. Work Station	0	156,472	0	(156,472)
Retirement Rate Adj. (Memo)	(0)	(41,389)	(0)	41,389
Misc. Revenue	200,857			0
Sub-Total	\$5,262,775	\$5,706,287	\$5,939,080	\$232,793
Total	\$5,262,775	\$5,706,287	\$5,939,080	\$232,793

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Board Directed County Funded Contracts	\$2,513,515	\$2,395,069	\$2,202,345	(192,724)
Sub-Total	\$2,513,515	\$2,395,069	\$2,202,345	\$(192,724)
Total	\$2,513,515	\$2,395,069	\$2,202,345	\$(192,724)

EXPLANATION/COMMENT ON PROGRAM REVENUES

- o The 1995-96 Adopted Revenue for Community Services Block Grant is based on the State of California revenue allocation.
- o Adopted revenue for Refugee Employment funding increased as a result of the transfer of Refugee Employment activities from Employment Services Program to Community Action Partnership and mid-year increases approved by the Board on December 13, 1994(20).
- o The grant supporting community services workstation activities terminated. These activities and expenditures are now included in the Community Services Block Grant.

EXPLANATION/COMMENT ON GENERAL FUND

- o Ex-offender contract services (\$192,724) were eliminated, effective 1/1/96, as a Budget Balancing measure.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: REFUGEE SERVICES					
% OF RESOURCES: 14%					
<u>OUTCOME (Planned Result)</u>					
Economic self-sufficiency will be achieved by thirty-three percent refugees who receive employment and training services	N/A	N/A	481	260	618
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to achieve self-sufficiency annually	N/A	N/A	\$1,399	\$3,025	\$1,800
<u>OUTPUT (Service or Product)</u>					
Number of Refugees receiving services annually	N/A	N/A	1,640	1,300	2,257
<u>EFFICIENCY (Input/Output)</u>					
Cost per refugee annually	N/A	N/A	\$410	\$685	\$493

COMMENTS

CAO Proposed cost per refugee is higher than actuals because refugees will receive more extensive services in the FY 95-96 contract such as Family Center Practice and Linguistic and Culturally appropriate services.

**ACTIVITY B:
JUVENILE DIVERSION SERVICES**

% OF RESOURCES: 19%

OUTCOME (Planned Result)

Eighty percent of juveniles will have no contact with the Juvenile Justice System for 6 months after termination of services	N/A	N/A	N/A	N/A	3,339
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EFFECTIVENESS (Input/Outcome)

Cost to prevent entry or re-entry into Juvenile Justice System annually	N/A	N/A	N/A	N/A	\$445
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OUTPUT (Service or Product)

Number of at-risk youth receiving diversion services annually	N/A	N/A	N/A	N/A	4,173
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EFFICIENCY (Input/Output)

Cost per at-risk youth annually	N/A	N/A	N/A	N/A	\$356
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PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C: CHILD ABUSE PREVENTION SERVICES					
% OF RESOURCES: 22%					
<u>OUTCOME (Planned Result)</u>					
Sixty percent (29) of families who receive Transitional Residential Services; Forty percent (381) of families who receive homebased Family Intervention Services; and Sixty percent (1,793) of families who received homebased Early Intervention Services will have no referral to Childrens Services, other than self-referral, within six (6) and twelve (12) months following termination of services	N/A	N/A	N/A	N/A	2,203
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to prevent entry or re-entry into CSB annually	N/A	N/A	N/A	N/A	\$793
<u>OUTPUT (Service or Product)</u>					
Number of families receiving homebased child abuse prevention services annually	N/A	N/A	N/A	N/A	4,361
<u>EFFICIENCY (Input/Output)</u>					
Cost per family annually	N/A	N/A	N/A	N/A	\$401
<u>COMMENTS</u>					
CAP administers some programs such as Early Intervention which are budgeted in the Childrens Services Program.					
ACTIVITY D: DISPUTE RESOLUTION					
% OF RESOURCES: 6%					
<u>OUTCOME (Planned Result)</u>					
Seventy percent of disputes involving alternative dispute resolution will achieve successful settlements through mitigation, conciliation, or mediation	N/A	N/A	N/A	N/A	1,172
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to resolve dispute annually	N/A	N/A	N/A	N/A	\$381
<u>OUTPUT (Service or Product)</u>					
Number of disputes involving alternative dispute resolution services annually	N/A	N/A	N/A	N/A	1,675
<u>EFFICIENCY (Input/Output)</u>					
Cost per dispute annually	N/A	N/A	N/A	N/A	\$266

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY E: DOMESTIC VIOLENCE					
* OF RESOURCES: 5*					
<u>OUTCOME (Planned Result)</u>					
Eighty percent of the non-residential clients will improve their ability to cope with domestic violence situations, upon completion of legal support services, peer support groups, and individual counseling	N/A	N/A	N/A	N/A	4,824
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to improve their ability to cope annually	N/A	N/A	N/A	N/A	\$87
<u>OUTPUT (Service or Product)</u>					
Number of non-residential clients receiving services to reduce domestic violence annually	N/A	N/A	N/A	N/A	6,030
<u>EFFICIENCY (Input/Output)</u>					
Cost per client annually	N/A	N/A	N/A	N/A	\$70

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2292	Deputy Dir, CAP	1	1.00	1	1.00	\$70,281	\$70,010
0360	Asst Deputy Director	1	1.00	1	1.00	49,295	49,103
2413	Analyst III	2	2.00	2	2.00	92,326	91,966
2412	Analyst II	3	3.00	4	4.00	125,412	153,870
2411	Analyst I	2	2.00	2	2.00	68,033	69,464
2505	Senior Accountant	1	1.00	1	1.00	45,081	44,905
2425	Assoc Accountant	1	1.00	1	1.00	37,125	36,979
2403	Accounting Tech	1	1.00	1	1.00	26,666	26,562
2700	Int Clerk Typist	2	2.00	2	2.00	30,578	35,805
2758	Admin Sec III	1	1.00	1	1.00	23,949	30,653
2730	Senior Clerk	1	1.00	1	1.00	22,052	23,853
2760	Stenographer	1	1.00	1	1.00	38,611	21,963
5270	Social Work Supervisor	0	0.00	1	1.00	0	32,106
9999	Extra Help	0	0.00	10	10.00	0	44,933
Total		17	17.00	29	29.00	\$629,409	\$732,172
Employee Benefits:						202,778	256,583
Salary Savings:						(17,472)	(17,974)
Total Adjustments						\$185,306	\$238,609
Program Totals		17	17.00	29	29.00	\$814,715	\$970,781

PROGRAM: ASSISTANCE PAYMENTS

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24001
MANAGER: J. ZINSER

ORGANIZATION #: 3900
REFERENCE: 1995-96 Proposed Budget - Pg. 19-35

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Support & Care	657,263,167	679,343,870	701,814,601	709,039,850	712,006,518	0.4
TOTAL DIRECT COST	\$657,263,167	\$679,343,870	\$701,814,601	\$709,039,850	\$712,006,518	0.4
PROGRAM REVENUE	(613,572,453)	(640,032,952)	(665,838,498)	(671,749,505)	(682,656,615)	1.6
NET GENERAL FUND CONTRIBUTION	\$43,690,714	\$39,310,918	\$35,976,103	\$37,290,345	\$29,349,903	(21.3)
STAFF YEARS	0.0	0.0	0.0	0.0	0.0	

PROGRAM MISSION

To assist eligible families with transitional cash assistance or food stamp benefits to preserve family life, self-reliance, and direct families toward financial independence through employment and maximum use of resources.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Fiscal Year 1994-95 actual expenditures for Support and Care were less than budgeted. Increases in Foster Care expenditures were offset by caseload and expenditure decreases in AFDC, Food Stamps, and General Relief.

Fiscal Year 1994-95 actual revenues were less than budgeted. Foster Care revenue increased due to the implementation of Emergency Assistance Program and increases in expenditures. General Relief revenue increased due to a higher rate of GR lien collection by Revenue and Recovery and an increase in reimbursements from Social Security for the Interim Assistance Program. Revenue for AFDC and Food Stamps declined due to decreases in expenditures.

ACHIEVEMENT OF 1994-95 OBJECTIVES

See Eligibility and Grant Determination (Program 24002) for achievement of objectives.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To maintain an accuracy rate in the issuance of assistance payments equal to or greater than the federal tolerance level.
 - a. Issue benefits to 157,137 cases monthly.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Aid to Families with Dependent Children [0.0 SY; E = \$446,642,318; R = \$435,512,601]
 - 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 95-96.
 - o Reduced Support and Care \$4,928,890 due to a reduction in the rate of caseload increase.

-
2. Aid to Families with Dependent Children - Foster Care [0.0 SY; E = \$78,861,670; R = \$68,587,382]
- o Mandated Activity/Mandated Service Level.
 - o Responsible for supporting over 7,500 children each month in FY 95-96.
 - o Increased the Support and Care appropriation \$1,691,637 to recognize that the Emergency Assistance Program revenue facilitated augmenting the appropriation without increasing the required match of County General Fund dollars.
3. Food Stamp Assistance [0.0 SY; E = \$175,441,632; R = \$175,441,632]
- o Mandated Activity/Mandated Service Level.
 - o Responsible for providing assistance to over 72,000 San Diego County families and individuals each month in FY 95-96.
 - o Increased Support and Care \$12,311,214 to reflect the annual cost of living increase granted by the Federal Food and Nutrition Service each October.
4. General Relief [0.0 SY; E = \$11,060,898; R = \$3,115,000]
- o Mandated Activity/Discretionary Service Level.
 - o Responsible for providing cash assistance to over 4,500 individuals each month in FY 95-96.
 - o Reduced Support and Care \$6,107,293 to assist the County in balancing the budget. These reductions are as follows:
 - \$462,352 avoided by increasing Job Search requirements.
 - \$137,111 saved by eliminating payments to persons in Case Management facilities.
 - \$896,000 transferred to the Department of Health Services to fund GR Drug Testing.
 - \$2,515,468 was to be saved with the County's application for Mandate Relief and other regulatory changes.
 - \$2,000,000 was eliminated from the General Relief program during budget deliberations as a result of AB906.
 - \$96,362 to fund ex-offender services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
State AFDC Aid Payments Reimbursement (47.5% of cost)	210,247,469	213,827,277	211,464,594	(2,362,683)
Federal AFDC Aid Payments Reimbursement (50% of cost)	219,261,470	225,141,196	222,594,312	(2,546,884)
Federal Refugee Aid Payments Reimbursement (100% of cost)	1,260,347	1,770,437	1,453,695	(316,742)
State Foster Care Aid Payment Reimbursement (40%/75% of Non-Federal Cost)*	23,714,849	25,980,723	24,831,575	(1,149,148)
Federal Foster Care Aid Payment Reimbursement (50% of Cost)	22,746,792	20,708,865	16,706,109	(4,002,756)
Specialized Care Incentive	0	235,777	0	(235,777)
State Emergency Assistance Aid Payment Reimbursement	1,308,490	0	1,904,281	1,904,281
Federal Emergency Assistance Aid Payment Reimbursement	3,332,371	0	4,760,704	4,760,704
Federal Food Stamp Aid Payment Reimbursement (100% of Cost)	160,598,272	163,130,418	175,441,632	12,311,214
Revenue & Recovery Collections for Children in Court Ordered Placements	43,108	160,000	65,000	(95,000)
SSI Reimbursement for Interim Assistance	2,543,093	1,860,000	2,565,000	705,000
Revenue & Recovery Collections of GR Liens	598,115	550,000	550,000	0
Social Services Trust Fund	20,184,122	18,384,812	20,319,713	1,934,901
Sub-Total	\$665,838,498	\$671,749,505	\$682,656,615	\$10,907,110
Total	\$665,838,498	\$671,749,505	\$682,656,615	\$10,907,110

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
REVENUE MATCH:				
AFDC Aid payment match (2.5% required)	11,424,693	10,832,298	11,129,714	297,416
Foster Care Aid Payment Match (60%/25% of Non-Federal Cost required)**	30,340,245	29,592,340	29,826,283	233,943
Care of Court Ward/Emergency Shelter Care	97,569	492,328	767,717	275,389
GR Aid Payments	14,297,718	14,758,191	7,945,902	(6,812,289)
Match Met with Social Services Trust Fund	(20,184,122)	(18,384,812)	(20,319,713)	(1,934,901)
GENERAL FUND SUPPORT COSTS:				
Sub-Total	35,976,103	\$37,290,345	\$29,349,903	\$(7,940,442)
Total	\$35,976,103	\$37,290,345	\$29,349,903	\$(7,940,442)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Reimbursement is based on actual cost.

Expenditures and revenue for the Specialized Care Incentive were moved to Childrens Services.

Emergency Assistance became a new revenue source for the AFDC-FC Program in October '94.

*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:

Budgeted revenue for SSI Reimbursement received through the General Relief Interim Assistance Program was increased to align with actual rate of receipt.

General Fund contribution increased due to a decline in Revenue collected for children in court-ordered placement.

**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.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
ASSISTANCE PAYMENTS					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Benefits paid accurately annually	N/A	\$618,202,922	\$635,633,484	\$666,497,459	\$669,428,772
<u>EFFECTIVENESS (Input/Outcome)</u>					
Accuracy rate	N/A	91.0%	90.57%	94.0%	94.0%
<u>OUTPUT (Service or Product)</u>					
Cases paid benefits annually	N/A	1,813,956	1,856,136	1,836,936	1,885,644
<u>EFFICIENCY (Input/Output)</u>					
Average monthly benefit per case	N/A	\$374.51	\$378.11	\$385.99	\$377.59

PROGRAM #: 24002
MANAGER: J. ZINSERORGANIZATION #: 3900
REFERENCE: 1995-96 Proposed Budget - Pg. 19-39

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$55,577,841	\$58,320,454	\$60,135,624	\$60,418,504	\$62,205,040	3.0
Services & Supplies	7,042,479	7,573,610	8,926,596	8,507,689	8,784,848	3.3
Contracts	166,908	6,189,352	6,620,160	8,861,171	8,870,603	0.1
Fixed Assets	35,003	970	7,046	256,403	0	(100.0)
TOTAL DIRECT COST	\$62,822,231	\$72,084,386	\$75,689,426	\$78,043,767	\$79,860,491	2.3
PROGRAM REVENUE	(53,792,732)	(62,909,783)	(65,181,861)	(67,319,810)	(68,771,213)	2.2
NET GENERAL FUND CONTRIBUTION	\$9,029,499	\$9,174,603	\$10,507,565	\$10,723,957	\$11,089,278	3.4
STAFF YEARS	1731.00	1806.75	1872.50	1927.25	1944.25	0.9

PROGRAM MISSION

To accurately determine initial and ongoing eligibility for families and individuals to various forms of transitional public assistance including cash, food stamps and health care benefits to meet basic needs to preserve family life, individual self reliance, and direct participants toward financial independence through employment and maximum use of resources.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Fiscal Year 1994-95 actual expenditures for Contracts were less than budgeted because of lower than expected billing by the District Attorney.

ACHIEVEMENT OF 1994-95 OBJECTIVES

This budget combines the administrative costs for Aid to Families with Dependent Children (AFDC), AFDC-Foster Care, General Relief, Food Stamps, and Medi-Cal. The achievement of the FY 1994-95 Objectives and Outcome Results for those programs is documented below.

Achieved the goal to limit assistance to only those applicants who met all eligibility criteria.

Achieved the goal to determine accurate benefit levels to prevent misspent dollars.

Achieved the goal to ensure ineligible undocumented aliens did not receive benefits for specific programs.

Aid to Families With Dependent Children

Achieved 99% of the goal to provide a monthly average of 65,688 eligible families in transition with cash assistance to ultimately achieve independence from public assistance by serving a monthly average of 65,186 eligible families.

Achieved 88% of the goal to process a monthly average of 4,996 applications for valid determinations of eligibility by processing a monthly average of 4,386 applications.

Achieved the goal to process 7% of the caseload for redeterminations of valid eligibility by processing 4,544 redeterminations.

Achieved the goal to review and process monthly income reports for 97% of the caseload to determine accurate benefit level by processing 63,506 monthly income reports.

Achieved the goal to track the number of citizen children cases.

Exceeded the goal to increase the average number of working families to 11,824 (18% of the caseload) by increasing the average number of working families to 12,561 (19% of the caseload).

Exceeded the goal to prevent incorrect and fraudulent issuance in 19% of the applications (950) through fraud prevention efforts including Supervisory Case Review and valid referral to fraud investigators by preventing incorrect and fraudulent benefit issuance in 22% (872) monthly applications.

Exceeded the goal to avoid annual costs of \$432,000 through fraud prevention Supervisory Case Reviews by avoiding annual costs of \$498,185.

Achieved 88% of the goal to avoid annual costs of \$2.3 million through valid fraud investigation referrals to prevent fraud by avoiding annual costs of \$2,015,543.

Exceeded the goal to maintain an annual accuracy rate of no less than 96% based on the federal tolerance levels of error by maintaining an annual accuracy rate of 97%.

Exceeded the goal to discontinue 2,400 families each month whose income resources or other changes in circumstance make them ineligible by discontinuing 2,489 families.

AFDC-Foster Care

Achieved 99% of the goal to provide cash and Medi-Cal benefits for a monthly average of 8,507 children eligible to Foster Care and Adoptive Assistance by providing benefits to 8,427 children.

Achieved 75% of the goal to review and identify alternate funding sources for a monthly average of 827 newly eligible children to reduce net County general fund expenditures by identifying alternative sources for 624 children.

Exceeded the goal to establish eligibility for Federal funding in an average of 70% of the AFDC-FC cases each month by establishing Federal funding in 72.2% of the cases.

Exceeded the goal to save \$1,000,000 annual County dollars with maintenance of Zebley-SSI benefits for eligible disabled children in Foster Care by saving \$2,409,842.

General Relief

Achieved 99% of the goal to provide a monthly average of 4,887 eligible indigent residents with transitional cash assistance by providing assistance to 4,815 indigents.

Achieved 90% of the goal to process a monthly average of 1,503 applicants for valid determinations of eligibility by processing 1,354 applicants.

Exceeded the goal to process a monthly average of 10% of the caseload for redeterminations of eligibility by processing 49% redeterminations.

Exceeded the goal to prevent incorrect and fraudulent benefit issuance in 7% of the monthly applications through fraud prevention efforts including Supervisory Case Review and valid referral to fraud investigators by preventing incorrect and fraudulent benefit issuance in 11% of applications (145 applications).

Exceeded the goal to avoid annual costs of \$100,000 through fraud prevention Supervisory Case Reviews by avoiding annual costs of \$163,114.

Exceeded the goal to avoid annual costs of \$136,000 through valid fraud investigation referrals to prevent fraud by avoiding annual costs of \$141,205.

Achieved 91% of the goal to maintain an annual accuracy rate of no less than 96% by maintaining an accuracy rate of 87%.

Exceeded the goal to recover \$1,830,000 annually through collection of initial SSI benefits for recipients of interim assistance by recovering \$2,533,906.

Achieved 97% of the goal to discontinue 1,500 families each month whose income resources or other changes in circumstance make them ineligible by discontinuing 1,451 families.

Food Stamps

Achieved 99% of the goal to provide Food Stamp benefits to a monthly average of 72,506 low-income households by provide benefits to a monthly average of 71,480 households.

Achieved 99% of the goal to process a monthly average of 4,754 Food Stamp only applications for valid determinations of eligibility by processing 4,709 applications.

Achieved 96% of the goal to process a monthly average of 26% of Food Stamp only caseload for redeterminations of valid eligibility by processing 3,937 redeterminations.

Achieved the goal to review and process an average of monthly income reports for 90% of the caseload to determine accurate benefits level by reviewing and processing 14,246 monthly income reports.

Achieved the goal to 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 by preventing incorrect and fraudulent benefit issuance in 1,003 monthly applications.

Exceeded the goal to avoid annual costs of \$135,000 through fraud prevention Supervisory Case Reviews by avoiding annual costs of \$170,047.

Exceeded the goal to avoid annual costs of \$750,000 through valid fraud investigation referrals to prevent fraud by avoiding annual costs of \$983,677.

Exceeded the goal to maintain an annual accuracy rate of no less than 88% based on the federal tolerance levels of error by maintaining an annual accuracy rate of 90%.

Exceeded the goal to discontinue 2,200 families each month whose income resources or other changes in circumstance make them ineligible by discontinuing 2,490 families.

Medi-Cal

Exceeded the goal to determine Medi-Cal eligibility on an average of 59,873 county residents monthly by determining eligibility for 60,828 residents (Achieved 89% of the goal to determine eligibility for 12,400 undocumented aliens limited services by determining eligibility for 11,050 undocumented aliens).

Achieved 92% of the goal to process a monthly average of 10,421 applications for valid determinations of eligibility by processing 9,591 applications.

Exceeded the goal to process a monthly average of redeterminations of valid eligibility for 4% of the caseload by processing 2,559 redeterminations.

Achieved the goal to review and process an average of monthly income reports for 14% of the caseload to determine appropriate benefit level by processing 7,610 monthly income reports.

Exceeded the goal to prevent incorrect and fraudulent benefit issuance in 6% of the monthly applications through fraud prevention efforts including Supervisory Case Review and valid referral to fraud investigators by preventing incorrect and fraudulent benefit issuance in 8% (786) of monthly applications.

Achieved 95% of the goal to maintain an annual accuracy rate of no less than 85% based on the federal tolerance levels of error by maintaining an annual accuracy rate of 81%.

Achieved 99% of the goal to discontinue 9,500 families each month whose income resources or other changes in circumstance make them ineligible by discontinuing 9,422 families.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To maintain an accuracy rate of 94% in the maintenance of assistance caseloads and to close 16,855 cases monthly.
 - a. 157,137 cases receive assistance monthly.
2. To prevent \$5.3 million in incorrect and fraudulent benefit issuance through fraud prevention efforts in the applications for aid.
 - a. 21,871 applications processed monthly.
3. To identify for collection, an average of \$797,500 overpayments monthly and to recover an average of \$550,000 monthly through recoupment or collection.
 - a. 8,500 overpayments computed annually.
4. To encourage families and individuals of the value of work to transition them off of assistance.
 - a. 15,240 recipients working monthly (23% of AFDC caseload).
5. To save the use of County dollars through maximum identification of alternate revenue sources.
 - a. \$1,000,000 Zebley SSI benefits annually for disabled children in Foster Care.
 - b. \$1,830,000 SSI benefits recovered annually to reimburse the County for the General Relief paid to Interim Assistance recipients while SSI applications were pending.

- c. 70% of children determined Federally eligible for Foster Care.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

- o Increases 17.00 staff years as follows:
 - Transfers 1.00 SY Distributed Network Technician to the Information Technology Division of Management Services (# 92101)
 - Adds 6.00 SY (4.00 SY Eligibility Technician, 1.00 SY Eligibility Supervisor, 1.00 SY Intermediate Clerk Typist) to the Overpayment Specialist Unit to process referrals from the District Attorney's Public Assistance Fraud Unit.
 - Adds 7.00 SY (1.00 SY Program Assistant, 6.00 SY Eligibility Technician) to extend the Border Project which helps identify fraudulent applicants and recipients.
 - Adds 5.00 SY Eligibility Technicians to enforce state regulations issued as a result of the National Voter Registration Act.
- o Increases Services and Supplies \$277,159 due to a reallocation to all programs, based on each program's percentage of total staff years, approximating our state's claiming process.
- o Deletes the \$256,403 cost of FY 1994-95 fixed assets.

The specific activities of this program are summarized as follows:

1. Aid to Families with Dependent Children [927.75 SY; E = \$38,937,653; R = \$33,463,898]
 - 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.
2. AFDC Foster Care [54.00 SY; E = \$1,964,600; R = \$1,669,910]
 - o Mandated Activity/Mandated Service Level.
 - o Responsible for providing foster homes for 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.
3. Food Stamp Assistance [191.25 SY; E = \$10,511,814; R = \$9,148,313]
 - o Mandated Activity/Mandated Service Level.
 - o Responsible for providing Food Stamp benefits to all eligible individuals and families.
 - o Increases Welfare Fraud Investigation and Prosecution Contracts \$1,715,925 based on anticipated costs.
4. General Relief [96.25 SY; E = \$3,957,332; R = \$0]
 - 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.
 - o Increases contracted services \$15,415 reflecting an increase in the SSI Advocacy Contract offset by a reduction in the planned Welfare Fraud expenditures.
5. Medi-Cal Administration [675.00 SY; E = \$24,489,092; R = \$24,489,092]
 - o Mandated Activity/Mandated Service Level.
 - o Responsible for providing medical coverage to all eligible individuals as mandated.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
State AFDC Administrative Reimbursement (35% of cost)	\$14,980,858	\$14,275,369	\$14,671,737	396,368
Federal AFDC Administrative Reimbursement (50% of cost)	16,811,152	20,393,366	20,213,133	(180,253)
Federal Refugee Administrative Reimbursement (100% of Cost)	276,373	750,000	248,938	(501,062)
State Food Stamp Administrative Reimbursement (35% of Cost)	3,002,984	3,167,346	3,892,406	725,060
Federal Food Stamp Administrative Reimbursement (50% of Cost)	8,393,708	4,524,780	5,255,907	731,127
State Medi-Cal Administrative Reimbursement (100% of Cost)	21,134,693	23,597,667	23,866,746	269,079
Hospital Council Contract	582,093	611,262	622,346	11,084
Sub-Total	\$65,181,861	\$67,319,810	\$68,771,213	\$1,451,403
Total	\$65,181,861	\$67,319,810	\$68,771,213	\$1,451,403

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
REVENUE MATCH:				
AFDC Administrative cost match (15% required)	\$5,804,128	\$5,413,224	\$5,473,758	60,534
Foster Care Administrative Match (15% required)	362,369	287,090	294,690	7,600
GR Administration	3,286,549	3,891,052	3,957,330	66,278
Food Stamp Administrative Match (15% required)	1,054,519	1,132,591	1,363,500	230,909
Sub-Total	\$10,507,565	\$10,723,957	\$11,089,278	\$365,321
Total	\$10,507,565	\$10,723,957	\$11,089,278	\$365,321

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Reimbursement is based on actual cost.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: CASELOAD MAINTENANCE					
% OF RESOURCES: 64%					
<u>OUTCOME (Planned Result)</u>					
Number of cases closed monthly**	N/A	16,103	15,851	16,150	16,855
Accuracy rate	N/A	91.0%	90.57%	94.0%	94.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Staff years per 100 cases closed	N/A	6.51	7.57	6.92	6.97
Dollars paid accurately per staff year	N/A	\$589,936	\$528,917	\$596,258	\$569,436
<u>OUTPUT (Service or Product)</u>					
Average cases receiving assistance monthly	N/A	151,163	154,678	153,078	157,137
<u>EFFICIENCY (Input/Output)</u>					
Staff years per 100 cases	N/A	0.69	0.78	0.73	0.75
Annual administrative salary cost per case	N/A	\$252.83	\$249.44	\$262.13	\$268.56
Monthly aid payment per case	N/A	\$374.51	\$378.11	\$385.99	\$377.67

**ACTIVITY B:
INITIAL APPLICATION**

% OF RESOURCES: 32%

OUTCOME (Planned Result)

Benefits denied through fraud detection efforts	N/A	\$2,741,044	\$4,438,515 ^o	\$3,852,996	\$5,352,996 ^o
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EFFECTIVENESS (Input/Outcome)

Staff years per \$1000 saved	N/A	0.25	0.14	0.19	0.13
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OUTPUT (Service or Product)

Total Applications monthly	N/A	21,747	20,663	22,501	21,871
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EFFICIENCY (Input/Output)

Staff years per 1000 applications	N/A	3.16	2.90	3.25	3.08
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COMMENTS

*As the level of intakes decrease and the granted cases increase, the percentage of staff allocated to the intake function will shift to the case maintenance function.

**Changes in income incentives and "It Pays To Work" campaign result in longer term cases, and fewer closures.

^oIncludes the Team Zero program which was implemented in October 1994. Team Zero is a team of Eligibility Technicians specially trained in techniques to detect welfare fraud.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C: OVERPAYMENT COMPUTATION					
% OF RESOURCES: 3%					
<u>OUTCOME (Planned Result)</u>					
Overpaid dollars identified for collection annually	N/A	\$8,530,231	\$9,096,872	\$8,820,000	\$9,570,000
Overpaid dollars recovered through recoupment or collection annually	N/A	\$5,410,553	\$5,547,146	\$6,142,102	\$6,642,102
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per dollar identified for collection	N/A	\$0.18	\$0.18	\$0.20	\$0.21
Staff per \$500,000 identified	N/A	2.59	2.65	3.08	3.15
Cost per dollar recovered	N/A	\$0.28	\$0.29	\$0.29	\$0.30
Staff per \$500,000 recovered	N/A	4.08	4.35	4.42	4.54
<u>OUTPUT (Service or Product)</u>					
Number of overpayments computed for collection/recoupment/referral for prosecution annually	N/A	8,353	8,168	8,120	8,500
<u>EFFICIENCY (Input/Output)</u>					
Staff per 100 overpayments computed	N/A	0.53	0.59	0.67	0.71
Cost per overpayment computed*	N/A	\$180.07	\$196.36	\$220.96	\$233.46

COMMENTS

Understaffing occurred during the first two quarters of FY 94-95 due to unanticipated attrition and medical leaves.
*Estimated actual cost was lower because more overpayments were computed although the activity was understaffed.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
<u>Aid to Families with Dependent Children</u>							
0360	Assistant Deputy Director	2.00	2.00	2	2.00	\$113,825	\$113,728
5289	Soc Svcs Admin III	5.00	5.00	5	5.00	251,546	250,539
5288	Soc Svcs Admin II	6.50	6.50	7	6.50	292,916	298,890
5287	Soc Svcs Admin I	2.50	2.50	3	2.50	107,034	106,588
2412	Analyst II	1.00	1.00	1	1.00	40,542	39,445
5248	Program Assistant	5.50	5.50	6	5.50	211,816	212,014
5222	Eligibility Supervisor	90.50	90.50	94	92.50	2,613,862	2,686,065
5221	Eligibility Technician	614.50	614.50	625	622.50	14,026,181	14,233,331
2745	Supervising Clerk	5.25	5.25	5	5.25	145,294	143,357
2730	Senior Clerk	14.25	14.25	14	14.25	331,336	335,101
2757	Admin Secretary II	2.25	2.25	3	2.25	56,160	57,087
2756	Admin Secretary I	5.00	5.00	5	5.00	108,455	109,360
2650	Stock Clerk	2.75	2.75	3	2.75	50,813	51,839
2700	Intermediate Clerk Typist	140.75	140.75	143	141.75	2,804,695	2,823,830
2709	Department Clerk	2.00	2.00	2	2.00	31,601	31,442
4911	Social Services Aide II	4.00	4.00	4	4.00	75,199	74,854
2484	Distributed Network Tech	.50	.50	0	0	9,677	0
9999	Extra Help	13.00	13.00	13	13.00	189,851	189,851
	Sub-Total	917.25	917.25	935	927.75	\$21,460,803	\$21,757,321
<u>Aid to Families with Dependent Children - Foster Care</u>							
5289	Soc Svcs Admin III	.25	.25	0	.25	\$12,577	\$12,527
5288	Soc Svcs Admin II	.25	.25	0	.25	11,266	11,496
5248	Program Assistant	1.00	1.00	1	1.00	38,512	38,548
5222	Eligibility Supervisor	4.25	4.25	5	4.25	122,750	123,414
5221	Eligibility Technician	35.25	35.25	37	35.25	804,594	805,616
2730	Senior Clerk	.50	.50	1	.50	11,626	11,758
2757	Admin Secretary II	.25	.25	0	.25	6,240	6,343
2756	Admin Secretary I	.25	.25	0	.25	5,423	5,468
2650	Stock Clerk	1.00	1.00	1	1.00	18,478	18,851
2700	Intermediate Clerk Typist	11.00	11.00	11	11.00	219,195	219,133
	Sub-Total	54.00	54.00	56	54.00	\$1,250,661	\$1,253,154
<u>Food Stamp Assistance</u>							
0360	Assistant Deputy Director	.25	.25	0	.25	\$14,228	\$14,216
5289	Social Services Admin III	2.25	2.25	2	2.25	113,196	112,743
5288	Social Services Admin II	3.00	3.00	3	3.00	135,192	137,949
5287	Social Services Admin I	.25	.25	0	.25	10,703	10,659
5248	Program Assistant	2.25	2.25	2	2.25	86,652	86,733
5222	Eligibility Supervisor	18.75	18.75	19	18.75	541,546	544,473
2745	Supervising Clerk	1.00	1.00	1	1.00	27,675	27,306
5221	Eligibility Technician	118.50	118.50	122	120.50	2,704,805	2,754,904
2757	Administrative Secretary II	.25	.25	0	.25	6,240	6,343
2730	Senior Clerk	3.00	3.00	3	3.00	69,755	70,548
2756	Administrative Secretary I	1.75	1.75	2	1.75	37,959	38,276
2650	Stock Clerk	1.50	1.50	2	1.50	27,716	28,276
2700	Intermediate Clerk	27.00	27.00	27	27.00	538,023	537,872
4911	Social Services Aid II	4.00	4.00	4	4.00	75,199	74,854
9999	Extra Help	5.50	5.50	5	5.50	80,322	80,322
	Sub-Total	189.25	189.25	192	191.25	\$4,469,211	\$4,525,474
<u>General Relief</u>							
5289	Social Services Admin III	.75	.75	1	.75	\$37,732	37,581
5288	Social Services Admin II	2.25	2.25	2	2.25	101,394	103,462
5244	Program Specialist	1.00	1.00	1	1.00	41,842	41,678
5222	Eligibility Supervisor	9.00	9.00	9	9.00	259,942	261,347

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2745	Supervising Clerk	.50	.50	1	.50	13,838	13,653
5221	Eligibility Technician	59.00	59.00	59	59.00	1,346,696	1,348,677
2730	Senior Clerk	2.00	2.00	2	2.00	46,503	47,032
2756	Administrative Secretary I	.50	.50	1	.50	10,846	10,936
2650	Stock Clerk	1.00	1.00	1	1.00	18,478	18,851
2700	Intermediate Clerk	15.00	15.00	16	15.00	298,902	298,818
4911	Social Services Aid II	2.00	2.00	2	2.00	37,600	37,427
2709	Department Clerk	1.50	1.50	2	1.50	23,701	23,582
9999	Extra Help	1.75	1.75	2	1.75	25,557	25,557
	Sub-Total	96.25	96.25	99	96.25	\$2,263,031	\$2,268,601
Medi-Cal Administration							
0360	Assistant Deputy Director	0.75	0.75	1	0.75	\$42,685	42,648
5289	Social Services Admin III	4.75	4.75	5	4.75	238,969	238,012
5288	Social Services Admin II	4.00	4.00	4	4.00	180,256	183,932
5287	Social Services Admin I	3.25	3.25	3	3.25	139,144	138,564
2412	Analyst II	1.00	1.00	1	1.00	40,541	39,445
5248	Program Assistant	5.25	5.25	6	6.25	202,189	224,864
5222	Eligibility Supervisor	62.25	62.25	63	61.25	1,797,933	1,785,162
2745	Supervising Clerk	2.25	2.25	2	2.25	62,269	61,439
5221	Eligibility Technician	445.00	445.00	452	450.00	10,157,283	10,289,054
2730	Senior Clerk	8.25	8.25	8	8.25	191,826	194,006
2757	Administrative Secretary II	0.25	0.25	0	0.25	6,240	6,343
2756	Administrative Secretary I	3.50	3.50	3	3.50	75,919	76,552
2650	Stock Clerk	2.75	2.75	2	2.75	50,813	51,839
2700	Intermediate Clerk	120.25	120.25	121	120.25	2,396,196	2,395,524
4911	Social Services Aid II	4.00	4.00	4	4.00	75,200	74,854
2484	Distributed Network Tech	.50	.50	0	.00	9,677	0
9999	Extra Help	2.50	2.50	3	2.50	36,510	36,510
	Sub-Total	670.50	670.50	678	675.00	\$15,703,650	\$15,838,748
Total		1,927.25	1,927.25	1,960	1,944.25	\$45,147,356	\$45,643,298
Salary Adjustments:						76,413	9,212
Bilingual Pay:						169,294	168,294
Premium/Overtime Pay:						152,124	152,124
Employee Benefits:						16,118,697	17,490,554
Salary Savings:						(1,245,380)	(1,258,442)
Total Adjustments						\$15,271,148	\$16,561,742
Program Totals		1,927.25	1,927.25	1,960	1,944.25	\$60,418,504	\$62,205,040

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$9,557,350	\$10,339,471	\$10,112,506	\$10,524,034	\$10,690,028	1.6
Services & Supplies	1,036,436	1,104,551	1,296,682	2,079,937	1,601,279	(23.0)
Contracts	35,734	94,575	0	127,500	0	(100.0)
Fixed Assets	433,050	422,843	606,857	295,854	0	(100.0)
TOTAL DIRECT COST	\$11,062,570	\$11,961,440	\$12,016,045	\$13,027,325	\$12,291,307	(5.6)
PROGRAM REVENUE	(9,734,303)	(11,054,525)	(10,901,268)	(11,861,934)	(11,170,840)	(5.8)
NET GENERAL FUND CONTRIBUTION	\$1,328,267	\$906,915	\$1,114,777	\$1,165,391	\$1,120,467	(3.9)
STAFF YEARS	254.75	263.50	272.00	284.75	283.25	(0.5)

PROGRAM MISSION

Provide centralized support services for all departmental activities to obtain economies of scale, avoid duplication of effort and reduce costs.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Salaries and Benefits are less than budget due to delays in hiring staff. Services and Supplies are less than budget because last minute change letters in FY 94-95 added \$412,710 in Public Liability and \$339,400 in Medi-Cal Incentive funds to the Management Services program budget. For FY 95-96, the Public Liability funds have been allocated to all programs and the one-time Medi-Cal Incentive funds have been deleted. No contract expenditures were made because the New Beginnings contract terminated. Fixed Assets are higher than budget because EDP fixed assets were centrally purchased by the Management Services program for the other programs.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved the goal to conduct comprehensive pre-employment background investigations on 100% of applicants offered employment by conducting 1,063 background checks (100% of new hires).

Achieved the goal to evaluate and assign for internal fraud investigations 100% of allegations of employee fraud.

Initiated disciplinary action against 37 employees.

Achieved the goal to prepare and submit timely, monthly assistance claims and quarterly administrative claims to the State of California for receipt of revenue to fund the Department's programs. Received \$928,653,953 in revenue.

Achieved 19% of the goal to conduct 57 fiscal reviews of departmental programs to ensure that expenditures are authorized and within budgeted levels by completing 11 reviews. No major audit findings were cited in FY 94-95.

Achieved 85% of the goal to word process 16,000 court reports for departmental activities requiring court review and action by processing 13,639 court reports.

Achieved 92% of the goal to provide 5,000 statements of aid to the District Attorney for the enforcement of child support payments by providing the District Attorney with 4,593 statements of aid.

Achieved 178% of the goal to complete 2,000 requests for maintenance or development services for departmental automation systems by completing 3,558 service requests.

Achieved 233% of the goal to secure the award of 15 contracts through competitive negotiation or formal bidding by negotiating 35 contracts.

Achieved 304% of the goal to hire and train 350 new employees meeting educational, experience, and character requirements by hiring and training 1,064 new employees.

Achieved the goal to meet 100% of word processing deadlines for reports to the court.

Achieved the goal to provide the District Attorney with timely information regarding assistance payments for use in court proceedings related to the enforcement and collection of child support payments in 100% of the cases.

Achieved the goal to resolve 100% of priority one automation service requests and problem reports within 30 days, increasing worker productivity and minimizing downtime resulting from systems and problems and functions.

Achieved the goal to timely prepare and forward contract recommendations for Board of Supervisors' award 100% of the time.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Meet 99% of word processing deadlines for reports to the court.
 - a. 35,000 pages typed monthly.
2. Complete 95% of EDP service requests within requestor established timeframes.
 - a. 4,245 service requests submitted.
3. Complete State Administrative and Assistance Claims by the deadline 100% of the time.
 - a. Complete 208 claims annually.
4. Train annually all newly hired staff to meet entry level competency.
 - a. 325 staff trained annually.
5. 100% of new hires will pass a pre-employment background investigation prior to an offer of employment.
 - a. Administer pre-employment background investigations to 1,680 candidates annually.
6. Prepare 4,645 statements of public assistance paid for District Attorney's use in child support activities annually.
 - a. 5,857 requests received annually.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

Net decrease of 1.50 SY due to transfers between programs, reductions, and mid-year additions noted as follows:

1. Support Services [4.00 SY; E = \$244,325; R = \$222,413] 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 = \$2,460,614; R = \$2,239,935] 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 = \$1,506,746; R = \$1,371,614] 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.

4. Fiscal Services [79.00 SY; E = \$2,936,998; R = \$2,673,594] 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 Transferred 2.00 SY Intermediate Clerk Typist from the Fiscal Division to the Employment Services Program-GAIN to provide clerical support to the Child Care Component.
5. Personnel/Training/Internal Security [54.25 SY; E = \$2,668,926; R = \$2,429,564] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for department-wide personnel and payroll services, internal security activities, training coordination, New Beginnings program and providing in-house training for Eligibility Technicians and Social Worker staff.
 - o Transferred 1.00 SY Administrative Secretary II from the Children's Services Program to support the New Beginnings Program.
 - o Decreased \$127,500 in Contracts due to the termination of a New Beginnings contract with the Federal Department of Human Services.
 - o Deleted 2.50 SY due to reduction proposals necessary to reduce county cost including 1.00 SY Assistant Deputy Director in the Personnel Services Division and 1.00 SY Personnel Aide and 0.50 SY Staff Development Specialist in the Department' Staff Development Division.
6. Budget and Revenue [5.00 SY; E = \$613,721; R = \$540,554] 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 Increased \$300,495 services and supplies at direction of Auditor and Controller for cost of public liability.
7. Information Technology Division [25.00 SY; E = \$1,483,759; R = \$1,350,689] 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 Decreased 1.00 SY EDP Manager due to the termination of a Memorandum of Understanding between the California State Department of Social Services and the County regarding the Statewide Automated Welfare System.
 - o Transferred 2.00 SY (1.00 SY Distributed Network Technician II, 0.50 SY from AFDC and 0.50 SY from Medi-Cal programs, and 1.00 SY Department Computer Specialist II) from Employment Services Program-GAIN to the Information Technology Division.
 - o Included computer communications circuits for CRT terminals, finger printing, and replacement of 8100 computers, and line printer replacements in our Income Maintenance Offices. These increased costs are offset by reductions in Services & Supplies associated with equipment maintenance and software licensing fees associated with use of the 8100 computers.
 - o Expected to complete 3,396 service requests.
8. Evaluation and Contracting [6.00 SY; E = \$376,218; R = \$342,477] 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Foster Home License Contracts	\$75,824	\$69,345	\$49,886	(19,459)
Adoptions Service Contract	209,018	225,061	197,653	(27,408)
Refugee Social Services	1,924	5,708	0	(5,708)
Child Welfare Services (30% of NFS match required)*	2,039,200	2,208,588	1,880,821	(327,767)
County Services Block Grant (30% match required)	117,806	70,704	119,054	48,350
Refugee Targeted Assistance Program (RTAP)	39,245	22,791	17,022	(5,769)
Job Training	42,551	39,523	39,063	(460)
AFDC Administration (15% match required)	2,040,796	2,897,171	2,632,549	(264,622)
Medi-Cal Program Administration	1,410,627	2,188,241	1,592,976	(595,265)
Food Stamp Program Admin. (15% match required)	1,971,262	1,013,132	896,623	(116,509)
Refugee Aid Administration	23,597	52,738	20,850	(31,888)
Child Care Programs	52,599	175,917	90,831	(85,086)
Food Stamp Employment & Trng (FSET) (match required)**	139,518	94,270	101,384	7,114
Greater Avenues to Independence (30% match of NFS Trust Fund match required)	571,668	762,221	838,150	75,929
Independent Living Skills Contract	23,430	66,244	52,731	(13,513)
Hospital Council Contract	49,701	52,738	52,125	(613)
Adoption Fees	17,339	7,735	19,330	11,595
Family Preservation	121,575	248,422	232,033	(16,389)
Specialized Foster Care Grant	27,914	2,175	2,150	(25)
New Beginnings Grant	53,383	200,000	0	(200,000)
IHSS and PCSP Administration	347,550	393,414	364,857	(28,557)
Emergency Assistance	457,353	14,345	790,321	775,976
Statewide Automated Welfare System (SAWS)	118,561	212,958	121,264	(91,694)
Medi-Cal Admin. Claiming (formerly SB910)	78,011	98,445	66,519	(31,926)
Misc. (HRSA, SAVE, IRCA)	8,085	25,061	8,784	(16,277)
Health Trust	4,957	5,173	5,113	(60)
Social Service Trust Fund	857,774	709,814	978,751	268,937
Sub-Total	\$10,901,268	\$11,861,934	\$11,170,840	\$(691,094)
Total	\$10,901,268	\$11,861,934	\$11,170,840	\$(691,094)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
REVENUE MATCH:				
Child Welfare Services	\$498,097	\$573,953	\$631,667	57,714
In Home Supportive Services Admin.	99,189	112,174	91,186	(20,988)
County Services Block Grant	37,618	25,781	31,588	5,807
AFDC Administration	507,293	613,918	477,997	(135,921)
Food Stamp Program	285,912	74,594	87,432	12,838
Food Stamp Employment & Training	58,280	60,709	65,961	5,252
Child Care Program	105	4,909	7,733	2,824
Independent Living Skills	4,069	30,893	21,346	(9,547)
GAIN	79,751	77,538	82,119	4,581
Emergency Assistance	96,994	2,532	139,468	136,936
Medi-Cal Admin. Claiming	78,011	98,444	65,519	(32,925)
Match Met with Trust Fund Revenue	(857,774)	(709,813)	(978,751)	(268,938)
Sub-Total	\$887,545	\$965,632	\$723,265	\$(242,367)
GENERAL FUND SUPPORT COSTS:				
County Cost Programs	\$227,232	\$199,759	\$397,202	197,443
Sub-Total	\$227,232	\$199,759	\$397,202	\$197,443
Total	\$1,114,777	\$1,165,391	\$1,120,467	\$(44,924)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

RETC Contract & Refugee Social Services funding was transferred to the Community Action Program. The New Beginnings Grant funding was terminated.

Emergency Assistance funding increased because of full year funding in FY 95-96.

AFDC Administration revenue increased by \$255,421 to fund public liability.

* 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.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
WORD PROCESSING					
% OF RESOURCES: 15%					
<u>OUTCOME (Planned Result)</u>					
To meet 99% word processing deadlines for reports to the court	N/A	N/A	13,639	N/A	14,216
<u>EFFECTIVENESS (Input/Outcome)</u>					
Timely reports per operator per year	N/A	N/A	N/A	N/A	245
<u>OUTPUT (Service or Product)</u>					
Number of pages typed monthly	N/A	N/A	N/A	N/A	35,000
<u>EFFICIENCY (Input/Output)</u>					
Pages per operator per month	N/A	N/A	N/A	N/A	603
ACTIVITY B:					
INFORMATION TECHNOLOGY DIVISION SERVICE REQUESTS					
% OF RESOURCES: 5%					
<u>OUTCOME (Planned Result)</u>					
Complete 95% of service requests submitted annually within requestor established timeframes	N/A	3,525	3,558	3,388	4,033
<u>EFFECTIVENESS (Input/Outcome)</u>					
Service requests per staff year annually	N/A	N/A	N/A	N/A	299
<u>OUTPUT (Service or Product)</u>					
Number of service requests submitted annually	N/A	N/A	N/A	N/A	4,245
<u>EFFICIENCY (Input/Output)</u>					
Average cost per service request annually	N/A	N/A	N/A	N/A	\$140

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C: FISCAL - CLAIMS					
% OF RESOURCES: 2%					
<u>OUTCOME (Planned Result)</u>					
To complete the State Administrative and mail them to the State by the deadline 100% of the time annually	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
SY per assistance claim	N/A	3.25	3.25	3.25	3.25
SY per administrative claim	N/A	3.00	3.00	3.00	3.00
<u>OUTPUT (Service or Product)</u>					
State Assistance Claims completed annually	N/A	204	204	204	204
State Administrative Claim completed annually	N/A	4	4	4	4
<u>EFFICIENCY (Input/Output)</u>					
Annual cost of claim preparation	N/A	\$244,003	\$244,155	\$244,400	\$244,300
Cost per claim per year	N/A	\$1,173	\$1,174	\$1,175	\$1,175
ACTIVITY D: PERSONNEL (TRAINING)					
% OF RESOURCES: 2%					
<u>OUTCOME (Planned Result)</u>					
To train annually all newly hired staff to meet entry level competency					
ET initial training hours	N/A	N/A	N/A	N/A	45,000
SW initial training hours	N/A	N/A	N/A	N/A	7,500
<u>EFFECTIVENESS (Input/Outcome)</u>					
*Instructor cost per training hour:					
Eligibility Technician	N/A	N/A	N/A	N/A	\$2.94
Social Worker	N/A	N/A	N/A	N/A	\$7.76
<u>OUTPUT (Service or Product)</u>					
Eligibility Technician staff trained annually	N/A	N/A	N/A	N/A	250
Social Worker staff trained annually	N/A	N/A	N/A	N/A	75
<u>EFFICIENCY (Input/Output)</u>					
*Instructor annual cost per staff trained:					
Eligibility Technician	N/A	N/A	N/A	N/A	\$530
Social Worker	N/A	N/A	N/A	N/A	\$776

COMMENTS

*Does not include service & supplies and other support costs.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY E:					
PERSONNEL (PRE-EMPLOYMENT BACKGROUND INVESTIGATIONS PROCESS)					
% OF RESOURCES: 1%					
<u>OUTCOME (Planned Result)</u>					
All newly hired employees shall meet the education experience, and character requirements of DSS annually	N/A	N/A	1,063	N/A	900
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per permanent employee hired annually	N/A	N/A	N/A	N/A	\$68
<u>OUTPUT (Service or Product)</u>					
Pre-employment background investigations	N/A	N/A	N/A	N/A	1,680
<u>EFFICIENCY (Input/Output)</u>					
Investigations per staff year annually	N/A	N/A	N/A	N/A	747
ACTIVITY F:					
FISCAL - STATEMENT					
% OF RESOURCES: 1%					
<u>OUTCOME</u>					
Prepare statements of public assistance paid for District Attorney's use in child support activities annually	N/A	N/A	4,593	5,000	4,645
<u>EFFECTIVENESS</u>					
Statements completed per staff year	N/A	N/A	N/A	N/A	774
<u>OUTPUT</u>					
Number of requests received annually	N/A	N/A	4,593	5,000	5,857
<u>EFFICIENCY</u>					
Cost per statement annually	N/A	N/A	\$36	\$40	\$35

Major activities of closing and retrieving case files, performing routine fiscal transactions, employee payroll processing, and computer programming don't lend themselves to identify performance indicators.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
<u>Support Services Division</u>							
2369	Admin Svcs Manager II	1	1.00	1	1.00	\$54,747	\$54,533
2610	Buyer II	1	1.00	1	1.00	32,265	32,944
2413	Analyst III	1	1.00	1	1.00	46,162	45,983
3643	Assoc Mech Engineer	1	1.00	1	1.00	48,098	49,741
	Sub-Total	4	4.00	4	4.00	\$181,272	\$183,201
<u>Word Processing</u>							
2726	Principal Clerk II	1	1.00	1	1.00	\$34,930	\$34,792
3010	WP Center Supervisor	5	5.00	5	5.00	152,855	152,260
3008	Sr WP Operator	4	3.50	4	3.50	81,673	82,982
3009	WP Operator	43	42.50	43	42.50	984,142	978,814
2730	Sr Clerk	1	1.00	1	1.00	23,664	23,853
2724	Sr Trans Typist	8	8.00	8	8.00	210,480	205,176
2714	Intermediate Trans Typist	4	4.00	4	4.00	89,204	85,892
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,812	19,733
	Sub-Total	67	66.00	67	66.00	\$1,596,760	\$1,583,502
<u>Office Services Section</u>							
2304	Admin Asst I	1	1.00	1	1.00	\$29,746	\$30,442
2745	Supervising Clerk	1	1.00	1	1.00	27,770	25,942
2730	Senior Clerk	3	3.00	3	3.00	71,847	71,559
3073	Sr Offset Equipment Oper	2	2.00	2	2.00	51,108	50,908
3050	Offset Equipment Oper	2	2.00	2	2.00	45,446	46,128
2650	Stock Clerk	1	1.00	1	1.00	19,812	19,733
2700	Intermediate Clerk Typist	27	27.00	27	27.00	553,876	539,391
5884	Building Maint Eng	2	2.00	2	2.00	62,552	62,304
7541	Construction & Svcs Wkr I	2	2.00	2	2.00	41,367	41,678
3051	Reprographics Tech	2	2.00	2	2.00	44,084	43,926
2658	Storekeeper II	1	1.00	1	1.00	24,783	24,686
	Sub-Total	44	44.00	44	44.00	\$972,391	\$956,697
<u>Fiscal Services Division</u>							
2535	Soc Svcs Finance Officer	1	1.00	1	1.00	\$55,288	\$55,073
2505	Senior Accountant	3	3.00	3	3.00	129,296	129,267
2425	Associate Accountant	6	6.00	6	6.00	205,235	208,600
2730	Sr Clerk	1	1.00	1	1.00	23,949	22,442
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,660
2500	Jr Accountant	1	1.00	1	1.00	25,980	29,803
2403	Accounting Tech	6	6.00	6	6.00	159,996	159,372
2510	Sr Account Clerk	13	13.00	13	13.00	297,022	303,560
2493	Intermediate Account Clerk	42	42.00	42	42.00	826,726	827,409
2700	Intermediate Clerk Typist	6	6.00	4	4.00	121,163	82,344
3119	Dept Computer Spec II	1	1.00	1	1.00	33,763	35,131
	Sub-Total	81	81.00	79	79.00	\$1,906,188	\$1,880,661
<u>Personnel/Training Division</u>							
0360	Asst Dep Dir, Soc Svcs	1	1.00	0	0.00	\$54,977	\$0
2378	Soc Svcs Personnel Mgr	1	1.00	1	1.00	58,986	54,976
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,853
2757	Admin Secretary II	1	1.00	1	1.00	25,474	25,372
	Sub-Total	4	4.00	3	3.00	\$163,386	\$104,201

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
Personnel Payroll & Internal Security Section							
2328	Dept Personnel Officer II	6	6.00	6	6.00	\$259,197	\$253,028
2330	Dept Personnel Officer I	1	1.00	1	1.00	27,622	39,163
2363	Personnel Research Psych	1	1.00	1	1.00	52,156	51,954
0989	Manager, Collaboration Services	1	1.00	1	1.00	49,375	64,417
5248	Program Assistant	4	4.00	4	4.00	146,827	148,911
5258	Sr Protective Svcs Wkr	1	1.00	1	1.00	33,026	37,913
5287	Soc Svc Admin I	2	2.00	2	2.00	87,860	83,463
5288	Soc Svc Admin II	1	1.00	1	1.00	46,163	45,983
2757	Admin Secretary II	0	0.00	1	1.00	0	22,407
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,660
2320	Personnel Aide	1	1.00	1	1.00	27,622	27,512
2511	Sr Payroll Clerk	5	5.00	5	5.00	121,292	120,693
2494	Payroll Clerk	5	5.00	5	5.00	108,285	105,949
2700	Intermediate Clerk Typist	3	3.00	3	3.00	60,363	60,513
9999	Temporary Extra Help	1	.25	1	.25	8,000	8,000
	Sub-Total	33	32.25	34	33.25	\$1,055,558	\$1,097,566
Training Section							
2308	Dept Training Admin	1	1.00	1	1.00	\$50,907	\$50,709
2365	Staff Devel Spec	4	3.50	3	3.00	142,978	125,034
5259	Protective Svcs Supervisor	2	2.00	2	2.00	87,744	87,402
2320	Personnel Aide (Trn Aide)	1	1.00	0	0.00	23,985	0
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,853
2700	Intermediate Clerk Typist	4	4.00	4	4.00	80,740	82,216
5234	Social Svc Trainer	8	7.00	7	7.00	224,483	223,601
	Sub-Total	21	19.50	18	18.00	\$634,786	\$592,815
Budget and Revenue Division							
2534	Chief, SS Rev & Budget	1	1.00	1	1.00	\$57,483	\$57,261
2413	Analyst III	3	3.00	3	3.00	138,489	135,724
2757	Admin Sec II	1	1.00	1	1.00	22,052	21,963
	Sub-Total	5	5.00	5	5.00	\$218,024	\$214,948
Information Technology Division							
2471	EDP Systems Manager	2	2.00	1	1.00	\$129,834	\$64,664
2499	Principal Systems Analyst	1	1.00	1	1.00	58,942	58,713
2525	Sr Systems Analyst	3	3.00	3	3.00	164,241	163,599
2488	Asst Manager, EDP Oper	1	1.00	1	1.00	54,747	54,533
2427	Associate Systems Analyst	8	8.00	8	8.00	371,762	372,439
2428	System Supp Analyst-Trne	1	1.00	1	1.00	29,730	29,613
2303	Administrative Assistant II	1	1.00	1	1.00	41,842	41,678
2756	Administrative Secretary I	1	1.00	1	1.00	19,137	19,027
2485	Distrib Network Tech II	3	3.00	4	4.00	82,209	103,442
2486	Distrib Network Tech III	1	1.00	1	1.00	32,509	32,381
3119	Dept Computer Spec II	0	0.00	1	1.00	0	29,718
3120	Dept Computer Spec III	2	2.00	2	2.00	68,868	70,514
	Sub-Total	24	24.00	25	25.00	\$1,053,821	\$1,040,321

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
<u>Evaluation and Contracting Division</u>							
2367	Principal Admin Analyst	1	1.00	1	1.00	\$52,156	\$51,954
2413	Analyst III	3	3.00	3	3.00	125,140	137,949
2757	Admin Sec II	1	1.00	1	1.00	25,474	25,372
5288	Soc Svc Admin II	0	0.00	1	1.00	0	45,983
	Sub-Total	5	5.00	6	6.00	\$202,770	\$261,258
Total		288	284.75	285	283.25	\$7,984,956	\$7,915,170
Salary Adjustments						(1,029)	(5,939)
Bilingual Pay:						37,160	37,160
Employee Benefits:						2,722,082	3,008,894
Salary Savings:						(219,135)	(265,257)
Total Adjustments						\$2,539,078	\$2,774,858
Program Totals		288	284.75	285	283.25	\$10,524,034	\$10,690,028

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,720,243	\$1,799,013	\$1,959,935	\$2,068,824	\$2,160,706	4.4
Services & Supplies	170,875	181,297	233,593	217,695	241,265	10.8
TOTAL DIRECT COST	\$1,891,118	\$1,980,310	\$2,193,528	\$2,286,519	\$2,401,971	5.0
PROGRAM REVENUE	(1,713,121)	(1,689,829)	(1,870,457)	(1,949,786)	(2,055,583)	5.4
NET GENERAL FUND CONTRIBUTION	\$177,997	\$290,481	\$323,071	\$336,733	\$346,388	2.9
STAFF YEARS	42.00	43.25	49.00	53.00	53.00	0.0

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Salaries and Benefits and Staff Years were less than budget due to delays in hiring staff.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved 87% of the goal to investigate 15,674 client-initiated hearing issues related to the denial or discontinuance of eligibility, or collection of an overpayment by investigating 13,693 issues.

Exceeded the goal to conduct 416 AFDC and Food Stamp state mandated full field audits by conducting 501 audits.

Exceeded the goal that the County's action to deny, discontinue, or collect an overpayment will be supported in 65% of the cases by having the County's action supported in 67% of the cases.

Achieved 94% of the goal that re-evaluation and corrective action will be taken by the County to resolve 35% of these issues where technical weaknesses exist by resolving 33% of the issues.

Exceeded the goal to identify 5 error trends by identifying 14 error trends.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To have 65% of county hearing issues upheld in whole or in part by State and County hearing officers.
 - a. Review and investigate 1,140 client initiated hearing issues related to the denial or discontinuance of eligibility or the collection of an overpayment each month.
2. Maintain case review accuracy rate of 90% based on the number of error citations challenged and upheld.
 - a. Conduct a combination of 190 full field and desk audits monthly.
 - b. 108 desk audits challenged.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Appeals [27.00 SY; E = \$1,345,544; R = \$1,111,820] including support personnel:

- o Mandated Activity/Mandated Service Level.
 - o Section staff represents the County at client initiated State hearings regarding denial or discontinuance of assistance or the collection of an overpayment.
2. Quality Control (26.00 SY; E = \$1,056,427; R = \$943,763) 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
MISC:				
State AFDC Administrative Reimbursement (30% of NFS match required)*	\$347,164	\$513,344	\$441,574	(71,770)
Federal AFDC Administrative Reimbursement	495,949	657,420	630,820	(26,600)
State Food Stamp Reimbursement (30% of NFS match required)*	255,000	145,425	215,000	69,575
Federal Food Stamp Reimbursement	364,286	207,750	307,143	99,393
State Medi-Cal Administrative Reimbursement	350,001	365,888	400,000	34,112
Health Trust Fund	\$58,057	\$59,959	\$61,046	1,087
Sub-Total	\$1,870,457	\$1,949,786	\$2,055,583	\$105,797
Total	\$1,870,457	\$1,949,786	\$2,055,583	\$105,797

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
REVENUE MATCH:				
AFDC Administration	\$148,785	\$202,704	\$189,245	(13,459)
Food Stamp Admin.	109,286	69,029	92,143	23,114
Sub-Total	\$258,071	\$271,733	\$281,388	\$9,655
GENERAL FUND SUPPORT COSTS:				
General Relief	\$65,000	\$65,000	\$65,000	0
Sub-Total	\$65,000	\$65,000	\$65,000	\$0
Total	\$323,071	\$336,733	\$346,388	\$9,655

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 MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: APPEALS					
‡ OF RESOURCES: 56‡					
<u>OUTCOME (Planned Result)</u>					
To have 65‡ of County hearing upheld in whole or in part by State and County hearing officers	N/A	N/A	N/A	N/A	65‡
<u>EFFECTIVENESS (Input/Outcome)</u>					
Upheld issues per SY per year	N/A	N/A	N/A	N/A	41
<u>OUTPUT (Service or Product)</u>					
Client initiated hearing issues reviewed and investigated per month	N/A	N/A	N/A	N/A	1,140
<u>EFFICIENCY (Input/Output)</u>					
Issues per staff per month	N/A	N/A	N/A	N/A	63
Monthly cost per appeal issue	N/A	N/A	N/A	N/A	\$98
ACTIVITY B: QUALITY CONTROL					
‡ OF RESOURCES: 44‡					
<u>OUTCOME (Planned Result)</u>					
To maintain a case accuracy rate of 90‡ based on the number of error citations challenged and upheld	N/A	N/A	N/A	N/A	90‡
<u>EFFECTIVENESS (Input/Outcome)</u>					
Number of desk audits upheld per SY per year	N/A	N/A	N/A	N/A	6
<u>OUTPUT (Service or Product)</u>					
Number of full field and desk audits conducted monthly	N/A	N/A	N/A	N/A	190
Number of desk audits challenged monthly	N/A	N/A	N/A	N/A	108
<u>EFFICIENCY (Input/Output)</u>					
Full field and desk audits per staff per month	N/A	N/A	N/A	N/A	10
Cost per full field and desk audits per month	N/A	N/A	N/A	N/A	\$463

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
<u>Quality Control</u>							
5288	Soc Svcs Admin II	.50	.50	1	.50	\$23,082	\$22,991
5233	Eligibility Control Supv	2.00	2.00	2	2.00	62,766	58,341
2756	Admin Secretary I	1.00	1.00	1	1.00	21,512	21,963
5225	Eligibility Control Worker	19.00	19.00	19	19.00	461,784	475,019
2493	Intermediate Account Clerk	1.00	1.00	1	1.00	20,798	20,586
2730	Senior Clerk	.50	.50	1	.50	11,011	11,111
2700	Intermediate Clerk Typist	2.00	2.00	2	2.00	38,657	40,145
	Sub-Total	26	26.00	27	26.00	\$639,610	\$650,156
<u>Appeals</u>							
5288	Soc Svcs Admin II	.50	.50	0	.50	\$23,081	\$22,992
5287	Soc Svcs Admin I	2.00	2.00	2	2.00	87,860	81,972
5248	Program Assistant	18.00	18.00	18	18.00	682,391	687,136
2730	Senior Clerk	.50	.50	0	.50	11,011	11,112
2700	Intermediate Clerk Typist	6.00	6.00	6	6.00	115,972	120,435
	Sub-Total	27	27.00	26	27.00	\$920,315	\$923,647
Total		53	53.00	53	53.00	\$1,559,925	\$1,573,803
Salary Adjustments:						10	34
Bilingual Pay:						8,526	8,526
Premium/Overtime Pay:						2,683	2,683
Employee Benefits:						538,242	619,756
Salary Savings:						(40,562)	(44,096)
Total Adjustments						\$508,899	\$586,903
Program Totals		53	53.00	53	53.00	\$2,068,824	\$2,160,706

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,381,319	\$1,165,981	\$1,199,824	\$1,114,329	\$1,103,578	(1.0)
Services & Supplies	77,300	72,309	78,659	69,713	68,283	(2.1)
TOTAL DIRECT COST	\$1,458,619	\$1,238,290	\$1,278,483	\$1,184,042	\$1,171,861	(1.0)
PROGRAM REVENUE	(1,277,318)	(1,109,640)	(1,154,193)	(1,068,349)	(1,065,909)	(0.2)
NET GENERAL FUND CONTRIBUTION	\$181,301	\$128,650	\$124,290	\$115,693	\$105,952	(8.4)
STAFF YEARS	19.00	16.25	16.50	16.00	15.00	(6.3)

PROGRAM MISSION

To promote leadership in the community and self-sufficient, safe citizens through shared, responsive, outcome driven, effective programs.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actuals are comparable to budget.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved the goal to provide leadership in welfare reform.

Achieved the goal to foster accountability and integrity by maintaining high standards of professional and personal behavior, and preventing fraud/deterring the abuse of public social service programs.

Achieved the goal to foster community involvement in addressing social service issues facing our citizens.

Achieved the goal to ensure an effective use of expenditures by contracting for services.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. The systems strategies of the Children's Initiative which promotes outcome based budgeting, collaborative grant seeking and community engagement, will be implemented throughout the department.
 - a. A system of measuring manager involvement in community development will be developed and implemented.
 - b. An outcome based, results budget will be produced and measured.
 - c. A minimum of five collaborative grants will be pursued with our community partners.
2. Through our employment programs, citizens on welfare will become more self sufficient.
 - a. 9,975 AFDC recipients will obtain employment through GAIN.
 - b. The percent of working welfare recipients will increase to 23% (15,240 recipients) of the AFDC caseload.
3. Families receiving Child Abuse Prevention Services through our Community Action Partnership Bureau contractors will have no referral other than self referrals to Childrens Services within six and twelve months post service completion:
 - a. 60% will have no referrals other than self referrals who receive home based Early Intervention Services.

- b. 40% will have no referrals other than self referrals who receive home based Family Intervention Services.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Department Administration [15.00 SY; E = \$1,171,861; R = \$1,065,909] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for the administration of the Department's other programs.
 - o Transferred 1.00 SY Social Services Administrator III from Director's Office to the Children's Services Program to provide administrative support to the Regional Offices.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Foster Home Lic. Contracts	\$8,068	\$7,115	\$4,816	(2,299)
Adoptions Service Contract	22,239	23,092	19,083	(4,009)
Refugee Social Services	205	586	0	(586)
Child Welfare Services (30% of Non Fed cost match)	216,967	245,154	197,469	(47,685)
County Services Block Grant (30% of Non Fed match)	12,534	7,254	11,494	4,240
In-Home Supportive Services Admin (30% match of NFS)	17,475	26,426	20,064	(6,362)
Personal Care Services Program Admin (30% match of NFS)	19,504	13,939	15,163	1,224
Medi-Cal Admin. Claiming (formerly SB910)	8,300	10,632	9,394	(1,238)
Ref. Employment Services	5,327	2,339	1,643	(696)
Job Training	3,376	4,055	3,771	(284)
AFDC Administration (15% match required)	217,137	194,198	241,447	47,249
Medi-Cal Program Administration	127,996	211,544	165,574	(45,970)
Food Stamp Program Administration (15% of cost match)	227,136	95,095	93,480	(1,615)
Refugee Aid Administration	2,511	5,411	2,013	(3,398)
Child Care Programs	3,411	14,044	7,333	(6,711)
Food Stamp Empl. & Training (match required)*	14,845	9,672	2,780	(6,892)
Greater Avenues to Independence (GAIN) (30% of NFS Trust Fund match required)**	70,464	78,204	80,857	2,653
Independent Living Skills	2,493	6,797	5,091	(1,706)
Hospital Council Contract	5,288	5,411	5,033	(378)
Adoption Fees	1,845	794	1,866	1,072
Tran. Child Care Admin.	2,185	2,226	1,638	(588)
Spec. Foster Care Grant	0	223	208	(15)
Family Preservation	12,935	25,488	22,402	(3,086)
Emergency Assistance	59,300	1,472	76,304	74,832
Social Services Trust Fund	91,265	72,829	75,645	2,816
Mental Health Trust Fund	0	0	494	494
Misc. (HRSA, SAVE, IRCA)	1,387	4,349	847	(3,502)
Sub-Total	\$1,154,193	\$1,068,349	\$1,065,909	\$(2,440)
Total	\$1,154,193	\$1,068,349	\$1,065,909	\$(2,440)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
REVENUE MATCH:				
Child Care Program	\$0	\$190	\$177	(13)
In-Home Supportive Services and PCSP Admin	10,553	11,509	8,775	(2,734)
Child Welfare Services	52,997	60,312	45,107	(15,205)
County Services Block Grants	4,003	2,645	3,050	405
AFDC Administration	53,975	43,520	44,936	1,416
Food Stamp Admin.	30,420	7,653	8,441	788
Food Stamp Empl. & Training	6,201	6,228	6,464	236
Non GAIN Education & Training	11	314	292	(22)
Independent Living Skills	433	3,170	2,061	(1,109)
GAIN	8,485	7,956	7,928	(28)
Medi-Cal Admin. Claiming (SB910)	8,300	10,101	9,394	(707)
Emergency Assistance	10,320	260	13,465	13,205
Match Net with Trust Fund Revenue	(91,265)	(72,829)	(76,139)	(3,310)
Sub-Total	\$94,433	\$81,029	\$73,951	\$(7,078)
GENERAL FUND SUPPORT COSTS:				
County Cost Program Support	29,857	34,664	32,001	(2,663)
Sub-Total	\$29,857	\$34,664	\$32,001	\$(2,663)
Total	\$124,290	\$115,693	\$105,952	\$(9,741)

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.

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	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
<u>DSS Director's Office</u>							
2121	Director, Soc Svcs	1	1.00	1	1.00	\$111,353	\$110,925
2225	Asst Dir, Soc Svcs	1	1.00	1	1.00	91,350	90,996
5289	Soc Svc Admin III	1	1.00	0	0.00	43,136	0
2759	Admin. Sec. IV	1	1.00	1	1.00	33,135	33,005
2758	Admin. Sec III	1	1.00	1	1.00	30,774	30,653
	Sub-Total	5	5.00	4	4.00	\$309,748	\$265,579
<u>Income Maintenance Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$73,558	\$73,273
2367	Prin Admin Analyst	1	1.00	1	1.00	52,156	51,954
2758	Admin Secretary III	1	1.00	1	1.00	30,774	30,653
	Sub-Total	3	3.00	3	3.00	\$156,488	\$155,880
<u>Childrens Services Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$90,350	\$90,002
2367	Prin Admin Analyst	1	1.00	1	1.00	46,163	51,906
2758	Admin Secretary III	1	1.00	1	1.00	30,774	29,228
	Sub-Total	3	3.00	3	3.00	\$167,287	\$171,136
<u>Adult & Employment Services Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$77,111	\$64,001
2367	Prin Admin Analyst	1	1.00	1	1.00	52,156	51,954
2758	Admin Secretary III	1	1.00	1	1.00	30,774	30,653
	Sub-Total	3	3.00	3	3.00	\$160,041	\$146,608
<u>Management Services Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$65,083	\$64,833
2758	Admin Secretary III	1	1.00	1	1.00	30,691	30,653
	Sub-Total	2	2.00	2	2.00	\$95,774	\$95,486
	Total	16	16.00	15	15.00	\$889,338	\$834,689
Salary Adjustments:						\$0	\$0
Bilingual Pay:						1,000	1,000
Employee Benefits:						247,917	290,411
Salary Savings:						(23,926)	(22,522)
Total Adjustments						\$224,991	\$268,889
Program Totals		16	16.00	15	15.00	\$1,114,329	\$1,103,578

COMMUNITY SERVICES

AGRICULTURE/WEIGHTS & MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Agriculture/Weights & Measures/County Vet	\$5,251,223	\$5,711,127	\$5,726,797	\$5,700,705	\$5,733,505	32,800	0.6
TOTAL DIRECT COST	\$5,251,223	\$5,711,127	\$5,726,797	\$5,700,705	\$5,733,505	\$32,800	0.6
PROGRAM REVENUE	(3,105,452)	(3,689,180)	(4,187,905)	(3,706,700)	(3,703,047)	3,653	(0.1)
NET GENERAL FUND COST	\$2,145,771	\$2,021,947	\$1,538,892	\$1,994,005	\$2,030,458	\$36,453	1.8
STAFF YEARS	111.76	114.75	115.95	116.58	113.58	(3.00)	(2.6)

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 by

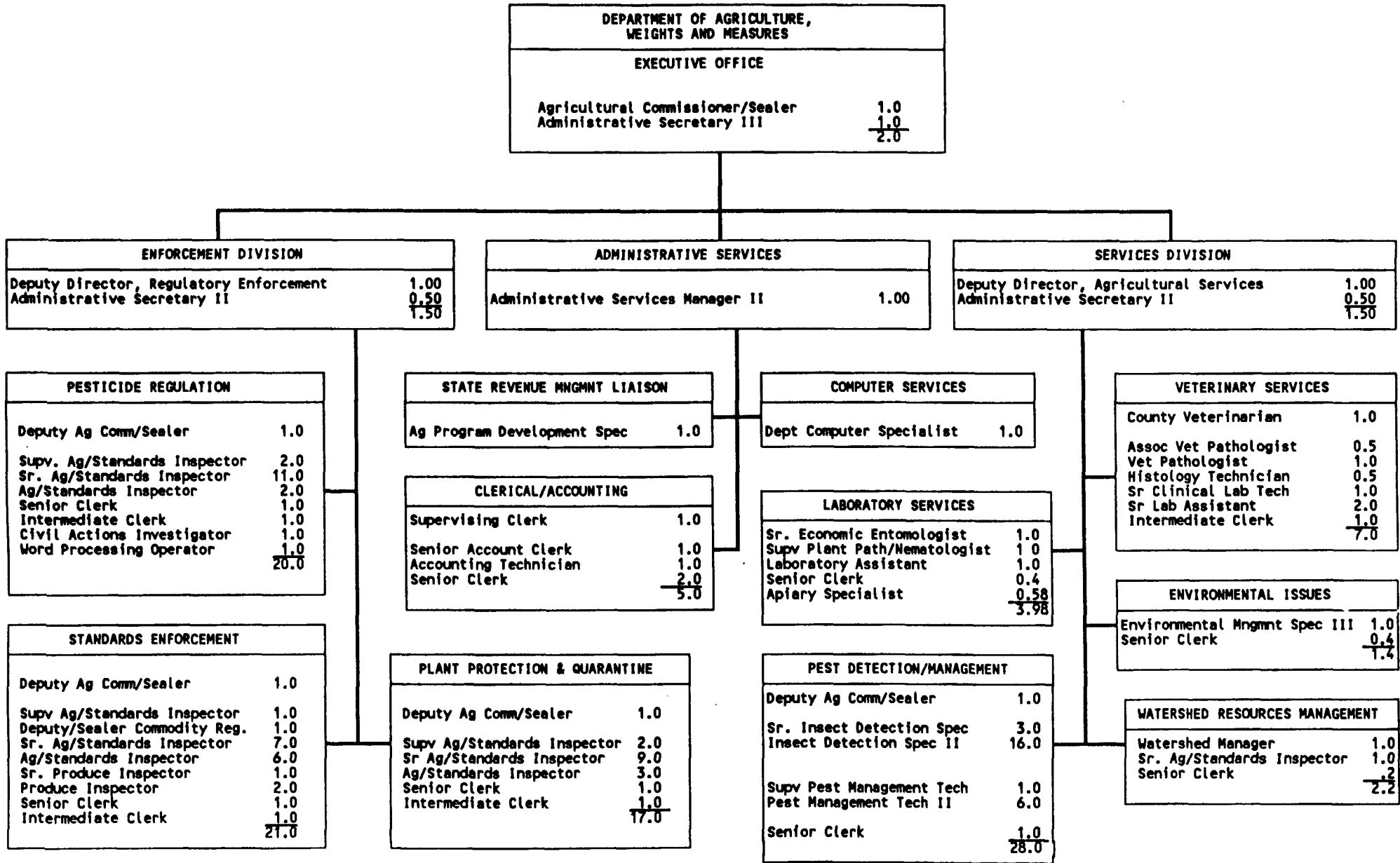
- ♦ Enhancing and promoting the preservation of agriculture and the environment while maintaining the health and safety of all.
- ♦ Assuring quality and equity in the marketplace through education and the enforcement of laws and regulations.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Permit the introduction and establishment of zero percent exotic pests by providing early detection, quick delimitation, timely and accurate identification, analysis and response.
 - a. Conduct 850,000 terminal inspections at points of entry.
 - b. Conduct 260,000 pest detection servicing.
 - c. Register 20,000 apiary colonies.
 - d. Conduct 3,500 veterinarian laboratory accessions.
 - e. Conduct inspections of 4,700 acres of saleable nursery stock.
2. Achieve a 100% rating on the State's annual Effectiveness Evaluations of County pesticide regulatory programs by providing an integrated network of programs designed to ensure that pesticides are used safely, protecting human health and the environment.
 - a. Conduct 175 site evaluations prior to the application of pesticides.
 - b. Conduct 1900 inspections of pesticide applications.
 - c. Conduct 200 pesticide investigations.
 - d. Issue 600 restricted materials permits.
3. Achieve a 95% industry compliance level by informing, warning and taking appropriate inspection action in order to provide consumer protection by assuring full weight and measure and product compliance with applicable state and federal standards.
 - a. Inspect 19 million cartons of imported produce and locally grown eggs.
 - b. Inspect 29,500 weighing and measuring devices.
4. Achieve the highest customer satisfaction rating possible by continuing to meet with the public and regulated industries in order to recognize and meet long range mutual goals and to protect the health and welfare of the people of San Diego County.
 - a. Mail 2,000 random satisfaction surveys to the regulated industry.
 - b. Hold annual meetings with industry to encourage feedback.
 - c. Hold bimonthly Integrated Pest Management meetings.
 - d. Establish agricultural/urban interface boards as needed.
 - e. Hold the San Diego County Environmental Regulation Focus Group meetings and the Agricultural Commissioner's Pesticide Meetings quarterly. Meet with Air Pollution Control District (APCD) and the Department of Environmental Health (DEH) on a quarterly basis. Continue meetings with APCD and DEH and other agencies as appropriate.

**** Departmental Outcome Objectives are listed in numerical order of importance; Departmental Outputs follow their related outcomes and are designated with a lower case letter.**

DEPARTMENT OF AGRICULTURE, WEIGHTS AND MEASURES



19-2

AUTHORITY: The establishment of a Department of Agriculture, Weights and Measures within the county was developed for the purpose of carrying out Division 2, Chapters 1 and 2, of the Food and 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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,755,012	\$5,142,191	\$5,034,419	\$5,094,106	\$5,238,189	2.8
Services & Supplies	424,728	402,967	512,459	479,546	426,316	(11.1)
Other Charges	10,378	22,205	134,428	69,000	69,000	0.0
Fixed Assets	15,739	14,928	47,253	58,053	0	(100.0)
Operating Transfers	45,366	128,836	(1,762)	0	0	0.0
TOTAL DIRECT COST	\$5,251,223	\$5,711,127	\$5,726,797	\$5,700,705	\$5,733,505	0.6
PROGRAM REVENUE	(3,105,452)	(3,689,180)	(4,187,905)	(3,706,700)	(3,703,047)	(0.1)
NET GENERAL FUND CONTRIBUTION	\$2,145,771	\$2,021,947	\$1,538,892	\$1,994,005	\$2,030,458	1.8
STAFF YEARS	111.76	114.75	115.95	116.58	113.58	(2.6)

PROGRAM MISSION

See departmental mission statement on the department summary sheet.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures were lower than budgeted amounts due to the delayed hiring of several key department positions to allow for recruitment statewide. Actual revenues were greater than budgeted amounts due to the successful adjudication of quantity control activities and the subsequent settlements and an increase in the amount of imported produce entering the county from Mexico.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

See departmental outcome and output objectives on department summary sheet.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration/Technical/Clerical/Indirect Support [10.00 SY; E = \$520,094; R = \$154,853]
 - 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 Deleted 1.0 SY Senior Payroll Clerk
 - o Added 1.0 SY Accounting Technician

- o Agricultural Services support.
 - o Implemented an overhead offset from Pest Detection Contract
- o Agriculture/Weights and Measures Enforcement support.

2. Enforcement Functions [59.50 SY; E = \$3,085,590; R = \$1,789,313]

- o Mandated/Mandated Service Level.
 - o Added 1.0 SY Deputy Director, Regulatory Enforcement.
 - o Deleted 1.0 SY Asst. Agricultural Commissioner/Sealer.
- o Pest exclusion activities.
- o Pesticide use enforcement and worker health and safety programs.
 - o Shifted 1.0 SY to Watershed Management for Hazardous Materials Inventory and the associated revenue.
- o Seed, nursery, and apiary inspections.
- o Enforcing fruit, nut, honey, egg and vegetable standards.
- o Device inspection and consumer protection programs.
 - o Deleted 1.0 SY Supervising Agricultural Standards Inspector
 - o Added 1.0 SY Deputy Agricultural Commissioner/Sealer
 - o Deleted 1.0 SY Deputy Commissioner/Sealer
 - o Added 1.0 SY Deputy, Commodities Regulation
 - o Implemented a biennial inspection of retail fuel dispensers resulting in the deletion of 1.0 SY Senior Agricultural/Standards Inspector.

3. Agricultural Services [44.08 SY; E = \$2,127,821; R = \$1,758,881]

- o Mandated/Discretionary Service Level.
 - o Added 1.0 SY Deputy Director, Agricultural Services
 - o Deleted 1.0 SY Chief, Agricultural Services
- o Pest detection/eradication/control (including structural pest control) activities.
 - o Deleted 5.0 SY Agricultural Technicians
 - o Added 5.0 SY Pest Management Technician II
 - o Deleted 1.0 SY Class 5399
 - o Added 1.0 SY Supervising Pest Management Technician
 - o Reorganization of pest detection unit resulting in title changes from Agricultural Technicians to Insect Detection Specialist II.
 - o Deleted 2.0 SY extra help in Pest Detection.
 - o Added 1.0 SY Insect Detection Specialist II.
- o Laboratory Services including entomology, nematology, plant pathology and virology functions.
 - o Implemented Plant and Insect Pest Diagnostic charges.
 - o Deleted 1.0 SY Class 5399
 - o Added 1.0 SY Laboratory Assistant
- o Environmental Management Services.
 - o 0.6 SY Agricultural/Standards Inspector transferred from Enforcement for apiary inspections.
- o Enforcement of Watershed Management Policy and coordinating prescribed burns.
 - o Shifted the Hazardous Materials Inventory functions to this division due to relation to fire safety. This included 1.0 SY Sr. Ag/Standards Inspector and associated revenue of \$40,000.
- o Enforcement of veterinary disease control laws and regulations.
 - o Added 1.00 SY Intermediate Clerk Typist

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Pest Control Registration	\$12,323	\$7,100	\$7,100	0
Certified Producers	6,595	3,500	3,500	0
Farmers Market	120	400	400	0
Shipping Permit	140,330	120,000	136,000	16,000
AB 2187 Inventory Hazardous Materials	27,900	30,000	40,000	10,000
Imported Food Inspection	301,815	200,000	221,319	21,319
Vertebrate Bait Sales	38,550	55,000	55,000	0
Miscellaneous (Fines & Forfeitures/Other)	102,257	59,372	0	(59,372)
Organic Foods Law	15,678	3,000	3,000	0
Structural Pest Control Exams	6,269	2,500	2,500	0
Device Registration	315,501	316,310	316,310	0
Device Testing (Reinspections)	21,935	10,000	10,000	0
Sub-Meter Inspections	217,703	123,583	123,583	0
Veterinarian Service Fees	50,890	53,600	53,600	0
Animal Damage Control Program	0	27,073	27,073	0
Laboratory Fees	0	0	10,000	10,000
Miscellaneous	(1,635)	0	0	0
Sub-Total	\$1,256,231	\$1,011,438	\$1,009,385	\$(2,053)
OTHER:				
Road Fund (Plant Pests)	214,815	174,534	174,534	0
Airport Enterprise	8,884	12,000	12,000	0
Special Districts	4,297	3,300	3,300	0
Seed Agreement	0	2,500	2,500	0
Agricultural Enterprises	1,380	0	0	0
Apiary Inspections	245	0	0	0
Trust Fund Offset (Veterinarian)	359,065	259,000	259,000	0
Grazing Land Fund Offset	0	24,612	18,000	(6,612)
Watershed Management	69,765	77,338	47,950	(29,388)
Sub-Total	\$658,451	\$553,284	\$517,284	\$(36,000)
LOCAL ASSISTANCE:				
State Nursery Contract	\$104,114	\$105,164	\$105,164	0
State Egg Quality Control Contract	32,751	28,450	28,450	0
AB 3765 - Pesticide Use Enforcement	107,536	107,536	107,536	0
Detection Contract (Medfly, etc.)	815,232	761,919	761,919	0
100% Pesticide Use Reporting	48,750	65,000	65,000	0
100% Pesticide Application Reporting	17,836	20,000	20,000	0
Device Repairman	3,201	2,500	2,500	0
Petroleum Products Inspections	27,360	25,704	25,704	0
Weighmaster Petroleum Inspections	3,843	3,843	3,843	0
Sub-Total	1,160,623	1,120,116	1,120,116	0
SUBVENTION:				
Gas Tax Subvention	\$771,263	\$731,263	\$741,263	10,000
Pesticide Dealers Tax	1,600	1,825	1,825	0
Pesticide Enforcement Mil Subvention	333,137	282,174	306,574	24,400
Salary Subvention	6,600	6,600	6,600	0
Sub-Total	\$1,112,600	\$1,021,862	\$1,056,262	\$34,400
Total	4,187,905	3,706,700	3,703,047	(3,653)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	1,538,892	1,994,005	2,030,458	36,453
Sub-Total	1,538,892	1,994,005	2,030,458	36,453
Total	1,538,892	1,994,005	2,030,458	36,453

EXPLANATION/COMMENT ON PROGRAM REVENUES

- ♦ The Weights and Measures Division, through an aggressive program of violation detection and prosecution, occasionally realizes an equal sharing of settlement costs earned from the successful adjudication of quantity control activities. This department utilized these settlement revenues as one time only money for much needed fixed assets. The uncertainty and unpredictability of this revenue source results in the inability to budget this revenue on a yearly basis.
- ♦ 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.
- ♦ 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.
- ♦ Public testimony and support of the department's plant and insect diagnostic service has resulted in the implementation of a service fee to ensure the continuation of this program.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: AGRICULTURAL PROTECTION					
<u>OUTCOME (Planned Result)</u>					
Permit the introduction and establishment of zero percent exotic pests.	0%	0%	0%	0%	0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Program cost for zero percent exotic pests.	* \$1,181,182	* \$1,196,319	\$1,164,936	\$1,254,879	\$1,255,000
<u>OUTPUT (Service or Product)</u>					
Terminal Inspections Units	740,748	844,506	727,799	850,000	850,000
Detection Servicing	236,384	279,946	257,047	260,000	260,000
Colonies Registered	14,950	20,000	5,790	20,000	20,000
Laboratory Accessions	no data	3,438	3,315	3,500	35,000
Saleable Acreage	* no data	* no data	7,289	4,700	4,700
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Inspection Unit	\$0.55	\$0.31	\$0.35	\$0.31	\$0.31
Cost Per Servicing	\$3.26	\$2.56	\$2.63	\$2.70	\$2.70
Cost Per Registration	\$0.11	\$0.10	\$0.11	\$0.10	\$0.10
Cost Per Accession	no data	\$62.00	\$70.55	\$65.00	\$65.00
Cost Per Acreage Inspected	* no data	* no data	\$11.00	\$13.00	\$13.00

* Data for saleable acreage inspected is not available for FY 1992-93 and FY 1993-94 because this activity was not implemented until FY 1994-95, therefore the program costs do not include that output.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY B:					
PESTICIDE REGULATION					
<u>OUTCOME (Planned Result)</u>					
Achieve a 100% rating on the State's annual Effectiveness Evaluations of County Pesticide Regulatory Programs.	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Program costs to achieve 100% rating.	\$443,947	\$489,083	\$445,100	\$494,500	\$495,000
<u>OUTPUT (Service or Product)</u>					
Pre-Site Evaluation	217	208	124	175	175
Pesticide Inspections	3087	3071	3223	1900	1768
Pesticide Investigations	203	225	180	200	200
Restricted Materials Permits Issued	746	650	652	* 600	600
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Pre-Site Evaluation	\$46.14	\$53.00	\$41.00	\$41.00	\$41.00
Cost Per Pesticide Inspection	\$61.00	\$65.00	\$67.00	\$125.00	\$125.00
Cost Per Pesticide Investigation	\$777.00	\$835.00	\$635.00	\$650.00	\$670.00
Cost Per Permit Issuance	\$118.00	\$138.00	\$168.00	* \$200.00	\$200.00

* Due to increased regulations on restricted pesticides, the number of requested and issued permits has decreased. Issuance of permits takes significantly more time in order to appropriately mitigate health, safety and environmental concerns.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C:					
CONSUMER PROTECTION					
<u>OUTCOMES (Planned Result)</u>					
95% Industry Compliance	93.4%	92%	91.39%	95%	95%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Program costs to achieve current industry compliance level.	\$570,509	\$565,400	\$726,959	\$536,000	\$536,000
<u>OUTPUTS (Service/Product)</u>					
Cartons Inspected	16,768,425	19,515,624	20,672,244	19,000,000	19,000,000
Devices Inspections	26,941	32,429	39,057	29,500	29,500
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Carton Inspected	\$0.01	\$0.01	\$0.02	\$0.01	\$0.01
Cost Per Device Inspected	\$15.60	\$11.23	\$9.12	\$10.67	\$10.67
ACTIVITY D:					
CUSTOMER SATISFACTION					
<u>OUTCOMES (Planned Result)</u>					
Meet current and long range needs of regulated business community and protect health and welfare of people in San Diego County and its environment .	n/a	n/a	n/a	n/a	n/a
<u>EFFECTIVENESS (Input/Outcome)</u>					
Program costs to meet the highest possible satisfaction rating.	\$5,251,223	\$5,711,127	\$5,726,797	\$5,700,705	\$5,733,505
<u>OUTPUTS (Service/Product)</u>					
Random Satisfaction Survey Mailings	no data	1,500	2,319	2,000	2,000
Number of Satisfaction Surveys Received	no data	76	229	100	100
% Highest Possible Satisfaction Rating	no data	89.9%	89.5%	95%	100%
Annual Industry Feedback Meeting	no data	1	1	1	1
Integrated Pest Management Meeting	4	4	4	6	
Active Agricultural/Urban Interface Boards	no data	1	4	0	0
San Diego County Environmental Regulation Focus Group	no data	2	4	4	4
Agricultural Commissioner's Quarterly Pesticide Meeting (Code Requirement)	4	4	4	4	4
<u>EFFICIENCY (Input/Output)</u>					
Data not yet available					

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0255	Chief, Agricultural Services	1	1.00	0	0.00	\$54,977	\$0
2102	Agr. Comm/Sealer, Wts. & Meas.	1	1.00	1	1.00	81,599	81,283
2120	County Veterinarian	1	1.00	1	1.00	66,483	66,224
2235	Asst. Agric. Comm/Sealer	1	1.00	0	0.00	66,483	0
2236	Dep. Dir, Agricultural Services	0	0.00	1	1.00	0	59,717
2237	Dep Dir Regulatory Enfcmnt	0	0.00	1	1.00	0	70,263
2369	Admin. Services Manager II	1	1.00	1	1.00	54,747	54,533
2403	Accounting Technician	0	0.00	1	1.00	0	26,005
2510	Senior Account Clerk	1	1.00	1	1.00	23,949	23,853
2511	Senior Payroll Clerk	1	1.00	0	0.00	24,486	0
2700	Intermediate Clerk	3	3.00	4	4.00	57,961	77,947
2730	Senior Clerk	7	7.00	7	7.00	167,159	160,437
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,660
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	21,991
2758	Administrative Secretary III	1	1.00	1	1.00	26,712	30,653
3009	Word Processor Operator	1	1.00	1	1.00	20,670	20,586
3119	Departmental Computer Spec II	1	1.00	1	1.00	32,086	33,617
3514	Environmental Mngmnt Spec III	1	1.00	1	1.00	46,163	45,983
3940	Ag Civil Actions Investigator	1	1.00	1	1.00	41,968	46,440
4210	Assoc Veterinary Pathologist	1	0.50	1	0.50	23,747	23,566
4230	Veterinary Pathologist	1	1.00	1	1.00	49,694	49,502
4318	Histology Technician	1	0.50	1	0.50	15,815	15,693
4321	Sr. Clinical Lab Tech	1	1.00	1	1.00	40,298	40,141
4330	Laboratory Assistant	0	0.00	1	1.00	0	22,548
4351	Senior Lab Assistant	2	2.00	3	2.00	52,490	50,234
5377	Produce Inspector	2	2.00	2	2.00	52,215	50,854
5378	Senior Produce Inspector	1	1.00	1	1.00	31,309	28,779
5379	Dep Sealer, Commodities Reg	0	0.00	1	1.00	0	42,203
5392	Agric. Standards Inspector	12	11.58	12	11.58	394,627	396,115
5393	Senior Agric. Standards Inspec	29	29.00	28	28.00	1,154,522	1,106,356
5394	Supv Agric. Standards Inspec	6	6.00	5	5.00	271,949	233,649
5397	Senior Agricultural Technician	3	3.00	3	3.00	88,632	88,284
5398	Agricultural Technician	19	18.50	0	0.00	442,026	0
5399	Agricultural Technician Aide	7	6.50	0	0.00	139,610	0
5399	Insect Detection Specialist II	0	0.00	27	16.00	0	383,854
5402	Pest Management Tech II	0	0.00	6	6.00	0	173,018
5404	Supv Pest Management Tech	0	0.00	1	1.00	0	32,944
5408	Deputy Commissioner/Sealer	1	1.00	0	0.00	42,364	0
5409	Agric. Program Dev. Specialist	1	1.00	1	1.00	48,830	49,314
5410	Deputy Agric. Comm. & Sealer	3	3.00	4	4.00	149,901	198,051
5426	Senior Economic Entomologist	1	1.00	1	1.00	53,454	53,246
5450	Supv Plant Path/Nematologist	1	1.00	1	1.00	44,378	46,490
5453	Watershed Manager	1	1.00	1	1.00	42,364	42,198
9999	Extra Help	69	2.00	70	0.00	32,157	8,990
Total		186	116.58	197	113.58	\$3,989,069	\$3,983,221
Salary Adjustments:						(26,657)	(11,105)
Premium/Overtime Pay:						0	0
Employee Benefits:						1,238,376	1,373,845
Salary Savings:						(106,682)	(107,772)
Total Adjustments						\$1,105,037	\$1,254,968
Program Totals		186	116.58	197	113.58	\$5,094,106	\$5,238,189

ANIMAL CONTROL

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Animal Health & Regulation	\$5,273,550	\$5,401,522	\$6,195,760	\$5,969,635	\$6,022,510	52,875	0.9
Public Education - Spay/Neuter	\$12,214	\$8,395	\$39,136	\$60,071	\$60,000	(71)	(0.1)
TOTAL DIRECT COST	\$5,285,764	\$5,409,917	\$6,234,896	\$6,029,706	\$6,082,510	\$52,804	0.9
PROGRAM REVENUE	(4,403,452)	(4,768,120)	(4,777,901)	(5,257,017)	(5,439,891)	(182,874)	3.5
NET GENERAL FUND COST	\$882,312	\$641,797	\$1,456,995*	\$772,689	\$642,619	\$(130,070)	(16.8)
STAFF YEARS	133.40	137.7	146.21	144.0	144.00	0.00	0.0

* The above FY 1994-95 budgeted general fund support cost does not include a \$376,950 mid-year Teeter appropriation for Data Processing Equipment, \$62,314 in prior year expenses, and an Auditor's prior year revenue adjustment of \$278,000. Without the approved mid-year appropriation, the prior year carryover expenses, and the Auditor's revenue adjustment, the FY 1994-95 actual general fund contribution was \$739,731, \$32,958 less than budgeted.

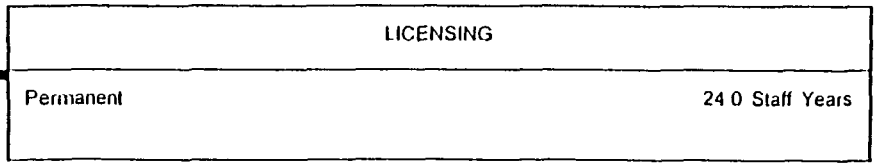
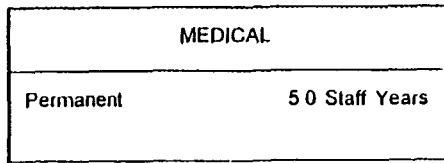
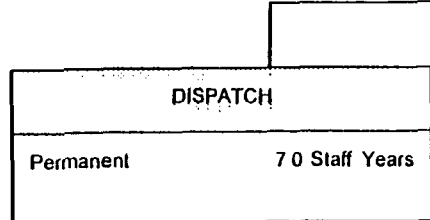
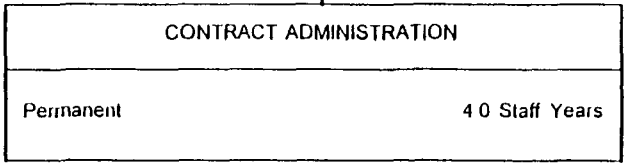
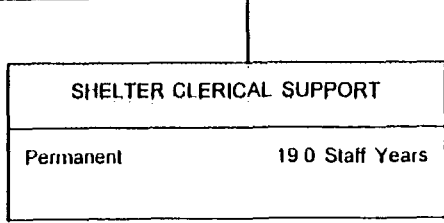
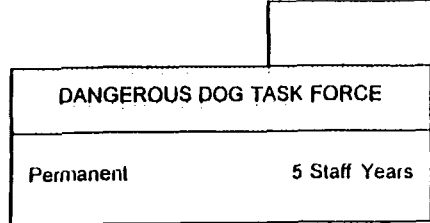
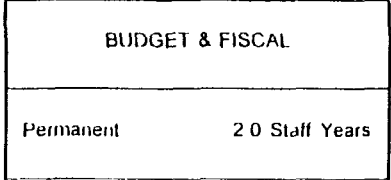
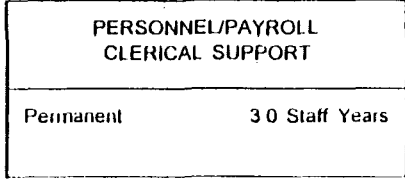
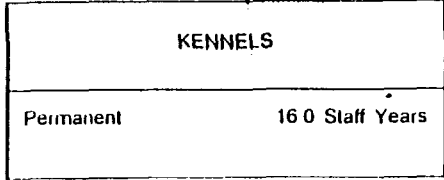
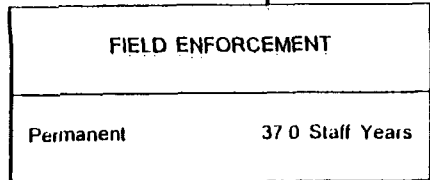
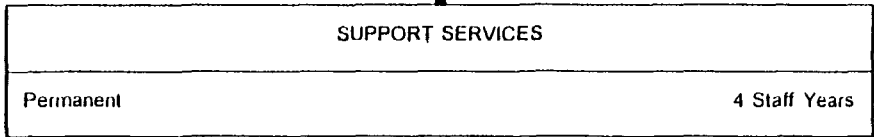
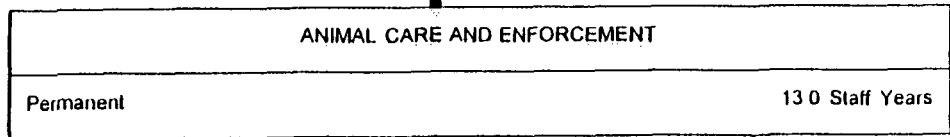
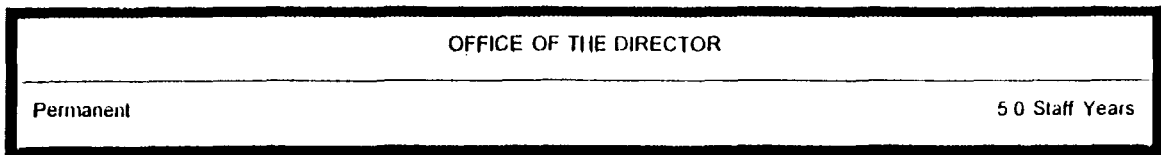
MISSION

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Maintain an incidence of rabies in domesticated animals of less than two per year. (3,000,000 human and domestic animals are rabies-free.)
 - a. License, with proof of rabies vaccination, over 95,000 dogs annually.
 - b. Staff and schedule, in conjunction with the Veterinary Medical Association, over 100 rabies clinics annually.
 - c. Rabies surveillance and quarantine of over 3,700 biter animals.
2. Comply with Government Health and Safety Code by providing for the health and welfare of 35,000 impounded animals.
 - a. Provide emergency medical service, treatment, vaccinations, and exams for 35,000 animals through contract and on-site veterinarians.
 - b. Feed and shelter over 35,000 impounded animals annually.
 - c. Adopt over 6,000 dogs, cats, and other pets to new owners.
 - d. Reunite over 4,000 annually with their owners.
3. Eighty-five percent of patrol officer responses to citizen's complaints are within response time guidelines.
 - a. Patrol officers annually make 46,000 citizen contacts as part of the Patrol/Enforcement Program in an effort to protect animals from harm; citizens from animal-related injuries and disease; and destruction of property by animals.
4. Operate an In-House Spay/Neuter Program.
 - a. Alter 2,000 cats and dogs prior to adoption to help reduce pet overpopulation.
5. Increase by 3% the number of licenses sold for spayed and neutered pets.
 - a. Print and distribute to the public over 300,000 public information brochures and pamphlets on responsible pet ownership and the benefits of spaying and neutering their pets.
 - b. Answer over 3,000 calls on the low-cost spay/neuter referral hotline.
6. Obtain the services of volunteers at a savings of \$29,000 annually.
 - a. Manage and coordinate 6,700 Animal Control Reserve and Shelter Volunteer hours.

Department of Animal Control



20-2

PROGRAM: Animal Health & Regulation

DEPARTMENT: ANIMAL CONTROL

PROGRAM #: 31523

ORGANIZATION #: 4300

MANAGER: Hector Cazares, Director

REFERENCE: 1995-96 Proposed Budget - Pg. 21-3

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,877,031	\$4,986,617	5,224,023	5,405,823	5,366,555	(0.7)
Services & Supplies	393,025	414,905	616,087	553,612	637,955	15.2
Other Charges	658	0	0	0	0	0
Fixed Assets	2,836	0	355,650	10,200	18,000	76.4
Vehicle/Comm. Equip.	0	0	0	0	0	0
TOTAL DIRECT COST	\$5,273,550	\$5,401,522	\$6,195,760	\$5,969,635	\$6,022,510	0.9
PROGRAM REVENUE	(4,343,452)	(4,701,670)	(4,667,826)	(5,196,942)	(5,379,891)	3.5
NET GENERAL FUND CONTRIBUTION	\$930,098	\$699,852	\$1,527,934	\$772,693	\$642,619	(16.8)
STAFF YEARS	133.4	137.7	146.21	144.00	144.00	0.0

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The above FY 1994-95 budgeted general fund support cost does not include a \$376,950 mid-year Teeter appropriation for Data Processing Equipment, \$62,314 in prior year expenses, and an Auditor's prior year revenue adjustment of \$278,000. Without the approved mid-year appropriation, the prior year carryover expenses, and the Auditor's revenue adjustment, the FY 1994-95 actual general fund contribution was \$810,670. Budgeted staff years do not include temporary extra help, whereas, actual staff years include both temporary and permanent employees. Actual staff years for permanent positions of 127.2 are 16.8 staff years less than budget.

ACHIEVEMENT OF 1994-95 OBJECTIVES

The department met or exceeded its FY 1994-95 objectives by:

- * Feeding, sheltering, examining, vaccinating, and providing medical care for over 31,000 animals.
- * Administering emergency medical care to injured animals found without owners.
- * Responding to over 35,000 citizen requests for animal control services.
- * Having over 138,000 dogs licensed.
- * Saving over \$29,000 utilizing volunteer workers.
- * Increasing the percentage of altered licensed dogs in the service area 3% over the budgeted goal.
- * Implanting the majority of adoption animals with microchip identification.
- * Enforcing over 100 local and state animal-related laws.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain an incidence of rabies in domesticated animals of less than two per year. (3,000,000 humans and domestic animals rabies-free).

- a. License, with proof of rabies vaccination, over 95,000 dogs annually.
 - b. Staff and schedule, in conjunction with the Veterinary Medical Association, over 100 rabies clinics annually.
 - c. Rabies surveillance and quarantine of over 3,700 biter animals.
2. Comply with Government Health and Safety Code by providing for the health and welfare of 35,000 impounded animals.
 - a. Provide emergency medical service, treatment, vaccinations, and exams for 35,000 animals through contract and on-site veterinarians.
 - b. Feed and shelter over 35,000 impounded animals annually.
 - c. Adopt over 6,000 dogs, cats, and other pets to new owners.
 - d. Reunite over 4,000 annually with their owners.
 3. Eighty-five percent of patrol officer responses to citizen's complaints are within response time guidelines.
 - a. Patrol officers annually make 46,000 citizen contacts as part of the Patrol/Enforcement Program in an effort to protect animals from harm; citizens from animal-related injuries and disease; and property destruction from animals.
 4. Obtain the services of volunteers at a savings of \$29,000 annually.
 - a. Recruit, train, manage and coordinate 6,700 Animal Control Reserve and Shelter Volunteer hours.

1995-96 ADOPTED SUB-PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. ADMINISTRATION, DATA PROCESSING, VOLUNTEER SERVICES, AND CONTRACT SUPERVISION [18.00 SY; E = \$964,409; R = \$172,858] 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. ENFORCEMENT/SUPERVISION [55.00 SY; E = \$2,032,167; R = \$1,078,864] including support personnel:
 - o Mandated/Discretionary service level.
 - o Rescue injured animals.
 - o Quarantine biter dogs.

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- Investigate humane cases and initiate prosecution as required to enforce anti-cruelty laws.
 - Impound stray animals.
 - Investigate animal-related complaints.
 - Patrol, issue citations, and enforce local, state, and federal laws.
 - Return lost dogs in the field to their owners.
 - Present animal-related cases to the District Attorney for prosecution.
 - Inspect and license commercial kennels.
 - Conduct dangerous dog investigations and hearings.
 - Register and track dangerous dogs and/or other public nuisances.
 - Inspect declared dangerous dog owners' property annually.
 - Liaison with the District Attorney and courts.
 - Operate and manage vehicles and equipment.
 - Interface with other law enforcement agencies.
3. SHELTER/KENNEL [42.00 SY; E = \$1,668,641; R = \$1,219,684] including support personnel:
- Mandated/Discretionary service level.
 - Provide counter service to the public.
 - Track the status of an average of 600 animals per day.
 - Maintain adoption, impound, lost and found records.
 - Disseminate Spay/Neuter Referral Program information.
 - Process over 375,000 incoming calls/requests for information or services.
 - Maintain dispatch and 24-hour emergency phone operations.
 - Collect, process, reconcile, and deposit licensing and shelter fees.
 - Provide shelter for lost/abandoned/impounded animals.
 - Euthanize animals humanely.
 - Sanitize kennels.
 - Feed and care for animals.
 - Screen and process adoptions.
4. MEDICAL SERVICES [5.00 SY; E = \$309,324; R = \$283,036] including support personnel:
- Mandated/Discretionary service level.
 - Provide emergency medical treatment.
 - Vaccinate animals.
 - Screen the health of adoption animals.
 - Spay/neuter and microchip adoption animals.
 - Assist with medical treatment and follow-up.
5. LICENSING [24.00 SY; E = \$1,047,969; R = \$2,625,449] including support personnel:
- Mandated/Discretionary service level.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
FEES:				
Animal Licenses	\$2,220,387	\$2,674,689	\$2,725,689	51,000
Kennel Licenses	10,590	10,600	10,600	0
Animal Control Fines	3,202	5,000	5,000	0
Animal Shelter Fees	182,758	174,305	174,305	0
Rabies Vaccination	29,998	32,000	32,000	0
Veterinarian Fees	143,179	75,000	163,000	88,000
Board Fee	70,831	63,000	63,000	0
Return Check Fee	330	0	0	0
Sub-Total	\$2,661,275	\$3,034,594	\$3,173,594	\$139,000
CONTRACTS:				
City Contracts	1,855,682	1,923,648	1,964,297	40,649
Other Misc. Government	15,870	25,000	25,000	0
Fed Aid - Rain Damage	2,076	0	0	0
Sub-Total	\$1,873,628	\$1,948,648	\$1,989,297	\$40,649
OTHER MISC./TAXABLE:				
Other Misc./Taxable	\$125,813	\$204,389	\$207,689	3,300
Recovered Expenditures	5,153	9,311	9,311	0
Prior Year Revenues	299	0	0	0
Op Tsfr From CATV	0	0	0	0
Recording Fees	1,658	0	0	0
Sub-Total	0	0	0	0
Sub-Total	\$132,923	\$213,700	\$217,000	\$3,300
Total	\$4,667,826	\$5,196,942	\$5,379,891	\$182,949

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$1,527,934	\$772,693	\$642,619	\$(120,074)
Sub-Total	\$1,527,934	\$772,693	\$642,619	\$(120,074)
Total	\$1,527,934	\$772,693	\$642,619	\$(120,074)

EXPLANATION/COMMENT ON PROGRAM REVENUES

1. While \$4,945,838 in total revenue was realized in FY 1994-95, a prior year city contract revenue adjustment of negative \$278,000 was made by the Auditor. This adjustment reduced FY 1994-95's realized revenue by \$278,000.
2. The actual FY 1994-95 general fund support costs include a \$376,950 mid-year Teeter appropriation for Data Processing Equipment and Prior Year Expenditures of \$62,314.
3. Without the mid-year appropriation, prior year expenses, and the prior year Auditor's revenue adjustment, the FY 1994-95 actual general fund contribution would be \$810,670.
4. Revenues consist of fees, fines, licenses, city contracts, and donations.

FIXED ASSETS

Category	Total Cost
Office Equipment-General	\$13,000
Lab/Med/Inst & Fur	5,000
Total	\$18,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: RABIES CONTROL/DOG LICENSING					
% OF RESOURCES: 17%					
<u>OUTCOME (Planned Result)</u>					
# Rabies-free human/domestic animals	2,550,000	2,625,000	2,675,000	3,000,000	2,825,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Rabies/License Program Cost	\$.16	\$.13	\$.16	\$.15	\$.37*
<u>OUTPUT (Service or Product)</u>					
Total # of dog licensed	138,374**	138,832	138,722	138,000	140,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per animal licensed	\$2.91	\$2.93	\$3.27	\$3.29	\$7.48*

* A more precise method of allocating costs to divisions was employed in FY 1995-96, shifting costs from the patrol division to the licensing division. Using the previous cost allocation method, license division costs would have only increased by \$150,000. This \$150,000 is the approximate cost of the department's special, and highly successful, license canvassing program. This program has realized the department an additional \$400,000 in annual revenue.

** Includes approximately 15,000 Vista city dogs not included in subsequent year totals.

**ACTIVITY B:
SHELTER/KENNEL**

% OF RESOURCES: 26%

OUTCOME (Planned Result)

Compliance with Health and Safety Code for care of known neglected, abandoned, lost, sick, and injured animals.	100%	100%	100%	100%	100%
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OUTPUT (Service or Product)

Feed and shelter animals	32,242	35,000	31,306	35,000	35,000
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EFFICIENCY (Input/Output)

Cost per animal for shelter	\$44.28	\$49.93	\$48.14	\$43.06	\$47.68
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OUTPUT (Service or Product)

Provide medical care to all impounded animals	32,242	28,000	31,306	35,000	35,000
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EFFICIENCY (Input/Output)

Cost per animal for medical care	\$4.64	\$5.24	\$5.22	\$4.67	\$8.61*
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* This division had no actual cost increases in FY 1995-96, other than negotiated salaries and benefits increases. The substantial cost increase over FY 1994-95 is a result of employing a more precise method of allocating costs between divisions.

** Shelter and medical program's gross cost only. Net cost after subtracting revenue would be substantially less. Individual costs for sub-programs within the shelter and medical programs are not statistically available.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C:					
PATROL/ENFORCEMENT PROGRAM					
% OF RESOURCES: 34%					
<u>OUTCOME (Planned Result)</u>					
Percentage of officer responses within response guidelines	N/A	85%	86%	85%	85%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Patrol Program Cost \$3,123,989	\$2,805,419	\$2,789,242	\$3,123,989	\$3,123,989	\$2,032,167
<u>OUTPUT (Service or Product)</u>					
Patrol officer contacts	41,078	39,270	35,447	39,000	38,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per contact	\$69.39	\$71.02	\$88.13	\$80.10	\$53.47
ACTIVITY D:					
VOLUNTEER SERVICES					
% OF RESOURCES: .6%					
<u>OUTCOME (Planned Result)</u>					
Dollars saved using volunteers	\$61,080	\$65,020	\$67,000	\$67,000	\$67,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per dollar saved	\$.62	\$.62	\$.57	\$.60	\$.57
<u>OUTPUT (Service or Product)</u>					
Number of volunteer hours	6,108	6,502	6,700	6,700	6,700
<u>EFFICIENCY (Input/Output)</u>					
Cost per volunteer hour	\$6.22	\$6.15	\$5.67	\$5.98	\$5.67

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2112	Director of Animal Control	1	1.00	1	1.00	\$88,467	\$88,125
2216	Asst. Dir. of Animal Control	1	1.00	1	1.00	69,992	70,261
2302	Admin. Assistant III	1	1.00	1	1.00	46,163	45,983
2303	Admin. Assistant II	2	1.00	2	1.00	41,842	38,399
2369	Admin. Services Manager II	1	1.00	1	1.00	54,747	54,533
2403	Accounting Technician	2	2.00	2	2.00	49,812	49,575
2493	Intermediate Acct. Clerk	8	8.00	8	8.00	166,252	162,830
2494	Payroll Clerk	0	0.00	1	1.00	0	18,632
2510	Senior Account Clerk	2	2.00	2	2.00	47,898	44,508
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	24,957
2700	Intermediate Clerk	6	6.00	6	6.00	118,562	116,095
2730	Senior Clerk	3	3.00	3	3.00	68,151	71,054
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,660
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,653
2778	Animal Control Dispatcher	8	8.00	8	8.00	172,395	164,847
2779	Sr. Animal Control Dispatcher	1	1.00	1	1.00	23,845	23,749
3007	Junior Word Processor	1	1.00	0	0.00	21,591	0
3120	Dept. Computer Specialist	1	1.00	1	1.00	41,425	41,678
4225	Veterinarian	3	2.00	3	2.00	92,326	91,965
5699	Animal Control Dist. Manager	4	4.00	4	4.00	162,024	156,015
5702	Animal Control Licensing Officer	4	4.00	0	0.00	76,888	0
5703	Animal Control Officer II	42	42.00	42	42.00	1,111,341	1,110,297
5704	Animal Control Officer I	28	28.00	32	32.00	612,253	696,383
5705	Animal Control Officer III	11	11.00	11	11.00	333,773	332,463
5708	Chief, Animal Control Oper.	1	1.00	1	1.00	49,150	48,961
5709	Animal Control Officer IV	8	8.00	8	8.00	275,616	274,528
5710	Veterinary Assistant	3	3.00	4	3.00	84,677	85,739
5711	Animal Licensing Supervisor	1	1.00	0	0.00	34,452	0
8801	Animal Control License Manager	0	0.00	1	1.00	0	34,320
9999	Extra-Help	16	0.00	76	0.00	94,080	13,727
Total		162	144.00	223	144.00	\$4,021,322	\$3,917,937
Salary Adjustments:						(3,568)	3,201
Premium/Overtime Pay:						207,550	207,550
Employee Benefits:						1,390,510	1,449,735
Salary Savings:						(209,991)	(211,868)
Program Totals		162	144.00	223	144.00	\$5,405,823	\$5,366,555

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	0	0	4,071	4,000	(1.7)
Services & Supplies	12,214	8,395	39,136	56,000	56,000	0.0
Fixed Assets	0	0	0	0	0	0
TOTAL DIRECT COST	\$12,214	\$8,395	\$39,136	\$60,071	\$60,000	(0.1)
PROGRAM REVENUE	(60,000)	(66,450)	(110,075)	(60,075)	(60,000)	(0.1)
NET GENERAL FUND CONTRIBUTION	\$(47,786)	\$(58,055)	\$(70,939)	\$(4)	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0

PROGRAM MISSION

Promote responsible pet ownership and help relieve the pet overpopulation problem.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

In FY 1994-95, the department spent \$181,045 on the In-House Spay/Neuter, Public Education, Coalition For Pet Population Control, and the Spay/Neuter Deposit Follow-up Programs. Of these costs, \$141,909 was expended in the Animal Health and Regulation Program (#31523) and \$39,136 in the Public Education - Spay/Neuter Program (#31524). To reduce the fiscal impact of these programs on the Animal Health and Regulation Program, \$70,939 was deposited into the general fund from the In-House Spay/Neuter and Public Education Trust Funds.

ACHIEVEMENT OF 1994-95 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 dogs and cats; answered over 3,000 calls on the spay/neuter hot line; and required a spay/neuter deposit from the adopter on all other adult dogs and puppies and kittens too young to be altered prior to adoption.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Operate an In-House Spay/Neuter Program.
 - a. Alter 2,050 cats and dogs prior to adoption to help reduce pet overpopulation.
2. Increase the number of licenses sold for spay/neutered animals by 2%.
 - a. Print and distribute to the public over 300,000 public information brochures and pamphlets on responsible pet ownership and the benefits of spaying and neutering their pets.
 - b. Answer over 3,000 calls on the low-cost spay/neuter referral hotline.

1995-96 ADOPTED SUB-PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Coalition for Pet Population Control [0.00 SY; E = \$4,000; R = \$4,000]
 - o Discretionary/Mandated service level.
 - o Provide public education/information about pet overpopulation.
 - o Provide a low-cost spay/neuter referral service.
2. Public Education [0.00 SY; E = \$20,000; R = \$20,000]
 - o Discretionary/Mandated discretionary service level.
 - o 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]
 - o Discretionary/Mandated service level.
 - o Spay or neuter animals adopted from the department.
4. Spay/Neuter Deposit Follow-up Program [0.00 SY; E = \$1,000; R = \$1,000]
 - o Discretionary/Mandated service level.
 - o Perform follow-up to assure that animals adopted from the department are spayed or neutered.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
FEES:				
Humane Services - Animal Spay Clinic	110,075	60,075	60,000	(75)
Other Miscellaneous	0	0	0	0
Sub-Total	\$110,75	\$60,075	\$60,000	\$(75)
Total	\$110,075	\$60,075	\$60,000	\$(75)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$(0)	\$(4)	\$(0)	4
Sub-Total	\$0	\$(4)	\$0	\$4
Total	\$0	\$(4)	\$0	\$4

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 MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
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**ACTIVITY A:
IN-HOUSE SPAY/NEUTER PROGRAM**

% OF RESOURCES: 58%

OUTCOME (Planned Result)

Provide In-House Spay/Neuter Program	1	1	1	1	1
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EFFECTIVENESS (Input/Outcome)

Cost of In-House Spay/Neuter Program	\$41,400	\$41,400	\$28,500	\$41,400	\$35,000
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OUTPUT (Service or Product)

Alter animals prior to adoption	2,100	2,015	1,136*	2,050	2,050
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EFFICIENCY (Input/Output)

Cost per animal	\$19.71	\$20.54	\$25.08	\$20.20	\$17.07
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* The North County Shelter had no veterinarian to alter animals the majority of the year.

**ACTIVITY B:
PUBLIC EDUCATION/LOW-COST SPAY/NEUTER REFERRAL**

% OF RESOURCES: 40%

OUTCOME (Planned Result)

Increase number of licenses sold for spayed/neutered pets	3%	3%	3%	3%	2%
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EFFECTIVENESS (Input/Outcome)

Cost to increase number of licenses sold for spayed/neutered pets	N/A	N/A	N/A	N/A	\$24,000
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OUTPUT (Service or Product)

Print and distribute 300,000 pieces of educational material	303,00	301,500	310,251	300,000	300,000
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EFFICIENCY (Input/Output)

Cost per item distributed	\$.06	\$.06	\$.06	\$.06	\$.06
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OUTPUT (Service or Product)

Refer callers to low-cost spay/neuter veterinarians	N/A	2,980	3,900	3,000	3,100
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EFFICIENCY (Input/Output)

Cost per referral	N/A	\$1.33	\$1.03	\$1.33	\$1.33
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STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
9999	Extra Help	0	0.00	0	0.00	\$3,716	\$3,716
Total		1	0.00	1	0.00	\$3,716	\$3,716
Salary Adjustments:						0	0
Employee Benefits:						355	284
Salary Savings:						0	(0)
Total Adjustments						\$355	\$284
Program Totals		1	0.00	1	0.00	\$4,071	\$4,000

CABLE TELEVISION (CATV)

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Video Services	\$520,415	\$462,377	\$931,193	\$975,189	\$1,146,437	\$171,248	17.6
TOTAL DIRECT COST	\$520,415	\$462,377	\$931,193	\$975,189	\$1,146,437	\$171,248	17.6
PROGRAM REVENUE	(1,172,709)	(1,186,161)	(1,338,925)	(732,189)	(725,524)	6,665	(0.9)
FUND BALANCE CONTRIBUTION	\$98,294	\$723,784	\$407,732	\$(243,000)	\$(420,913)	\$(177,913)	73.2
NET GENERAL FUND COST	\$(554,000)	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	3.33	3.80	3.91	3.92	8.00	4.08	104.1

MISSION

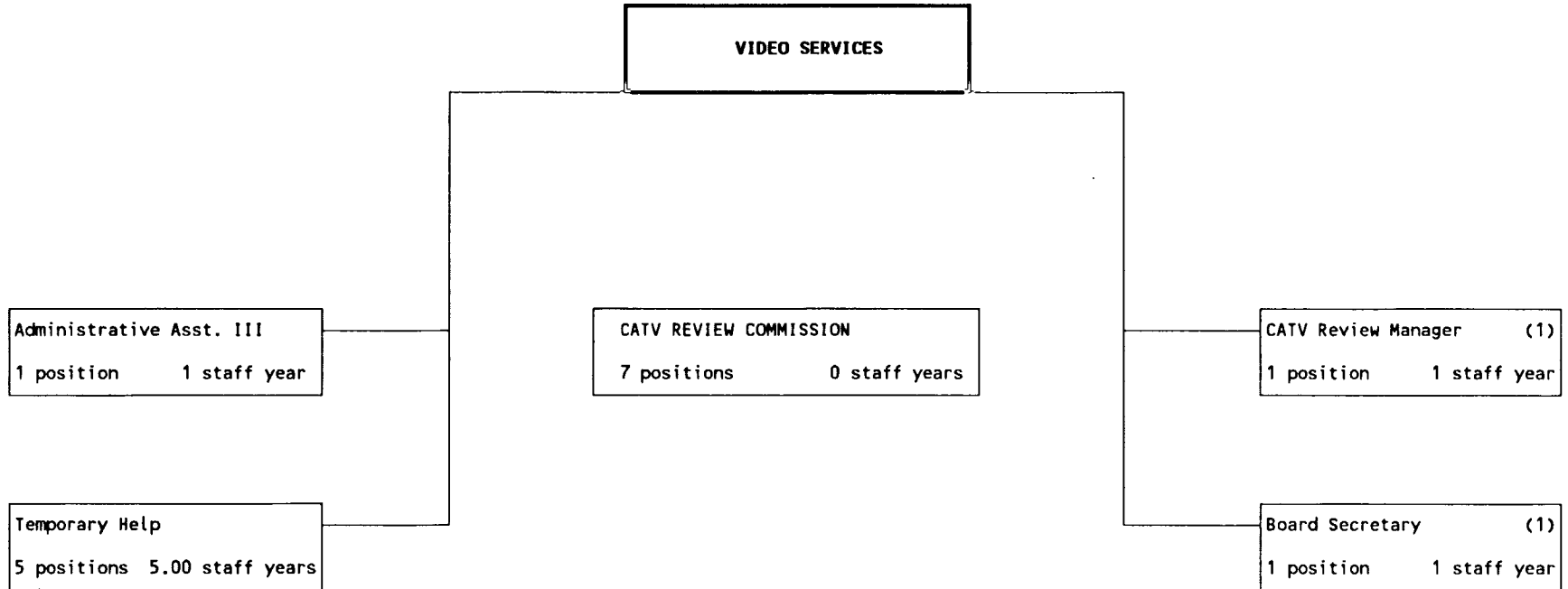
It is the mission of the Video Services Program to keep the public informed of the services and activities of County government, provide cost-effective video services to County departments, and support the Cable Television Review Commission, primarily in the enforcement of the Cable Act of 1992.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Resolve 100% of subscriber complaints within one week of receipt.
 - a. Review and investigate 200 complaints against local cable companies.
2. Duplicate 100% of VHS tapes requested within two weeks.
 - a. Duplicate 325 video programs for other agencies and programs.

DEPARTMENT OF INFORMATION SERVICES
TELECOMMUNICATIONS SERVICES PROGRAM
VIDEO SERVICES
December 1995

21-2



- Videotape Board of Supervisors meeting
- Produce training and informational tapes
- Administer Grant Award Program
- Coordinate with cable companies transmission of programs
- Assist county departments with video needs
- Provide technical support/information for CATV Review Commission
- Implement Cable Act of 1992
- Rate regulation for all County cable systems

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$152,280	\$164,742	\$176,012	\$216,003	\$208,502	(3.5)
Services & Supplies	44,779	41,644	86,269	128,940	128,940	0.0
Other Charges	5,809	23,818	13,168	18,000	18,000	0.0
Fixed Assets	116,994	56,253	484,800	443,000	200,000	(54.9)
Operating Transfers	200,553	175,920	170,944	169,246	590,995	249.2
TOTAL DIRECT COST	\$520,415	\$462,377	\$931,193	\$975,189	\$1,146,437	17.6
PROGRAM REVENUE	(1,172,709)	(1,186,161)	(1,338,925)	(732,189)	(725,524)	(0.9)
FUND BALANCE CONTRIBUTION	98,294	723,784	407,732	(243,000)	(420,913)	73.2
NET GENERAL FUND CONTRIBUTION	\$(554,000)	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	3.33	3.80	3.91	3.92	8.00	104.1
PROGRAM 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 ACTUAL TO 1994-95 BUDGET COMPARISON

The Cable Television actual to budget comparison does not have significant variances, added cost for fixed assets were funded from services and supplies with no additional increase to the Cable Budget or General Fund.

ACHIEVEMENT OF 1994-95 OBJECTIVES

- 1A. Relocate Video Services to the CAC to increase productivity by eliminating travel time between Video Services' current COC office and downtown.
Video Services was relocated to the CAC.
- 1B. Set up work stations for staff, a storage area for video equipment, and a videotape library for programs and archive tapes.
This was accomplished during the 94/95 fiscal year.
- 2A. Develop a plan to install remote-control cameras and related production equipment in Rooms 302-303 of the CAC to videotape and cablecast budget hearings and other Board-requested meetings.
The plan was developed and the cameras were installed.
- 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.
Coordination resulted in transmission of all the above meetings.
- 3A. Log all dub request when received and immediately schedule duplication.
This was accomplished during the 94/95 fiscal year.
- 3B. Upon completion, arrange the most prompt method of delivery.
This was accomplished with 3A.
- 4A. Effectively implement the Cable Television Consumer Protection and Competition Act of 1992.
The Cable Act is still under implementation, this will be an ongoing process.

- 4B. Give administrative and technical support to the County of San Diego Cable Television Review Commission in matters of cable television and rate regulation.
This was accomplished.
- 4C. Cultivate a cooperative working relationship with all cable operators in the County of San Diego.
This was accomplished and will be an ongoing endeavor.
- 5A. Continue to produce quality videotape 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.
Production goals were met for all the above Board Chamber events.
- 6A. Provide the videotaped coverage of joint meetings between the County Board of Supervisors and other cities for televising to cable subscribers.
This was accomplished during 94/95 with all meetings videotaped.
- 6B. Assist other cities in the implementation of the Cable Television Consumer Protection and Competition Act of 1992. Video Services provided assistance and will continue to work with other cities for implementation of the Cable Act.
- 6C. Assist the City of San Diego in the development of a video unit to telecast the City Council meetings.
Technical assistance was provided to the City of San Diego.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 1. Resolve 100% of subscriber complaints within one week of receipt.
 - a. Review and investigate 200 complaints against local cable companies.
- 2. Duplicate 100% of VHS tapes requested within two weeks.
 - a. Duplicate 325 video programs for other agencies and programs.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Video Services [8.00 SY; E = \$1,146,437; R = \$1,146,437]:
 - 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 99,425 cable television systems subscribers in 1995-96.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
License Fees (9159)	\$1,260,196	\$732,189	\$725,524	\$(6,665)
Recovered Expenditures (9989)	1,812	0	0	0
Interest on Fund Balance (9190)	76,917	0	0	0
Sub-Total	\$1,338,925	\$732,189	\$725,524	\$(6,665)
Total	\$1,338,925	\$732,189	\$725,524	\$(6,665)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 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

94/95 actual revenue increased by 6.4% over 93/94 fiscal year. The 1995/96 revenue is anticipated to increase between 5% and 9%.

FIXED ASSETS

Category	Total Cost
Video Arraignment Equipment	\$200,000
Total	\$200,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: CABLE TV REVIEW					
% OF RESOURCES: 7%					
<u>OUTCOME (Planned Result)</u>					
Investigate and resolve	N/A	N/A	N/A	N/A	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to investigate complaints	N/A	N/A	N/A	N/A	\$3000
<u>OUTPUT (Service or Product)</u>					
Number of complaints from subscribes	N/A	N/A	N/A	N/A	200
<u>EFFICIENCY (Input/Output)</u>					
Cost per complaint	N/A	N/A	N/A	N/A	\$15
ACTIVITY B: VIDEO SERVICES					
% OF RESOURCES: 5%					
<u>OUTCOME (Planned Result)</u>					
Duplicate 100% of video tapes within two weeks	N/A	N/A	N/A	N/A	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to provide tape duplication	N/A	N/A	N/A	N/A	\$4800
<u>OUTPUT (Service/Product)</u>					
Number of tapes duplicated	N/A	N/A	N/A	N/A	325
<u>EFFICIENCY (Output/Input)</u>					
Cost per video tape	N/A	N/A	N/A	N/A	\$14.77

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2311	CATV Review Officer	1	1.00	1	1.00	45,081	37,981
2302	Admin. Asst. III	1	1.00	1	1.00	39,116	38,898
2754	Board Secretary	1	1.00	1	1.00	28,582	28,468
0472	CATV Commission ¹	7	0.00	0	0.00	6,600	6,600
9999	Extra Help	5	0.92	5	5.00	53,817	57,075
Total		15	3.92	8	8.00	\$173,196	\$169,022
Salary Adjustments:						(53)	(9)
Premium/Overtime Pay:						0	0
Employee Benefits:						42,860	39,489
Salary Savings:						(0)	(0)
Total Adjustments						\$42,807	\$39,480
Program Totals		15	3.92	8	8.00	\$216,003	\$208,502

¹ Seven Cable Television Commission positions are funded as Board/Commission costs (a 9000 class).

FARM AND HOME ADVISOR

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Farm & Home Advisor	\$225,190	\$212,788	\$229,251	\$236,056	\$238,679	2,623	1.1
TOTAL DIRECT COST	\$225,190	\$212,788	\$229,251	\$236,056	\$238,679	\$2,623	1.1
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$225,190	\$212,788	\$229,251	\$236,056	\$238,679	\$2,623	1.1
STAFF YEARS	6.80	5.98	5.96	8.00	6.50	(1.50)	(18.8)

MISSION

The Farm and Home Advisor/University of California Cooperative Extension's mission is to enable youth and adults to improve their lives and communities through learning partnerships that put research based knowledge to work.

Areas of staff expertise and research support are in Agriculture, Marine and Natural Resources, youth Development, Family Well Being, Nutrition and Consumer Science, 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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Maintain a cooperative agreement with the University of California for a County cost of 10% of the cost of the programs provided. The services provided in these programs include the following: programs that are viable education and research that address local issues and opportunities, and solve problems conducted by University of California staff that will include issues in a) Ag/environmental (Ag viability, Ag/urban interface, and environmental impacts, Ag pest management and pesticide use reduction, new job opportunities and training.) b. environmental and urban horticulture and pest management (to include Africanized honeybee, turf-landscape irrigation, San Diego Bay quality, c) youth development (4-H and youth at risk,) and in nutrition and consumer education.
 - a. In accordance with the agreement between the County of San Diego and the University of California, provide 4.50 staff years to distribute 400,000 mailings and publications and to support and notify identified clientele of educational materials and programs provided by University of California Cooperative Extension staff; one staff year of field support to provide technical assistance to the Ag industry, support grant and research projects and collect data for implementation of new technology.
2. Deliver a 4-H Youth educational program to 8,994 youth, county-wide, with the use of 1441 volunteers.
 - a. Provide 1 staff year of clerical support to administer volunteer program.

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 #6060 (COUNTY)		
	<u>POS</u>	<u>SY</u>
ADMIN ASSISTANT I	1	0.25
ADMIN SECRETARY II	1	1.00
FARM ADVISOR FIELD ASST	1	1.00
ADMIN SECRETARY I	4	4.00
PERMANENT EMPLOYEES	7	6.25
TEMPORARY	2	.25
TOTAL EMPLOYEES	9	6.50

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$208,678	\$194,694	\$205,310	\$210,758	\$213,381	1.2
Services & Supplies	16,512	18,094	23,941	25,298	25,298	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$225,190	\$212,788	\$229,251	\$236,056	\$238,679	1.1
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$225,190	\$212,788	\$229,251	\$236,056	\$238,679	1.1
STAFF YEARS	6.80	5.98	5.96	8.00	6.50	(18.8)

PROGRAM MISSION

Please refer to Mission on Budget Summary page.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

NONE

ACHIEVEMENT OF 1994-95 OBJECTIVES

Support is at a minimum level in accordance with Agreement between County of San Diego and the University of California. Diminishing support and the elimination of positions is drastically slowing administrative process to county input.

1. Current Ag projects that relate to Ag viability this year include new crop development, water conservation and fertilization irrigation that show a saving of at least 10,000 acre feet of water, alternatives to methyl bromide fumigation, fertilizer efficiency and ground water pollution control, sustainable and organic agriculture production.
2. Currently, over 1,200 4-H youth of school age children are enrolled in sites in El Cajon and Chula Vista in model programs recognized nationally. A \$125,000 USDA Youth at Risk grant was secured. Additionally, 7,400 4-H members were enrolled last year, and 1,500 volunteers were recruited and trained.
3. 198 volunteers continue to serve in the Master Gardener program providing community education gardening, water conservation, landscaping programs and urban pest management.
4. Over 2,700 low income families were served by the Nutrition Education Program (EFNEP). In addition, over 9,000 senior citizens were served with nutrition education programs in a three month period through collaboration with other agencies. A newsletter developed to extend research-based information is distributed to over 250 agencies.
5. Environmental concerns were addressed with research and education projects in "Border Plantings" to minimize pesticides for Ag urban interface, composted municipal green waste project, nursery recycling project for Ag waste and water, reclaimed water use in avocados and turf, sewage sludge composting in Ag and non-point pollution.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to Department Summary page.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administrative and Support Services [5.50 SY; E = \$207,362; 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) Programs
 - o Utilize 1750 volunteers (1441 in the 4-H program)
2. Field Support [1.00 SY; E = \$31,317; R = 0]
 - o Provides technical assistance to Ag industry
 - o Support for grant and research projects
 - o Collects data for implementation of new technology.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
General Office Support					
% OF RESOURCES: 75%					
<u>OUTCOME (Planned Result)</u>					
University Extension Services received					\$2,086,790
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per dollar of service received					\$.10
<u>OUTPUT (Service or Product)</u>					
Clerical support for Cooperative Agreement					5.50
<u>EFFICIENCY (Input/Output)</u>					
Cost per Staff year					\$37,941
ACTIVITY B:					
4-H Program					
% OF RESOURCES: 16%					
<u>OUTCOME (Planned Result)</u>					
Youth in 4-H Program					8,994
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per youth					\$3.34
<u>OUTPUT (Service or Product)</u>					
Clerical support					1
<u>EFFICIENCY (Input/Output)</u>					
Per output cost					\$30,000

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2304	Administrative Assistant I	1	1.00	1	0.25	\$30,616	\$7,681
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,372
2756	Administrative Secretary I	4	4.00	4	4.00	88,208	87,855
7510	Farm Advisor Field Assistant	1	1.00	1	1.00	23,466	23,373
9999	Temporary Extra Help	1	1.00	2	0.25	3,000	3,000
Total		8	8.00	9	6.50	\$170,764	\$147,281
Salary Adjustments:						(31,029)	0
ILP:						0	0
Employee Benefits:						71,023	66,100
Salary Savings:						(0)	(0)
Total Adjustments						\$39,994	\$66,100
Program Totals		8	8.00	9	6.50	\$210,758	\$213,381

HOUSING & COMMUNITY DEVELOPMENT

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
DEVELOPMENT	\$6,149,194	\$7,595,384	\$8,823,120	\$16,332,882	\$16,390,403	\$57,521	0.4
TOTAL DIRECT COST	\$6,149,194	\$7,595,384	\$8,823,120	\$16,332,882	\$16,390,403	\$57,521	0.4
PROGRAM REVENUE	(6,524,112)	(8,001,520)	(9,038,835)	(16,665,638)	(16,660,856)	4,782	(0.0)
NET GENERAL FUND COST	\$(374,918)	\$(406,136)	\$(215,715)	\$(332,756)	\$(270,453)	\$62,303	(18.7)
STAFF YEARS	85.8	91.00	87.07	91.00	92.00	1.00	1.1

MISSION

Provide housing assistance and community improvements which benefit low and moderate income persons, reduce blight, improve neighborhoods, alleviate substandard housing and increase and preserve the supply of affordable housing by preserving the housing stock and stimulating private sector production of lower income housing units.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Rental Assistance
 - a. Provide rental assistance to 8,200 low-income families.
 - b. Review and certify the eligibility of families for Section 8 rental assistance.
2. Housing Preservation
 - a. Rehabilitate 200 dwelling units, and preserve 300 mobilehomes under the resident purchase program.
 - b. Monitor 3,200 mobilehome units for Mobilehome Occupant Assistant Program, and 1,000 rehabilitation loans.
3. Program Development
 - a. Acquire or develop 350 dwelling units.
 - b. Monitor 3,400 dwelling units for contract compliance.
4. Community Development
 - a. Complete 60 public improvement projects in 10 communities to reduce blight, improve neighborhoods, upgrade public facilities, stimulate economic development and support community reinvestment.
 - b. Monitor the progress of 120 CDBG projects.

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
ORGANIZATION CHART

TOTAL PERMANENT STAFF = 92

DIRECTOR'S OFFICE	
	STAFF YEARS
DIRECTOR	1.00
ADMIN SECTY III	1.00
2 POSITION - 2.0 STAFF	2.00

RENTAL ASSISTANCE DIVISION	
	STAFF YEARS
HOUSING PROGRAM MANAGER	1.00
ANALYST II	1.00
HSNG SPCLST III	7.00
HSNG SPCLST II	15.00
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
51.50 Positions - 51.50 Staff Years	51.50

COMMUNITY DEVELOPMENT DIVISION	
	STAFF YEARS
COMMUNITY DEVELOPMENT MANAGER	1.00
HOUSING PROGRAM ANALYST II	3.00
ADMINISTRATIVE SECRETARY II	0.50
4.50 Positions - 4.50 Staff Years	4.50

HOUSING PRESERVATION 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
8.50 Positions - 8.50 Staff Years	8.50

PROGRAM SERVICES DIVISION	
	STAFF YEARS
HOUSING PROGRAM MANAGER	1.00
ADMINISTRATIVE SERVICES	
HOUSING PROGRAM ANALYST IV	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 - 18.00 STAFF YEARS	18.00

PROGRAM DEVELOPMENT DIVISION	
	STAFF YEARS
HOUSING PROGRAM MGR	1.00
HSNG PROG ANALYST IV	5.00
PRINCIPAL REHAB SPECIALIST	1.00
ADMINISTRATIVE SECRETARY	0.50
7.50 Positions - 7.50 Staff Years	7.50

AUTHORITY: San Diego County Administrative Code Section 720 established the Department and assigned 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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,818,718	\$3,996,828	\$3,723,287	\$4,242,619	\$4,283,846	1.0
Services & Supplies	1,878,310	2,610,560	3,600,903	7,634,333	7,650,627	0.2
Other Charges	377,584	492,634	686,612	1,015,032	1,015,032	0.0
Operating Transfers	74,582	495,362	812,318	3,440,898	3,440,898	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$6,149,194	\$7,595,384	\$8,823,120	\$16,332,882	\$16,390,403	0.4
PROGRAM REVENUE	(6,524,112)	(8,001,520)	(9,038,835)	(16,665,638)	(16,660,856)	(0.0)
NET GENERAL FUND CONTRIBUTION	\$(374,918)	\$(406,136)	\$(215,715)	\$(332,756)	\$(270,453)	(18.7)
STAFF YEARS	85.8	91.00	87.07	91.00	92.00	1.1

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Various Community Development Block Grant (CDBG) and HOME activities, including certain public works projects, the Contingency Reserve and the Housing Development Fund, are multi-year elements and were rebudgeted in Fiscal Year 1995-96.

ACHIEVEMENT OF 1994-95 OBJECTIVES**Rental Assistance**

1. Assisted 8,150 low income households through the Rental Assistance Program.
2. Assisted 58 homeless households through the Shelter Plus Care Program.

Housing Preservation

1. Preserved and rehabilitated 175 dwelling units.
2. Monitored 3,900 dwelling units.

Program Development

1. Provided Mobile Home Occupant Assistance Program (MOAP) equity loans to facilitate conversion of three mobilehome parks to home ownership.
2. Provided low income opportunities through two new housing developments (Firebird & L Street).
3. Through nonprofit agencies and for profit businesses, developed affordable housing opportunities for low and moderate income households.

Community Development

1. Utilized \$5 Million of the Twentieth Year Community Block Grant for public improvements to reduce blight, improve neighborhood, upgrade public facilities, stimulate economic development and community reinvestment, alleviate substandard housing and increase the supply of affordable housing.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Rental Assistance

- a. Provide rental assistance to 8,200 low-income families.
- b. Review and certify the eligibility of families for Section 8 rental assistance.

Housing Preservation

- a. Rehabilitate 200 dwelling units, and preserve 300 mobilehomes under the resident purchase program.
- b. Monitor 3,200 mobilehome dwelling units, and 1,000 rehabilitation loans.

Program Development

- a. Acquire or develop 350 dwelling units.
- b. Monitor 3,400 dwelling units for contract compliance.

Community Development

- a. Complete 60 public improvement projects in 10 communities to reduce blight, improve neighborhoods, upgrade public facilities, stimulate economic development and support community reinvestment.
- b. Monitor the progress of 120 CDBG projects.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Rental Assistance [64.14 SY; E = \$2,832,993; R = \$2,770,132] including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Providing rental assistance to 8,200 low-income households.
 - o Leasing 98% of authorized existing rental assistance units.
 - o Certifying families for participation in Section 8 Programs.
 - o Overseeing private management company operations of three existing Public Housing developments.

2. Housing Preservation [10.77 SY; E = \$2,666,832; R = \$2,654,630] including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Rehabilitating 200 dwelling units, and preserving 300 mobilehome units under the resident purchase program.
 - o Monitoring 3,200 mobilehome dwelling units, and 1,000 rehabilitation loans.
 - o Monitoring 13 mobilehome park conversions for contract compliance.
 - o Implementing various State and Local mobilehome assistance programs to promote resident ownership.
3. Program Development [10.07 SY; E = \$5,648,028; R = \$5,984,764] 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 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, and eight bond financing.
 - o Monitor the HOME Investment Partnership programs residential rehabilitation, rental assistance, and contracted activities.
4. Community Development [7.02 SY; E = \$5,242,550; R = \$5,251,330] 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 Second-Year CDBG Application in cooperation with the Housing Preservation and Program Development Divisions, other County Departments, cooperating cities and public service agencies.
 - o Reviewing approximately 150 projects for inclusion in the Twenty Second-Year CDBG Application.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GRANT CONTRACTS:				
Housing Authority (#9745)	\$3,379,139	\$3,937,936	\$3,407,038	(530,898)
Community Development Block Grant (#9683)	3,624,954	9,286,804	9,764,920	478,116
Home Grant (#9682)	1,770,151	3,440,898	3,440,898	0
Sub-Total	\$8,774,244	\$16,665,638	\$16,612,856	\$(52,782)
OTHER REVENUE:				
Miscellaneous (#9995,#9678,#9862)	\$264,591	\$0	\$48,000	48,000
Sub-Total	\$264,591	\$0	\$48,000	48,000
Total	\$9,038,835	\$16,665,638	\$16,660,856	\$(4,782)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(215,715)	\$(332,756)	\$(270,453)	62,303
Sub-Total	\$(215,715)	\$(332,756)	\$(270,453)	62,303
Total	\$(215,715)	\$(332,756)	\$(270,453)	\$62,303

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues from the Housing Authority are 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 the following fiscal year.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
Rental Assistance					
% OF RESOURCES: 70%					
<u>Outcomes (planned Result)</u>					
Families assisted	7,480	7,700	8,150	8,100	8,200
<u>Effectiveness (Input/Outcome)</u>					
Staff year per 100 families assisted	.84	.86	.81	.81	.78
<u>Outputs (Service/Product)</u>					
Review and certify applicants and participants	8,680	12,500	13,550	14,100	14,100
<u>Efficiency (Input/Output)</u>					
Staff Years Per 100 applications and certifications	.72	.53	.49	.47	.44
ACTIVITY B:					
Housing Preservation					
% OF RESOURCES: 12%					
<u>OUTCOME (Planned Result)</u>					
Preserve and Rehabilitate Dwelling Units	202	121	142	210	250
<u>EFFECTIVENESS (Outcome/Input)</u>					
Staff year per 10 dwelling units	.73	.90	.77	.52	.43
<u>OUTPUT (Service/Product)</u>					
Dwelling units monitored	1,410	1,500	1,633	1,710	1,833
<u>EFFICIENCY (Output/Input)</u>					
Staff year per 100 dwelling units	1.04	.73	.67	.64	.59

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C:					
Program Development					
% of Resources: 11%					
<u>OUTCOME (Planned Result)</u>					
Rehabilitate and Develop Dwelling Units	90	100	304	304	750
<u>EFFECTIVENESS (Outcome/Input)</u>					
Staff year per 10 dwelling units	.77	.96	.32	.32	.14
<u>OUTPUT (Service/Product)</u>					
Dwelling Units Monitored	2,107	2,100	2,403	2,500	2,900
<u>EFFICIENCY (Output/Input)</u>					
Staff year Per 100 dwelling units	.33	.46	.40	.38	.35
ACTIVITY D:					
COMMUNITY DEVELOPMENT					
% OF RESOURCES: 8%					
<u>OUTCOME (Planned Result)</u>					
Completed public improvement projects	55	58	58	58	60
<u>EFFECTIVENESS (Outcome/Input)</u>					
Staff year per project	.11	.10	.10	.10	.12
<u>OUTPUT (Service/Product)</u>					
Monitor CDBG projects for compliance with HUD equirements	116	115	120	120	120
<u>Efficiency (Output/Input)</u>					
Staff year per project	.06	.05	.05	.05	.06

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2278	Director, HCD	1	1.00	1	1.00	\$91,896	\$66,143
0981	Housing Program Mgr	4	4.00	4	4.00	246,911	243,767
0984	Community Development Mgr	1	1.00	1	1.00	60,385	60,153
2337	Public Information Specialist	1	1.00	1	1.00	37,961	32,759
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,562
2412	Analyst II	1	1.00	1	1.00	41,842	41,678
2413	Analyst III	4	4.00	1	1.00	177,605	38,898
2427	Associate Systems Analyst	1	1.00	1	1.00	49,672	49,481
2493	Interm Account Clerk	5	5.00	5	5.00	103,707	100,816
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	24,957
2525	Senior Systems Analyst	1	1.00	1	1.00	46,386	49,481
2700	Interm Clerk Typist	9	9.00	9	9.00	182,981	177,027
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,853
2757	Admin Secretary II	2	2.00	2	2.00	50,948	50,744
2758	Admin Secretary III	1	1.00	1	1.00	30,774	30,653
3532	Principal Rehab Specialist	2	2.00	2	2.00	100,619	94,173
3548	Housing Program Analyst IV	6	6.00	6	6.00	304,603	292,779
3557	Housing Program Analyst II	0	0.00	3	3.00	0	137,949
3826	Housing Rehab Spclst II	5	5.00	5	5.00	156,819	158,901
3827	Housing Rehab Spclst III	2	2.00	2	2.00	76,067	75,930
3828	Housing Prog Rev Coordinator	1	1.00	1	1.00	41,842	36,117
3829	Housing Aid	8	8.00	8	8.00	182,683	175,771
3830	Housing Specialist I	11	11.00	11	11.00	306,892	300,748
3831	Housing Specialist II	15	15.00	16	16.00	461,166	494,118
3832	Housing Specialist III	7	7.00	7	7.00	257,002	250,918
9999	Extra Help	0	.00	0	.00	0	139,340
Total		91	91.00	92	92.00	\$3,084,432	\$3,173,716
Salary Adjustments:						(196)	25,436
Premium/Overtime Pay:						0	0
Employee Benefits:						1,158,383	1,084,694
Salary Savings:						(0)	(0)
Total Adjustments						\$1,158,187	\$1,110,130
Program Totals		91	91.00	92	92.00	\$4,242,619	\$4,283,846

COUNTY LIBRARY

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Library Services	\$8,162,108	\$8,206,393	\$8,840,090	\$8,835,595	\$8,782,744	(52,851)	(0.6)
TOTAL DIRECT COST	\$8,162,108	\$8,206,393	\$8,840,090	\$8,835,595	\$8,782,744	\$(52,851)	(0.6)
PROGRAM REVENUE	(8,162,108)	(8,206,393)	(8,840,090)	(8,835,595)	(8,782,744)	52,851	(0.6)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	167.37	174.08	171.20	175.58	175.58	0.00	0.0

MISSION

To ensure, as a leader in the County's prevention strategy, an informed, literate and productive society by providing equal access to information through books, materials, technology, facilities, staff, programs and activities that meet the current and future information needs of each branch community's multi-dimensional population, using volunteers and community participation in planning and library service delivery, in the unincorporated County and 11 participating cities.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Provide a minimum 52,307.5 library branch hours open to the public.
 - a. Provide 138.08 staff years to operate 31 branch libraries, 2 bookmobiles and 1 literacy site.
 - b. Provide 28.50 staff years for professional, technical and support services to the 31 branch libraries, 2 bookmobiles and 1 literacy site.
2. Provide actual cost data on the 31 library branches, 2 bookmobiles, and 1 adult literacy site.
 - a. Implement branch cost accounting within the County library system.
3. Provide summer reading programs for 14,300 children to broaden their reading experience.
 - a. Provide 260 children's summer reading programs through the County Library system relative to the needs and interests of the individual branch communities.
4. Provide greater access to book collections and materials by providing 91 OPACS (On-Line Public Access Catalog) within the County Library system.
 - a. Install 6 OPACS to complete the implementation of OPACS in all branches.
5. Provide 6 collaborative adult literacy (ALS) and/or other preventative programs through development of community resources.
 - a. Develop 1 new preventative program for at-risk teens.

COUNTY LIBRARY
 (Headquarters Location: County Operations Center)
 1995-96 Program Budget

ADMINISTRATION	
	<u>STAFF YEARS</u>
County Librarian	1.00
Administrative Secretary III	<u>1.00</u>
TOTAL	2.00

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OPERATIONAL SERVICES	
Provides budget planning and implementation, personnel, payroll, financial analysis, cash management, fiscal control, accounting, branch costing, purchasing, storeroom and inventory control.	
	<u>STAFF YEARS</u>
Administrative Services Manager II	1.00
Analyst II	1.00
Senior Payroll Clerk	1.00
Senior Account Clerk	1.00
Word Processor Operator	1.00
Intermediate Account Clerk	1.00
Intermediate Clerk Typist	<u>1.00</u>
TOTAL	7.00

PROFESSIONAL & TECHNICAL SUPPORT SERVICES	
Provides program development and support in the following areas: adult literacy, outreach, children's services, cataloging, acquisitions, automation, book delivery system, capital and financial development, volunteer and facilities management.	
	<u>STAFF YEARS</u>
Mgr, Community Services, Development & Capital	1.00
Principal Librarian	2.00
Adult Literacy Specialist	1.00
Carpenter	1.00
Librarian III	3.00
Librarian II	2.50
Librarian I	0.50
Administrative Assistant I	1.00
Library Technician IV	1.00
Delivery Vehicle Driver	3.00
Library Technician II	4.75
Intermediate Clerk Typist	2.50
Library Technician I	3.75
Dept Computer Specialist II	1.00
Graphic Artist	<u>0.50</u>
TOTAL	28.50

BRANCH OPERATIONS	
Branch operations, reference, interlibrary loan services and programming for all ages at 31 branches and two bookmobiles.	
	<u>STAFF YEARS</u>
Manager, Library Services	1.00
Librarian III	5.00
Librarian II	12.00
Librarian I	11.00
Library Technician IV	3.00
Bookmobile Driver	2.00
Library Technician III	19.00
Library Technician II	31.50
Intermediate Clerk Typist	2.00
Library Technician I	37.25
Library Substitutes	4.42
Library Page	5.41
Student Worker II/I/ Extra Help	<u>4.50</u>
TOTAL	138.08

TOTAL POSITIONS 313
 TOTAL STAFF YEARS 175.58

PROGRAM: Library Services

DEPARTMENT: COUNTY LIBRARY

PROGRAM #: 43803
MANAGER: Marilyn Crouch

ORGANIZATION #: 4950
REFERENCE: 1995-96 Proposed Budget - Pg. 25-3

AUTHORITY: The Library Department is established by the Board of Supervisors in accordance with the provisions of the State of California Education Code Section 19100.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,398,990	\$5,152,984	\$5,271,702	\$5,414,223	\$5,561,808	2.7
Services & Supplies	2,718,517	3,053,409	3,412,440	3,400,872	3,220,936	(5.3)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	41,027	0	121,351	20,500	0	(100.0)
Vehicle/Comm. Equip.	0	0	34,597	0	0	0.0
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0.0
Operating Transfers	3,574	0	0	0	0	0.0
TOTAL DIRECT COST	\$8,162,108	\$8,206,393	\$8,840,090	\$8,835,595	\$8,782,744	(0.6)
PROGRAM REVENUE	(8,162,108)	(8,206,393)	(8,840,090)	(8,835,595)	(8,782,744)	(0.6)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	167.37	174.08	171.20	175.58	175.58	0.0

PROGRAM MISSION

See departmental mission on the green summary sheet.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Although 1994-95 expenditures exceeded budget by only \$4,495, significant changes in the planned spending were required due to Board-approved, one-time expenditures through mid-year changes. These included: \$107,000 for office automation funded by one-time General Fund Teeter revenue; \$57,878 for new book delivery vehicles funded by unappropriated fund balance from the Library Fund (\$34,597 expended; \$23,281 pending); \$32,064 for an unanticipated Adult Literacy grant; and \$48,833 for fixed assets and minor equipment funded by donations for the new San Marcos and Vista libraries. Also, prior year encumbrances of \$311,481 were carried over from fiscal year 1993-94 for items that had been purchased but had not been paid for by the end of the fiscal year. Revenue shortfalls of \$152,101, primarily from current property tax (\$121,033 due to 1992-93 property tax shift recalculation) forced additional changes and reductions in spending levels for salaries and benefits. Other revenue shortfalls and information is detailed in the program revenue section.

ACHIEVEMENT OF 1994-95 OBJECTIVES

County Library goals and objectives were achieved as planned. The Needs Assessments Study Group surveyed seven communities: Cardiff, Encinitas, Poway, Imperial Beach, Solana Beach, Del Mar, Pine Valley and Fallbrook. Library staff continues to work with all library communities to identify "core service" requirements. Plan 2002 status report to the Board of Supervisors on the Library's strategic planning process relative to goals, objectives and timelines, reported 25 identified goals have been completed and 15 goals are ongoing. Adult Literacy formed a new Friends Group and volunteer numbers and hours have increased systemwide. Library staff continues to work with branch communities on resource allocation strategies.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental outcome and output objectives on the green summary sheet.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

-
1. Branch Operations [138.08 SY; E = \$6,415,346; R = \$6,415,346] 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, ranging in age from pre-school to young adult.
 - o Library services to 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 Library staff and volunteer training.
 - o General Fund Contribution at \$686,453 for branch operations to maintain open library hours and to increase the basic Library book budget.
 - o \$150,000 in donations for books, over the basic book budget level, funded by donations and Trust Fund revenues anticipated from Friends of San Diego County Libraries, corporate and community-based groups who currently sponsor fund raising campaigns or contribute funds to assist the Library in purchasing books.
 - o Decreased staff years of 1.25 with a corresponding decreased expenditure of \$70,602 resulting from a reassignment of positions to Professional and Technical Support to address the increasing book cataloging and processing backlog.
 - o Salary and Benefits increases of \$151,491 for a proportionate share of the unfunded retirement liability and normal step changes.
 - o Services and Supplies decreases of \$276,103 for one-time 1994-95 expenditures.
 - o 100% program revenue offset.
 2. Professional and Technical Support Services [28.50 SY; E = \$1,834,156; R = \$1,834,156] including support personnel provides:
 - o Discretionary/Discretionary service level.
 - o Children's Services, Community Outreach Services, and Adult Literacy Services program coordination.
 - o Acquisition, cataloging, and processing services for a collection of over 900,000 books, periodicals, and audio visual materials.
 - o Coordination of and support for 28 Friends of the Library groups, with over 7,000 members.
 - o Development of alternative revenue sources, including fund raising, endowments, trusts, wills, and grants; and coordination of library involvement with the Community Development Block Grant Program, the Library Services and Construction Act and other governmental or quasi-governmental funding.
 - o Capital facility planning and management, and lease management for a system of 31 community-based library sites and one Adult Literacy site.
 - o Management, planning, and troubleshooting services for computer and automated services to the branches, the public, and staff.
 - o Adult Literacy Tutor and Adult Learner training.
 - o Community needs assessments and statistical data gathering.
 - o Increased staff years of 4.25 resulting from a reassignment of positions from Administration and Operational Services and from Branch Operations, with a corresponding increase in expenditures of \$237,889 to address the increasing book cataloging and processing backlog, automation maintenance and facilities management.
 - o Salaries and Benefits increases of \$22,117 for a proportionate share of the unfunded retirement liability and normal step changes.

- o Services and Supplies decreases of \$24,500 for one-time, 1994-95 expenditures; and increases of \$113,000 to maintain automation equipment installed during fiscal year 1994-95.
 - o General Fund Contribution at \$128,475 for the Adult Literacy Program.
 - o 100% program revenue offset.
3. Administration and Operational Services [9.00 SY; E = \$533,242; R = \$533,242] including support personnel provides:
- o Discretionary/Discretionary service level.
 - o Program management, strategic planning, administration and direction for a multi-disciplined organization serving 941,624 citizens in the unincorporated area and eleven cities.
 - o Financial planning, budgeting, fiscal reporting, accounting, cash management, payroll, and personnel services supporting a system of 31 community-based libraries, 2 bookmobiles, and the Adult Literacy Program.
 - o Reduced staffing of 3.00 staff years resulting from a reassignment of positions to professional and technical support with a corresponding reduction of \$167,287 to address automation maintenance and facilities management.
 - o Salary and Benefit expenditure increases of \$18,380 for a proportionate share of the unfunded retirement liability and normal step changes.
 - o 100% program revenue offset.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
PROGRAM REVENUE				
Current Property Taxes	\$6,759,461	\$6,911,562	\$6,764,512	(147,050)
Taxes Other than Current Property	20,575	67,000	32,771	(34,229)
Special District Augmentation Fund	0	0	0	0
Use of Money and Property (Interest Earnings)	84,865	52,940	75,000	22,060
Fund Balance	444,419	348,986	353,507	4,521
Public Library Fund	165,837	175,400	165,800	(9,600)
Aid from Other Government Agencies (Grants)	34,558	14,600	1,450	(13,150)
Library Services	338,288	300,000	332,000	32,000
Branch City Contributions	36,425	41,276	91,276	50,000
Private Donations	206,680	302,905	150,000	(152,905)
Operating Transfer from General Fund	727,926	620,926	814,928	194,002
Other Revenue	21,056	0	1,500	1,500
Sub-Total	\$8,840,090	\$8,835,595	8,782,744	(52,851)
Total	\$8,840,090	\$8,835,595	\$8,782,744	\$(52,851)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1994-95 Current Property Tax actuals are \$6,759,461, under-realized by \$152,101, and is due primarily to the recalculation of the 1992-93 property tax shift that resulted in a \$121,033 loss to the Library Fund. Taxes Other Than Current Property are under-realized by \$64,526 but was partially mitigated by over-realized interest earnings. Revenue from the Public Library Fund was below budget by \$9,563 and Branch City Contributions by \$4,851. One-time donations were \$96,225 lower than anticipated. As a result of the under recovery of revenues in these categories, Library Fund fund balance of \$95,433 and expenditure reductions were used to offset the shortfalls. Aid from Other Governments was in excess of budget by \$19,958 primarily due to an unanticipated \$32,064 Adult Literacy Grant.

The 1995-96 Current Property Tax budget was developed using the Teeter Plan methodology. Library Fund Current Property Tax for 1995-96 is \$128,818 below 1994-95 budget levels and are based on 1994-95 actuals. Library Fines and Fees are budgeted at \$332,000, based on 1994-95 actuals. The Private Donations are budgeted at \$150,000 and reflects the projected donations from the Friends of the various library branches, corporations, and community organizations who have fund raising campaigns under way or routinely contribute funds for book purchases. This revenue account also reflects the projected 1995-96 donations to be transferred from the Library Trust Fund for library materials purchases in accordance with Auditor & Controller policies. Should donations exceed the \$150,000 level, mid-year Board of Supervisor approval will be required in order to expend the donated funds.

EXPLANATION/COMMENT ON OPERATING TRANSFER FROM GENERAL FUND

The 1994-95 General Fund Contribution to the Library of \$620,926 was budgeted to fund Adult Literacy, books and to offset branch operations to preclude reducing library hours. This budgeting strategy has been carried forward into the 1995-96 Adopted Budget. The 1994-95 Actual General Fund Contribution includes one-time Teeter revenue of \$107,000 for library automation. An additional \$194,002 was authorized by the Board during 1995-96 budget deliberations to restore library service reductions that had been proposed because of the 1994-95 property tax shortfalls in the Library Fund. A total of \$814,928 is budgeted in the Contribution to Library Fund Program Budget, located in the special programs section of the County Budget.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY: Branch Operations and Professional & Technical Support					
% of Resources: 94%					
<u>OUTCOME (Planned Result)</u>					
Library Hours Open *	63,262.0	51,134.5	51,703.0	52,183.5	52,307.5
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost Per Open Hour	\$129.02	\$160.49	\$170.98	\$169.32	\$167.91
<u>OUTPUT (Service/Product)</u>					
Library Branches/Sites/ Bookmobiles Operated	34	34	34	34	34
<u>EFFICIENCY (Output/Input)</u>					
Staff Years Per Branch/ Site/Bookmobile	5.29**	4.69**	4.81**	4.81**	4.90

Comments: Branch hours and staff years vary from branch to branch; therefore, the Cost Per Open Hour and Staff Years Per Branch/Site/Bookmobile represent a systemwide average.

* Includes library branches, literacy site and bookmobiles

** Based on budgeted data, actuals unavailable; data collection system to be developed in 1995-96

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0960	Manager, Library Services	1	1.00	1	1.00	\$60,576	\$56,868
0961	Mgr, Lib Comm Svs, Cap & Dev	1	1.00	1	1.00	60,576	61,065
2115	County Librarian	1	1.00	1	1.00	88,467	77,997
2303	Admin. Assistant II	* 0	0.00	1	1.00	0	34,296
2369	Admin. Services Manager II	1	1.00	1	1.00	54,747	54,537
2412	Analyst II	1	1.00	1	1.00	34,434	36,734
2493	Intermediate Account Clerk	1	1.00	1	1.00	18,065	18,884
2510	Senior Account Clerk	1	1.00	1	1.00	23,949	23,853
2511	Senior Payroll Clerk	1	1.00	1	1.00	20,897	21,669
2700	Intermediate Clerk Typist	6	5.50	6	5.50	107,183	107,411
2725	Principal Clerk	1	1.00	0	0.00	31,465	0
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,653
3009	Word Processor Operator	1	1.00	1	1.00	23,739	23,646
3119	Dept Computer Specialist II	1	1.00	1	1.00	29,028	33,128
3817	Graphic Artist	1	0.50	1	0.50	16,411	14,061
4005	Bookmobile Driver	2	2.00	2	2.00	48,522	48,332
4015	Library Technician II	* 45	36.25	38	36.25	712,739	719,465
4016	Library Technician I	* 59	41.00	43	41.00	664,553	680,410
4020	Library Technician III	* 22	19.00	20	19.00	440,635	445,115
4021	Library Technician IV	4	4.00	3	3.00	105,359	82,447
4023	Librarian III	* 10	8.00	8	8.00	296,050	296,936
4024	Librarian II	15	14.50	16	15.50	492,842	525,055
4025	Librarian I	* 18	11.50	13	11.50	340,600	349,185
4035	Library Page	* 15	5.41	8	5.41	72,030	71,317
4037	Library Substitute	* 64	4.42	8	4.42	64,441	63,647
4044	Coordinator, Adult Literacy	1	1.00	0	0.00	35,125	0
4048	Principal Librarian	2	2.00	2	2.00	83,150	82,759
5905	Carpenter	1	1.00	1	1.00	30,631	30,509
7516	Delivery Vehicle Driver	3	3.00	3	3.00	63,923	64,681
8801	Adult Literacy Specialist	0	0.00	1	1.00	0	40,477
9999	Extra Help	* 35	4.50	0	4.50	52,261	67,085
Total		315	175.58	185	175.58	\$4,103,172	\$4,162,222
Salary Adjustments:						(\$18,799)	(\$58,941)
Premium/Overtime Pay:						0	15,661
Employee Benefits:						1,410,544	1,523,905
Salary Savings:						(80,694)	(81,039)
Total Adjustments						\$1,311,051	\$1,399,586
Program Totals		315	175.58	185	175.58	\$5,414,223	\$5,561,808

* The 1995-96 Compensation Ordinance correctly reflects the number of positions for these noted classifications. The total 1995-96 budgeted County Library positions, including temporary extra help positions, is 313. The 1995-96 Budget Positions column depicts the County line-item budget. Due to the wide geographic area and varied library branch open hours within the County Library system, one position per staff year is not feasible or practical in the Library Services Program because the library system relies heavily on permanent, part-time staff.

MEDICAL EXAMINER

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Decedent Investigation	\$ 3,456,966	\$3,362,741	\$3,384,793	\$3,299,869	\$3,506,626	206,757	6.3
TOTAL DIRECT COST	\$3,456,966	\$3,362,741	\$3,384,793	\$3,299,869	\$3,506,626	\$206,757	6.3
PROGRAM REVENUE	(150,842)	(326,440)	(311,862)	(340,288)	(461,307)	(121,019)	35.6
NET GENERAL FUND COST	\$3,306,124	\$3,036,301	\$3,072,931	\$2,959,581	\$3,045,319	\$85,738	2.9
STAFF YEARS	49.79	46.43	46.13	46.67	46.00	(0.67)	(1.4)

MISSION

Investigate and determine the cause of death through forensic pathology 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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Establish a cause of death and issue a final death certificate.
 - a. Investigate 2,560 traumatic and sudden deaths.
 - b. Perform autopsy examinations on 1,775 cases.
 - c. Perform toxicology testing on 1,600 deaths and analyze for alcohol, prescription drugs, cocaine, methamphetamine and morphine (breakdown product of heroin).
2. Provide expert testimony in 80 murder trials in San Diego County.
 - a. Provide pretrial conferences with Deputy District Attorneys and defense attorneys, and appear in court for 400 hours.
3. Provide notification to 90% of decedents' families.
 - a. Identify and locate the decedent's legal next of kin in at least 2,300 cases.
4. Determine cases which are not under the Medical Examiner's jurisdiction.
 - a. Review circumstances surrounding death and waive 5,800 cases which are not under the jurisdiction of the Medical Examiner.

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	<u>1.00</u>
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	<u>3.00</u>
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	<u>1.00</u>
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	<u>0.00</u>
Total	7.00

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	<u>14.00</u>
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.	<u>5.00</u>
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: 1995-96 Proposed Budget - Pg. 26-1

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,951,090	\$2,888,381	\$2,789,379	\$2,824,516	\$2,898,540	2.6
Services & Supplies	505,876	407,132	540,564	475,353	473,586	(0.4)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	67,228	54,850	0	134,500	100.0
TOTAL DIRECT COST	\$3,456,966	\$3,362,741	\$3,384,793	\$3,299,869	\$3,506,626	6.3
PROGRAM REVENUE	(150,842)	(326,440)	(311,862)	(340,288)	(461,307)	35.6
NET GENERAL FUND CONTRIBUTION	\$3,306,124	\$3,036,301	\$3,072,931	\$2,959,581	\$3,045,319	2.9
STAFF YEARS	49.79	46.43	46.13	46.67	46.00	(1.4)

PROGRAM MISSION

Please refer to the Department Summary page (green sheet).

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The actual expenditures in Salaries and Benefits were \$35,137, less than budgeted due to vacancies which occurred as a result of personnel turnover. These salary savings were used to pay for unbudgeted contracted custodial services, unbudgeted overtime, and overexpenditures in services and supplies. Services and Supplies expenditures were \$65,211, over budget. These overexpenditures were mainly due to underfunding of some accounts, no substantial decline in caseloads, and inflation. A one time funding of \$73,000 from "Teeter Money" enabled the department to do Ethernet conversion (\$18,150), acquisition of six computer equipment (\$14,200), and acquisition of a gas chromatograph equipment (\$40,650). The appropriations for this one time funding (\$73,000) are not reflected in the 1994-95 Budget column, however, the expenditures using these appropriations are reflected in the 1994-95 Actual column. Revenues were underrealized by \$28,426, due to less families requesting embalming services. Also, there were indigent families unable to pay for the transportation services.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Established a cause of death and issued a final death certificate within 30 days of the death in at least 66% of the cases (this was done after completion of investigation, autopsy examinations and laboratory testing).
2. Supported the Criminal Justice System by making 136 appearances in murder trials (these appearances were made by the pathologists only, not including appearances by the investigators, toxicologists and autopsy assistants).
3. Performed laboratory tests on 115 drivers in fatal motor vehicle crashes and determined that 31% were under the influence of alcohol (one out of three drivers).

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page (green sheet)

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Support Services [7.93 SY; E = \$370,520; 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 [15.58 SY; E = \$901,351; R = \$96,019] 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. Forensic Pathology Services [13.91 SY; E = \$1,467,246; R = \$255,706] including support personnel is:
- o Mandated Activity/Discretionary Service Level.
 - o Responsible for decedent handling, autopsy services, evidence documentation, and embalming.
 - o Coordinating training program with various hospitals.
4. Forensic Laboratory Services [8.58 SY; E = \$767,509; R = \$75,000] including support personnel is:
- o Mandated Activity/Discretionary Service Level.
 - o Responsible for chemical analysis of specimens, preparation of glass microscopic slides, interpretation of drug or chemical as it relates to the cause and manner of death.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Trauma - Health Fees	\$50,000	\$50,000	\$50,000	0
Transportation Fees	148,254	174,126	174,126	0
Embalming Fees	52,554	74,580	195,599	121,019
Copies of Reports	34,246	34,582	34,582	0
Other Miscellaneous	26,808	7,000	7,000	0
Sub-Total	\$311,862	\$340,288	\$461,307	\$121,019
Total	\$311,862	\$340,288	\$461,307	\$121,019

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$3,072,931	\$2,959,581	\$3,045,319	85,738
Total	\$3,072,931	\$2,959,581	\$3,045,319	\$85,738

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 1995-96, 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 (\$195,599) - Revenues come from the following sources:

- a. Fees for embalming the decedents per authorization from the next of kin (\$54,000).
- b. Fees from family requested autopsies (\$20,580).
- c. SIDS protocols reimbursements (\$46,019).
- d. Fees for toxicological examinations from San Bernardino County (\$75,000).

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, hospitals, and decedent's next of kin.

Other Miscellaneous (\$7,000) - Revenues come from sale of pouches (body bags), and reimbursements for copies of computer files regarding cases.

FIXED ASSETS

Category	Total Cost
Laboratory/Medical/Institution Instrument & Furniture	\$134,500
Total	\$134,500

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
None	
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
DECEDENT INVESTIGATION					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Determine cause of death of cases under the Medical Examiner's jurisdiction	2,577	2,486	2,532	2,530	2,560
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/case					\$1,053
<u>OUTPUT (Service or Product)</u>					
Investigate circumstances surrounding death (Includes travel to scenes, investigative report writing, evidence preservation, property inventory, John/Jane Doe identification, and media relations)	2,577	2,486	2,532	2,530	2,560
<u>EFFICIENCY (Input/Output)</u>					
Cost/investigation					\$182
<u>OUTPUT (Service or Product)</u>					
Perform autopsy (Includes on scene preliminary examination; review investigative reports; dictate, review and edit autopsy reports; microscopic histology; giving organ donation clearance; sign death certificates; discusses cause of death with family members)	1,915	1,808	1,729	1,800	1,775
<u>EFFICIENCY (Input/Output)</u>					
Cost/autopsy					\$457
<u>OUTPUT (Service or Product)</u>					
Perform laboratory testing (Average of 8 tests/case. Includes laboratory testing and toxicological analysis)	1,740	1,677	1,590	1,600	1,600
<u>EFFICIENCY (Input/Output)</u>					
Cost/test					\$301
<u>OUTCOME (Service or Product)</u>					
Provide expert testimony in murder trials in San Diego County					80
<u>EFFECTIVENESS (Input/Output)</u>					
Cost to provide expert testimony					\$25,136

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>OUTPUT (Service or Product)</u>					
Attend pretrial conferences with Deputy District Attorneys and defense attorneys, and appear in court (Hours of staff time)					400
<u>EFFICIENCY (Input/Output)</u>					
Cost/hour					\$62.84
<u>OUTCOME (Service or Product)</u>					
Notify families of decedents	90.88%	92.28%	91.71%	90.91%	89.84%
<u>EFFECTIVENESS (Input/Output)</u>					
Cost to notify families					\$208,117
<u>OUTPUT (Service or Product)</u>					
Identify and locate decedent's legal next of kin	2,342	2,294	2,322	2,300	2,300
<u>EFFICIENCY (Input/Output)</u>					
Cost/notification					\$90.49
<u>OUTCOME (Planned Result)</u>					
Determine cases not under the Medical Examiner's jurisdiction	5,782	5,793	5,698	5,810	5,800
<u>EFFECTIVENESS (Input/Output)</u>					
Cost/case					\$23.46
<u>OUTPUT (Service or Product)</u>					
Review circumstances surrounding death and waive cases not under the Medical Examiner's jurisdiction	8,359	8,279	8,230	8,340	8,360
<u>EFFICIENCY (Input/Output)</u>					
Cost/case					\$16.28

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0982	Forensic Tox Lab Manager	1	1.00	1	1.00	\$63,979	\$63,731
2180	County Medical Examiner	1	1.00	1	1.00	131,733	131,227
2281	Operations Administrator	1	1.00	1	1.00	68,278	68,012
2285	Chief Deputy Medical Examiner	1	1.00	1	1.00	114,864	114,422
2369	Admin. Services Manager II	1	1.00	1	1.00	54,697	54,533
2700	Intermediate Clerk Typist	3	3.00	3	3.00	61,954	61,758
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,853
2758	Administrative Secretary III	1	1.00	1	1.00	25,474	25,372
3118	Dept. Computer Specialist I	1	1.00	1	1.00	27,612	28,940
4157	Forensic Pathology Fellow	1	1.00	1	1.00	37,144	36,997
4159	Deputy Medical Examiner II	3	3.00	3	3.00	307,371	306,189
4160	Supv. Deputy Medical Examiner	1	1.00	1	1.00	102,457	102,063
4305	Toxicologist	4	4.00	4	4.00	183,744	183,024
4306	Supervising Toxicologist	1	1.00	1	1.00	52,200	51,996
4319	Senior Histology Technician	1	1.00	1	1.00	35,890	35,749
4330	Laboratory Assistant	1	1.00	1	1.00	22,635	22,544
4800	Autopsy Room Supervisor	1	1.00	1	1.00	47,253	47,069
4819	Senior Forensic Autopsy Asst.	1	1.00	1	1.00	37,502	37,355
4820	Forensic Autopsy Assistant	5	5.00	5	5.00	168,113	162,767
5740	Med. Exam. Investigator II	14	14.00	14	14.00	540,381	540,408
5792	Supervising M.E. Investigator	1	1.00	1	1.00	48,674	48,483
7031	Custodian	1	1.00	1	1.00	16,287	16,193
9999	Temporary Extra Help	1	1.00	0	0	8,890	17,780
Total		47	46.67	46	46.00	\$2,181,081	\$2,180,465
Salary Adjustments:						2,498	(42)
Premium/Overtime Pay:							
Shift Premium						10,400	10,400
Standby						5,000	5,000
Holiday Premium						8,500	20,500
Other Extraordinary Pay:						844	2,520
Employee Benefits:						619,279	682,783
Salary Savings:						(3,086)	(3,086)
Total Adjustments						\$643,435	\$718,075
Program Totals		47	46.67	46	46.00	\$2,824,516	\$2,898,540

PARKS AND RECREATION

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Parks and Recreation	\$6,155,835	\$7,107,104	\$6,183,536	\$6,515,978	\$6,665,800	149,822	2.3
ParkLand Dedication Fund	1,147,734	2,347,239	1,609,740	8,307,683	7,726,848	(580,835)	(7.0)
Fish & Wildlife Fund	32,344	26,603	42,067	56,000	39,436	(16,564)	(29.6)
TOTAL DIRECT COST	\$7,335,913	\$9,480,946	\$7,835,343	\$14,879,661	\$14,432,084	\$(447,577)	(3.0)
PROGRAM REVENUE	(3,836,188)	(6,265,056)	(4,791,621)	(11,268,942)	(10,635,858)	633,084	(5.6)
NET COST ALL FUNDS	\$3,499,725	\$3,215,890	\$3,043,722	\$3,610,719	\$3,796,226	\$185,507	5.1
STAFF YEARS	130.3	150.5	113.97	121.17	123.17	2.00	1.7

MISSION

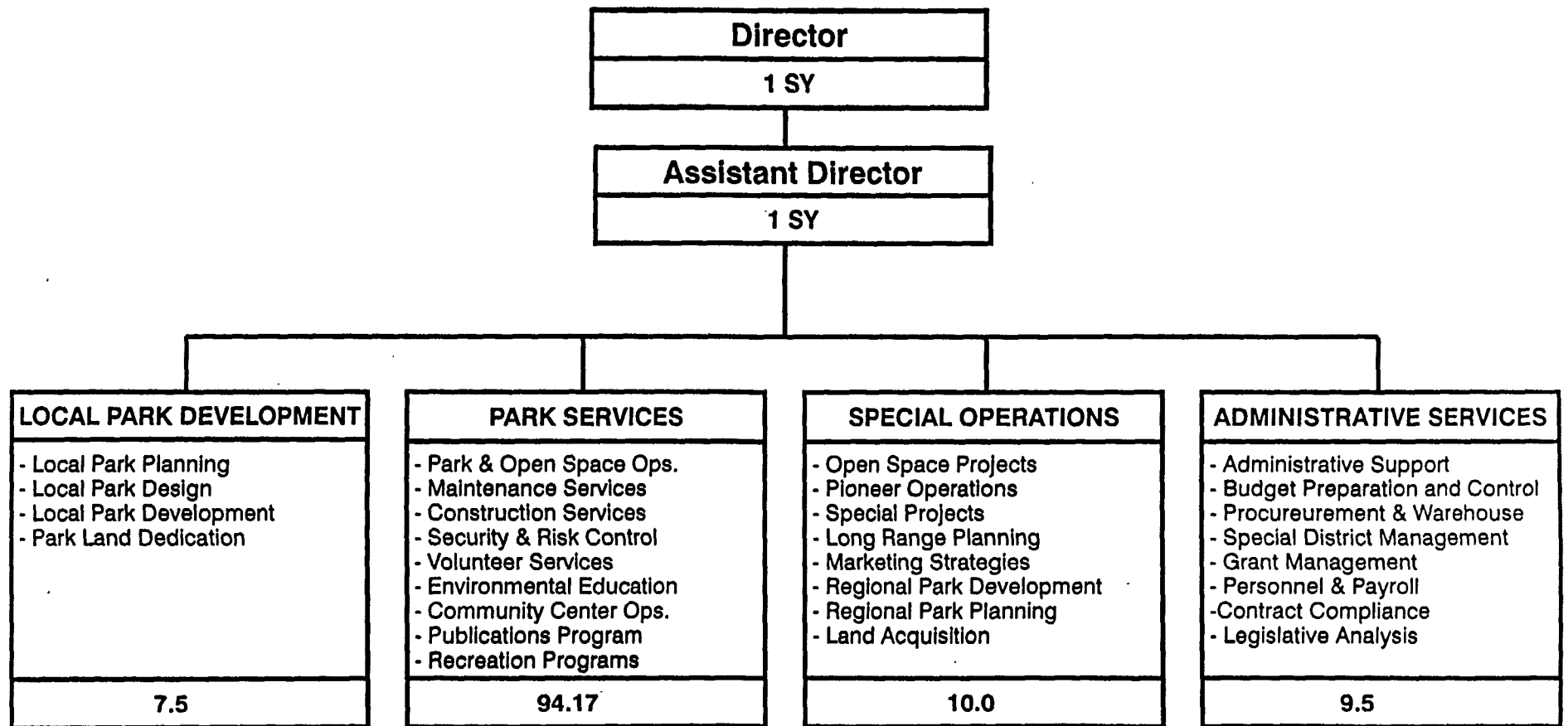
Provide the best possible local and regional parks, open space preserves, community facilities and recreational opportunities for the present and future generations of San Diego County residents through employee responsiveness and in partnership with communities and volunteers.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Operate and maintain a regional system of camping and picnic parks as a business, providing quality service and value pricing.
 - a. Operate and maintain 16 regional camping and picnic parks
 - b. Maintain 70 miles of public park and open space trails
 - c. Manage the use of 33,000 acres of parks and open space
 - d. Complete new construction of 18 additional camp sites at Guajome Regional Park
 - e. Operate, maintain, and rent 593 reservable camp sites in County camping parks
 - f. Manage forty-two (42) agricultural, equestrian, business and non-profit leases on County park and open space lands
 - g. Complete 11,790 reservations for overnight camping in County Parks
 - h. Generate no less than \$650,000 in park camping revenues
 - i. Generate no less than \$400,000 in park daily use revenues
 - j. Manage either directly or through agreements, 13 historically, socially or culturally significant park facilities
2. Acquire and develop community park and recreational facilities for unincorporated communities in response to local needs, desires and priorities.
 - a. Through 26 existing Joint Powers Agreements (JPAs), provide maintenance to local parks and school recreation and community meeting facilities in partnership with school and other districts
 - b. Administer joint operating agreements between County Parks and 23 local non-profit groups to provide greater recreation opportunities and increased community use of local park and recreation facilities
 - c. Develop and maintain five-year plans and project priorities and funding for each of the unincorporated communities and community planning group areas
 - d. Administer and implement JPAs with 16 county school districts to provide for scheduled joint school and park facility acquisition and development projects
 - e. Provide local park development informational sessions to 6 community planning groups with current park development projects in design and cost estimate stages
 - f. Initiate annual JPA "partnership" reviews with 49 schools, non-profit organizations and other agencies to maximize citizen participation and use of community park, recreation, and meeting facilities
3. Maintain existing and foster new relationships with local schools, water districts and community based non-profits to provide parks and recreation facilities in unincorporated communities; and provide group, family, adult and youth oriented recreation and environmental education programs and opportunities that support both the active use and preservation of the county's natural and cultural resources.

- a. Offer three (3) Sixth Grade Camp sessions to 300 students annually
 - b. Increase the number of youth participants in the Jr. Ranger program by 10%
 - c. Continue the participation of twenty-three (23) county school districts in the Discovery Kit program
 - d. Initiate Park Pals youth diversion program through partnerships with and participation in the San Diego County Police Athletic League (PAL)
 - e. Develop and stage four (4) successful Park Pals special events
 - f. Make 400 direct youth interventions through sponsorship of four (4) Park Pals special events
 - g. Obtain agreements from four (4) local school districts to participate in the Park Pals Program
 - h. Increase by 10% the number of Science Adventure Camp participants involved in camps located in County Parks
 - i. Increase from one (1) to three (3) the number of park sites participating in the Probation Department's informal supervision program for criminal youth
4. Conduct volunteer programs and continue to establish partnerships which provide participating groups and individuals with an opportunity to make worthwhile contributions to their community.
- a. Increase from 35 to 37 the number of park sites with live-in volunteers
 - b. Increase from 2 to 4 the number of communities participating in the Neighborhood Park Watch Program
 - c. Increase from 1 to 4 the number of organized and active park and open space patrols
 - d. Increase by 10% the number of participants in the volunteer docent program
5. Manage General County Parks Volunteer Program.
- a. Maintain 68.4 staff years of volunteer labor which represents 36% of the Department's total labor force

SAN DIEGO COUNTY PARKS AND RECREATION DEPARTMENT



26-3

AUTHORITY: Administrative Code Section 430

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,421,936	\$5,816,600	\$5,060,631	\$5,312,997	\$5,575,953	4.9
Services & Supplies	696,263	868,247	1,025,273	820,113	832,664	1.5
Other Charges	20,038	389,258	37,635	337,183	257,183	(23.7)
Fixed Assets	17,598	9,469	59,997	45,685	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(0)	(2,000)	(0)	(0)	(0)	0.0
Reserves	0	0	0	0	0	0.0
Operating Transfers	0	25,530	0	0	0	0.0
TOTAL DIRECT COST	\$6,155,835	\$7,107,104	\$6,183,536	\$6,515,978	\$6,665,800	2.3
PROGRAM REVENUE	(2,656,110)	(3,891,214)	(3,156,036)	(2,905,259)	(2,869,574)	(1.2)
NET GENERAL FUND COST	\$3,499,725	\$3,215,890	\$3,027,500	\$3,610,719	\$3,796,226	5.1
STAFF YEARS	130.3	150.5	113.97	121.17	123.17	1.7

PROGRAM MISSION

(SEE DEPARTMENTAL MISSION)

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Estimated actual Department Salaries and Benefits are less than budget due to the hiring freeze and temporary assignment of the Director to the Department of Planning and Land Use. Services and Supplies are higher than budgeted because of grant activities added during the fiscal year. Other charges include prior year funding expended during the current year and some funds were transferred by Board of Supervisors action to other projects and Services and Supplies. Fixed assets include one-time funding added by Board of Supervisors action following adoption of the budget. 1994-95 actual staff years do not include non-permanent seasonal staffing although related costs are included in Salaries and Benefits.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. The Parks and Recreation Department and the City of Chula Vista were selected as the interim Preserve Owner/Manager for the Otay Ranch Preserve. Both agencies will work in cooperation with non-profit groups to manage open space that will be set aside as development of Otay Ranch proceeds over the next two decades.
2. Operated/participated in operating seven regional multi-jurisdictional facilities and open space preserves.
3. Coordinated the thirty-seven acre Sweetwater Park habitat restoration effort funded and constructed by Caltrans.
4. County Park Treks, an alternative to Sixth grade camps, received the 1995 NACo Achievement Award. Over 800 six grade students from seven schools throughout the County participated in the program which was staffed by County Park Rangers and a team from the National Civilian Community Corps.
5. Six Junior Ranger sessions were conducted at three Parks.
6. The Parks Department, in conjunction with the San Diego Regional Police Athletic League, joined forces with other County Departments to offer PARK PALS, a youth diversion program, family fishing day at Lake Morena. Over 500 young people and 250 adults participated.

7. Department user fee revenue increased to \$1,163,013 (\$63,757 over the budgeted amount) due to picnic and campground improvements in several parks and to continued elevated water levels at Lake Morena. Improvements included addition of camping sites, trails, pavilions, dump station, and playground equipment.
8. The Reservation processed over 11,790 reservations for 593 reservable camp sites.
9. Volunteers and institutional support provided over 68.4 staff years which is over 36% of the Department's labor force.
10. The Department provided maintenance to local parks and school recreation and community meeting facilities in partnership with school and other districts through 26 Joint Power Agreements.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(SEE DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES)

1995-96 ADOPTED SUBPROGRAM 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 [94.17 SY; E = \$5,377,826; R = \$1,609,881] including support personnel is:

- o Discretionary/Mandated Service Level

ACTIVITIES:

- o Park and Open Space Operations
- o Maintenance Services
- o Security and Risk Control
- o In-Service Training
- o Environmental Education
- o Recreation Programs
- o Community Center Operations
- o Construction Services
- o Visitor Services
- o Computer Support Services
- o Volunteer, Marketing and Publication Services

2. LOCAL PARK DEVELOPMENT [7.5 SY; E = \$164,336; R = \$381,068] 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 [10.00 SY; E = \$452,492; R = \$866,625] including support personnel is:

- o Discretionary/Mandated Service Level

ACTIVITIES:

- o Special Projects
- o Marketing Strategies
- o Open Space Planning and Project Management
- o Inter-jurisdictional Projects
- o Project Habitat Analysis and Biodiversity Planning
- o Regional Park Planning and Development
- o Legislative Analysis
- o Land Acquisition

4. EXECUTIVE, ADMINISTRATIVE AND SUPPORT SERVICES [11.5 SY; E = \$671,146; R = \$12,000] including support personnel is:

- o Discretionary/Mandated Service Level

ACTIVITIES:

- o Executive Staff
- o Grant Management
- o Budget Preparation and Control
- o Procurement and Warehouse Operations
- o Contract Compliance and Administration
- o Administrative Support
- o Personnel and Payroll
- o Special District Administration

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Rents and Concessions	\$349,341	\$368,328	\$317,643	(50,685)
Plan Review Charges	(5,031)	8,200	8,200	0
Inter-Fund Charges, Capital Outlay Fund	297,755	239,471	259,471	20,000
Inter-Fund Charges, PLDO Fund	4,597	41,000	21,000	(20,000)
Inter-Fund Charges, Special Districts	262,614	199,294	199,294	0
User Fees, Park and Camping	1,163,013	1,099,256	1,069,256	(30,000)
Sub-Total	\$2,072,289	\$1,955,549	\$1,874,864	\$(80,685)
OTHER:				
Inter-Fund Transfer, Parkland Dedication Fund	\$933,710	\$933,710	\$933,710	0
Miscellaneous	(1,982)	0	0	0
Sub-Total	\$931,728	\$933,710	\$933,710	\$0
GRANTS AND AID FROM OTHER AGENCIES:				
Aid From Other Gov't Agencies	\$0	\$16,000	\$16,000	0
Aid From Joint Powers Auth	0	0	0	0
Aid From Cities	22,000	0	45,000	45,000
Fed Aid - Environmental	128,749	0	0	0
Grants - Other Services	1,270	0	0	0
Sub-Total	\$152,019	\$16,000	\$61,000	\$45,000
Total	\$3,156,036	\$2,905,259	\$2,869,574	\$(35,685)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Net County Cost	\$3,027,500	\$3,610,719	\$3,796,226	185,507
Sub-Total	\$3,027,500	\$3,610,719	\$3,796,226	\$185,507
Total	\$3,027,500	\$3,610,719	\$3,796,226	\$185,507

EXPLANATION/COMMENT ON PROGRAM REVENUES

The reduction in rents reflects the ending of the prior lease for Cowles Mountain. Interfund charges increase in the Capital Outlay Fund is a result of increased construction projects. User fees, Park and Camping, is being reduced because of the closure of Guajome Regional Park during construction. Aid from Cities is increased due to additional support from the City of Poway for Blue Sky Ranch.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY					
Parks and Recreation					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Maintain & operate local & regional parks, open space preserves, community facilities and recreational opportunities					
<u>EFFECTIVENESS (Outcome/Output)</u>					
Customer Satisfaction					85%
<u>OUTPUT (Service/Product)</u>					
Parks managed & operated	72	74	78	78	78
Acres managed	32,568	33,695	33,695	33,900	33,900
Reservations Processed					11,790
JPAs with school and other districts					26
Joint operating agreements with Non-profit groups					23
Conduct Sixth Grade Camps					3
Develop Park Pals special events					4
Increase park sites participating in Probation Department informal supervision program for criminal youth			1		3
Increase live-in volunteer park sites			35		37
Increase communities participating in Neighborhood Park Watch Program			2		4
Maintain level of Volunteer Staff Years			68.4		68.4
<u>EFFICIENCY (Out/Input)</u>					
Cost per County Resident			\$1.33		\$1.33

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2131	Director, Parks and Rec.	1	1.00	1	1.00	\$88,467	\$88,128
2215	Asst. Dir., Parks and Rec.	1	1.00	1	1.00	74,061	73,777
2302	Administrative Asst. III	1	1.00	1	1.00	46,163	45,983
2303	Administrative Asst. II	2	2.00	2	2.00	77,111	69,427
2337	Public Info. Specialist	1	1.00	1	1.00	37,961	37,813
2369	Administrative Svcs. Mgr II	1	1.00	1	1.00	52,156	51,954
2511	Payroll Clerk	1	1.00	1	1.00	20,670	20,586
2655	Storekeeper III	1	1.00	1	1.00	28,666	28,552
2660	Storekeeper I	1	1.00	1	1.00	20,542	21,522
2700	Intermediate Clk Typist	6	6.00	6	6.00	120,778	120,767
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,660
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,653
3009	Word Processor Operator	1	1.00	1	1.00	23,739	23,646
3528	Chief, Park Development	1	1.00	1	1.00	54,747	54,533
3118	Dept. Computer Specialist I	1	.50	1	.50	14,073	14,124
3801	Drafting Tech. II	1	1.00	1	1.00	30,503	30,383
4000	Historian	1	.50	1	.50	16,017	15,304
5950	Plumber	1	1.00	1	1.00	34,179	34,045
6032	Equip. Operator I	1	1.00	2	2.00	29,544	54,262
6035	Equip. Operator	1	1.00	0	0.00	27,520	0
6301	Div Chief, Park Special Ops	1	1.00	1	1.00	54,747	54,533
6304	Chief, Park Services & Maint.	1	1.00	1	1.00	54,747	54,533
6323	Asst. Park Project Mgr.	4	4.00	0	0.00	138,734	0
6324	Park Project Manager	5	5.00	9	9.00	211,917	347,349
6325	Senior Park Project Mgr.	4	3.00	3	3.00	141,822	141,822
6327	District Park Manager	5	5.00	5	5.00	211,914	213,148
6332	Park Ranger	25	25.00	24	24.00	715,772	685,876
6342	Senior Park Ranger	12	11.30	11	11.00	357,956	349,580
6343	Supervising Park Ranger	17	17.00	18	18.00	592,790	619,737
6345	Senior Park Maint Worker	1	1.00	1	1.00	29,858	29,740
6346	Coord, Volunteer & Pub Serv	1	1.00	1	1.00	42,993	42,825
6347	Park Maintenance Worker	14	14.00	14	14.00	369,530	364,581
8803	Recreation Supervisor	0	0.00	1	1.00	0	29,640
8804	Recreation Manager	0	0.00	0	0.00	0	0
0735	Park Attendant	19	.70	3	.67	10,812	10,812
9999	Temporary Workers	28	7.17	0	8.50	123,604	182,595
Total		163	121.17	118	123.17	\$3,912,637	\$3,969,890
Salary Adjustments:						4,361	66,149
Premium/Overtime Pay:						52,818	52,818
Night Duty Differential:						102,341	102,341
Employee Benefits:						1,311,465	1,455,380
Uniform Allowance:						21,000	21,000
Salary Savings:						(91,625)	(91,625)
ILP Savings						0	0
Total Adjustments						\$1,400,360	\$1,606,063
Program Totals		163	121.17	118	123.17	\$5,312,997	\$5,575,953

PROGRAM: Park Land Dedication

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 45500
MANAGER: Robert R. Copper

ORGANIZATION #: 5400
REFERENCE: 1995-96 Proposed Budget - Pg. 27-10

AUTHORITY: County Code of Regulatory Ordinances (820-202)

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Other Charges	\$69,973	\$29,507	\$4,793	\$7,373,973	\$6,793,138	(7.9)
Operating Transfers	1,077,761	2,317,732	1,604,947	933,710	933,710	0.0
TOTAL DIRECT COST	\$1,147,734	\$2,347,239	\$1,609,740	\$8,307,683	\$7,726,848	(7.0)
Fees	(536,685)	(410,013)	(567,896)	(270,648)	(422,010)	55.9
Other Revenue	(772,533)	(616,880)	(440,476)	(625,377)	(434,424)	(30.5)
Fund Balance	161,484	(1,320,346)	(601,368)	(7,411,658)	(6,870,414)	(7.3)
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

The Park Land Dedication Ordinance Fund (PLDO) 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 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 sub-regional 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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The PLDO Fund is fully appropriated each year, but actual costs reflect expenditures and encumbrances in the capital projects and department activities that the PLDO Fund is financing.

ACHIEVEMENT OF 1994-95 OBJECTIVES

This fund reimburses costs in the Capital Outlay Fund and the Parks and Recreation Department objectives do not apply.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

This fund reimburses costs in the Capital Outlay Fund and the Parks and Recreation Department outcome and output objectives do not apply.

PROGRAM: Fish and Wildlife

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 75802
MANAGER: Elayne Ortiz

ORGANIZATION #: 4800
REFERENCE: 1995-96 Proposed Budget - Pg. 27-11

AUTHORITY: County Administrative Code Section 265 and Fish and Game Code Section 13100 et. seq.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$0	\$0	\$3,500	\$,4000	14.3
Other Charges	32,344	26,603	25,845	52,500	35,436	(32.5)
TOTAL DIRECT COST	\$32,344	\$26,603	\$25,845	\$56,000	\$39,436	(29.6)
Fine & Miscellaneous Revenue	(21,026)	(48,621)	(16,457)	(35,000)	(16,250)	(53.6)
Fund Balance	(11,318)	22,018	(9,388)	(21,000)	(23,186)	10.4
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

The mission of this program is to support the fish and wildlife habitat of San Diego County through efforts as an advisory body to the Board of Supervisors and by grant awards pursuant to the Fish and Game Code and the County Administrative Code.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The reduced revenue is the result of no civil penalties from City of San Diego and District Attorney suits for environmental violations being received during the fiscal year. In addition, the amount of fines and forfeitures has been steadily declining over the past several years. Other charges are based on the amount of grant funds requested which were less than anticipated. Grants funds were awarded for: Annual Maurice Weinberger Memorial Kid's Fishing Day, Nature School Classroom Aquaria Rearing Education, Cottonwood Creek Native Plant Habitat Restoration, Fifth Mountain Lion Workshop, Huck-Fin, and CA Department of Fish & Game Enforcement. The Parks Department did not expend any funds budgeted for Services and Supplies.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Although the Commission did not formally adopt objectives for Fiscal Year 1995-96, the following outcome and output objectives are based on other actions taken by the Commission during the past fiscal year.

1. To develop, enhance, protect, and perpetuate our wildlife resources and the recreational opportunities inuring to them.
 - a. Insure a positive proactive relationship with the Board of Supervisors by selecting timely issues and providing carefully researched positions and recommendations; and promote conservation of wildlife resources through actions based on knowledge gained from analysis of fact and information provided by the public and other agencies.
 - b. Review and approve grant awards in accordance with the County Administrative Code and State Code.
2. Perform Fish and Wildlife Commission functions at zero (0) cost to the County as directed by the Board of Supervisors.
 - a. Conduct regular meetings on an as needed basis without County staff.
 - b. Reduce grant meetings to two per year. Limit the cost of grant administration to the maximum amount allowed by State Code. The Department will charge the fund for grant administration costs.

DEPARTMENT OF PLANNING AND LAND USE

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
PLANNING	0	0	0	0	5,700,747	5,700,747	
BUILDING	\$3,788,101	\$2,643,099	\$2,497,249	\$3,289,018	\$0	(3,289,018)	(100.0)
COMMUNITY PLANNING	3,621,092	2,938,829	2,541,709	2,921,499	0	(2,921,499)	(100.0)
REGIONAL PLANNING	3,054,021	2,916,551	2,863,610	2,523,679	0	(2,523,679)	(100.0)
SUPPORT SERVICES	1,287,260	967,806	944,458	995,914	0	(995,914)	(100.0)
TOTAL DIRECT COST	\$11,750,474	\$9,466,285	\$8,847,026	\$9,730,110	\$5,700,747	\$(4,029,363)	(41.4)
FUND BALANCE	(967,368)	(0)	(0)	(100,000)	(155,000)	(55,000)	55.0
PROGRAM REVENUE	(9,086,670)	(7,676,796)	(7,874,563)	(7,807,000)	(3,667,963)	4,139,037	(53.0)
NET GENERAL FUND COST	\$1,696,436	\$1,789,489	\$972,463	\$1,823,110	\$1,877,784	\$54,674	3.0
STAFF YEARS	184.74	148.39	135.67	157.75	88.42	(69.33)	(43.9)

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 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.

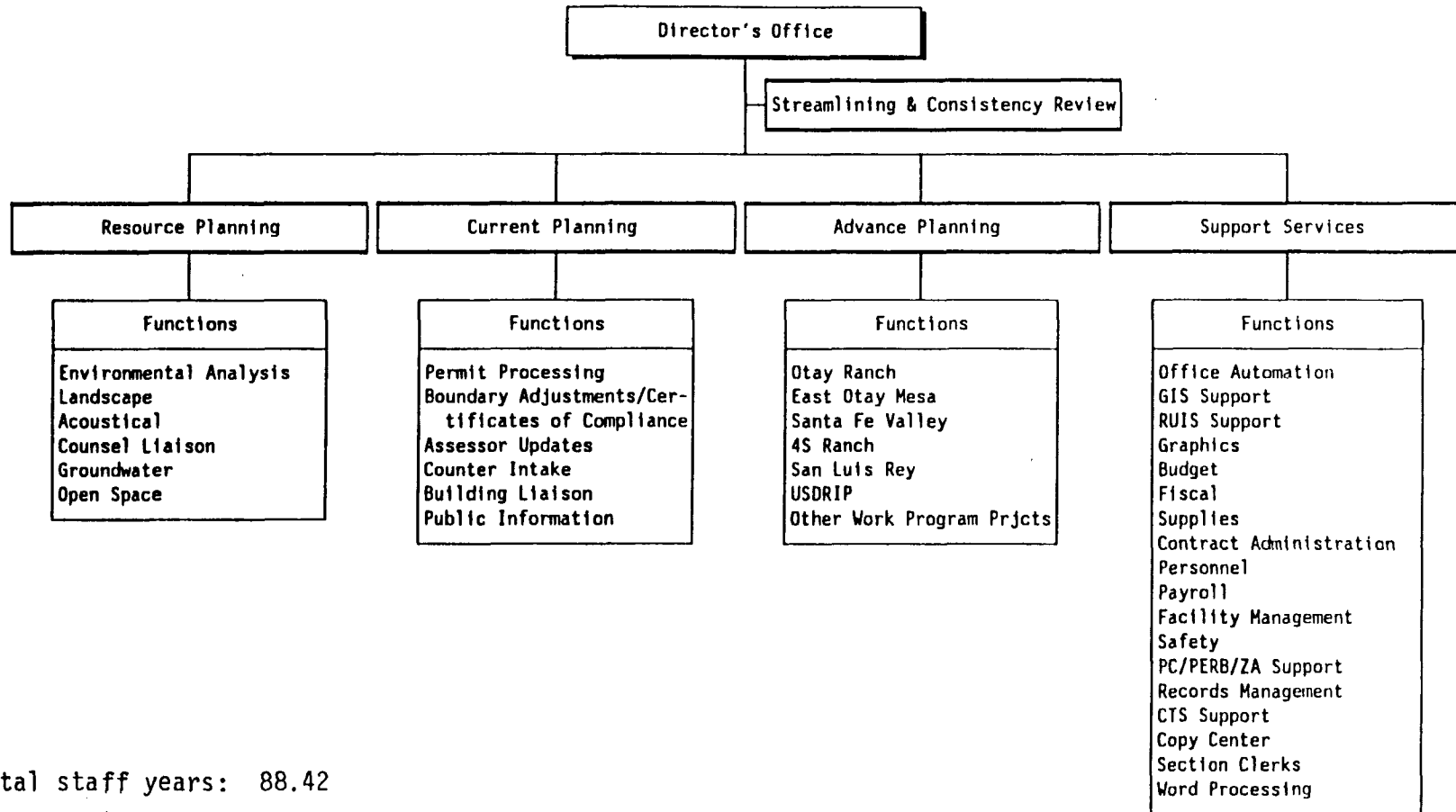
1995-96 DEPARTMENTAL OBJECTIVES

1. Maintain productivity and turnaround time standards.
2. Implement Board approved Streamlining recommendations.
3. Implement the Board approved General Fund Work Program.
4. Maintain responsiveness to customers.

1995-96 DEPARTMENTAL OUTCOMES

1. Compliance with statutory and Board approved timelines.
2. Adoption of Phase II of the Homeowner's Relief Act and implementation of streamlined permit processing processes, policies and procedures.
4. Implementation of long range planning goals set by the Board.
5. Customer satisfaction.

PROPOSED REORGANIZATION
 Department of Planning and Land Use
 FY 95-96



27-2

Note: Total staff years: 88.42

Staff years by division has yet to be determined.

PROGRAM: PLANNING

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05650

ORGANIZATION #: 5680

MANAGER: Robert R. Copper, Director (Acting)

REFERENCE: 1995-96 Proposed Budget - Pg. 28-1

AUTHORITY: Sections of the Government Code, Zoning Ordinance, Subdivision Ordinance, local policies and State and National Environmental Quality Acts. 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. Board of Supervisors Policy B-29 establishes the responsibility for full cost recovery, including indirect costs, in the establishment and collection of fees.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$4,365,471	
Services & Supplies	0	0	0	0	1,292,276	
Other Charges	0	0	0	0	0	
Fixed Assets	0	0	0	0	43,000	
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$5,700,747	
FUND BALANCE DESIGNATION	(0)	(0)	(0)	(0)	(155,000)	
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(3,667,963)	
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$1,877,784	
STAFF YEARS	0.00	0.00	0.00	0.00	88.42	

PROGRAM 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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditure and revenue comparisons for FY 94-95 can be found under individual programs. The Department of Planning and Land Use will be reorganizing it's planning programs and activities in response to the transfer of the Building Services Division to the Department of Environmental Health.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Planning

1. Completed FY94-95 with a \$165,000 savings to the General Fund and a deposit of \$733,081 to the DPLU Fund Balance Designation. The allocation of the \$733,081 between DPLU and the Department of Environmental Health needs to be determined.
2. Completed 265 of 300 (88%) Board of Supervisors and Chief Administrative Officer referrals on time.

Permit Processing

1. Maintained processing standards 80% of the time.
2. Implemented Phase I of Homeowner's Relief.
3. Maintained a customer satisfaction rate of 3 or better 95% of customers (on a scale of 5).

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Permit Processing

1. Maintain processing times for 70% of cases.
 - a. Process Tentative Maps within 11 months.
 - b. Process Major Use Permits within 11 months.
 - c. Process Tentative Parcel Maps within 9 months.
 - d. Process 700 TPM Equivalent cases per year.
2. Maintain overall Processing times for 80% of cases.
3. Maintain customer service satisfaction ratings of 3 or better for 80% of customers (on a scale of 5).

General Fund Work Program

1. Implement quarterly reporting procedures to provide Work Program activity progress and timelines to the Board.

1995-96 ADOPTED SUB-PROGRAM ACTIVITIES

The planning program and activities are in the process of being reorganized in response to the transfer of the Building Services Division to the Department of Environmental Health. A proposed functional organization chart has been included in this document. Discussions with the Department of Human Resources is continuing related to actual implementation.

Sub-program activity detail for the new reorganization is not available for FY95-96. Data will be collected and presented in subsequent fiscal years.

This program is summarized as follows:

1. Planning and Land Use [88.42 SY; E = \$5,700,747; R = \$3,822,962] is:
 - o Mandated/Discretionary Service Level.
 - o This program is 35.7% offset by program revenues.
 - o The changes to this program are: The transfer of Building Services to the Department of Environmental Health, the reduction of vacant funded positions and the reorganization of the remaining planning program and activities as outlined below.

Baseline Reductions (vacant)

Reductions	SY
Admin Secretary III	-0.5
Senior Clerk	-1.0
Intermediate Clerk	-1.0
Planning Bd Secretary	-1.0
Regional Planner	-1.0
Senior Planner	-2.0
Sub-Total	-6.50

Transfer of Building Services

	SY
All Staff Bldg Staff	-54.83
Sub-Total	-54.83

Change Letter (Department Reorganization)

Reductions	SY
Deputy Director	-2.0
Chief, Land Use	-5.0
Regional Planner	-8.0
Senior Planner	-9.0
Associate Planner	-13.25
Intermediate Clerk	-1.0
Intermediate Acct Clk	-1.0
Analyst II	-0.67

Additions	SY
Assistant Dir	1.0
Planning Manager II	5.0
Planning Manager I	5.0

Sr. Plng Project Mgr	7.0
Planning Project Mgr	19.0
Analyst III	0.5

Sub-Total	-2.42
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Reclassifications:

	SY
Senior Planner	-1.0
Environ Mgt Spec II	1.0

Planning Board Sec	-1.0
Admin. Sec III	1.0

Analyst II	-1.0
Dept Personnel Ofc I	1.0

Sub-Total	0.00
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Budget Adjustments (Board of Supervisors Action)

Reductions	
Regional Plnr (vacant)	-1.0
Senior Plnr (vacant)	-1.0
Planning Mgr II (reorg)	-1.0

Sub-Total	-3.00
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Transfer of Transportation Staff to DPW

Assoc Transp Spec.	-2.0
Assoc Structural Engr	-1.0

Sub-Total	-3.00
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TOTAL REDUCTION	-69.75
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NOTE: Auditor and Controller line item worksheets reflect a total staff year reduction of -69.33. This discrepancy of +0.42 is related to balancing of staff months.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
FUND BALANCE DESIGNATION	\$0	\$0	\$155,000	155,000
CHARGES FOR CURRENT SERVICES:				
Services to Property Owners	\$0	\$0	\$3,362,963	3,362,963
Fees	\$0	\$0	\$66,000	66,000
Sub-Total	\$0	\$0	\$3,583,963	\$3,583,963
TOTAL INTERGOVERNMENTAL REVENUE:				
Aid from other Governmental Agencies/CDBG	\$0	\$0	\$21,600	21,600
Road Fund	0	0	72,400	72,400
Fed Aid-HUD	0	0	95,000	95,000
Charges in Spec Dist/Other	0	0	50,000	50,000
Sub-Total	\$0	\$0	\$239,000	\$239,000
OTHER REVENUE:				
Other	\$0	\$0	\$0	0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$3,822,963	\$3,822,963

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$0	\$0	\$1,877,784	1,877,784
Sub-Total	\$0	\$0	\$1,877,784	\$1,877,784
Total	\$0	\$0	\$1,877,784	\$1,877,784

EXPLANATION/COMMENT ON PROGRAM REVENUES

FIXED ASSETS

Category	Total Cost
Office Automation	\$25,000
Office Equipment, Copier	18,000
Total	\$43,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
DISCRETIONARY PERMITS					
% OF RESOURCES: 79%					
<u>OUTCOME (Planned Result)</u>					
1. % OF CASES PROCESSED WITHIN:					
11 MONTHS TENTATIVE MAPS		-	80%	70%	70%
11 MONTHS MAJOR USE PERMITS		-	94%	70%	70%
9 MONTHS TENTATIVE PARCEL MAPS		-	86%	70%	70%
2. % PROCESSING STANDARD MET					
		-	80%	80%	80%
<u>EFFECTIVENESS (Input/Outcome)</u>					
COST TO PROCESS PERMITS		-	\$2,541,709	*	*
<u>OUTPUT (Service or Product)</u>					
TPM EQUIVALENTS PER YEAR		-	701.8	845	700
<u>EFFICIENCY (Input/Output)</u>					
AVERAGE COST PER TPM EQUIVALENT		-	\$358.56	*	*
TPM EQUIVALENT PER SY		-	49.67	*	49
SY PER TPM EQUIVALENT		-	0.07	*	0.07

* The Department of Planning and Land Use is in the process of reorganizing in response to the transfer of Building Services Division to the Department of Environmental Health. Data will be collected and presented in subsequent fiscal years.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0968	Chief, Land Use	0	0.00	4	2.00	0	133,008
2137	Director	0	0.00	1	1.00	0	92,533
2288	Deputy Director	0	0.00	2	1.00	0	72,455
2330	Dept. Personnel Ofc. I	0	0.00	1	1.00	0	34,296
2403	Accounting Technician	0	0.00	1	1.00	0	20,714
2412	Analyst II	0	0.00	2	1.33	0	55,303
2413	Analyst III	0	0.00	3	2.00	0	91,966
2414	Analyst IV	0	0.00	1	1.00	0	51,954
2426	Asst Sustems Analyst	0	0.00	1	1.00	0	36,105
2430	Cashier	0	0.00	1	1.00	0	22,189
2494	Payroll Clerk	0	0.00	1	1.00	0	18,778
2510	Senior Account Clerk	0	0.00	1	1.00	0	23,853
2525	Senior Systems Analyst	0	0.00	1	1.00	0	54,533
2700	Inter. Clerk Typist	0	0.00	7	7.00	0	141,353
2725	Principal Clerk	0	0.00	1	1.00	0	31,341
2730	Senior Clerk	0	0.00	1	1.00	0	23,853
2740	Records Management Coord	0	0.00	1	1.00	0	27,660
2752	Planning Board Secretary	0	0.00	1	1.00	0	30,653
2758	Administrative Secretary III	0	0.00	2	2.00	0	56,496
2769	Commission Secretary	0	0.00	1	1.00	0	33,005
3008	Senior Word Processor Oper	0	0.00	1	1.00	0	25,502
3009	Word Processor Oper	0	0.00	3	3.00	0	70,938
3051	Reprographics Technician	0	0.00	1	1.00	0	21,499
3504	Landscape Architect I	0	0.00	2	1.50	0	58,244
3505	Landscape Architect II	0	0.00	1	0.50	0	20,757
3508	Associate Planner	0	0.00	14	6.67	0	258,428
3509	Geographic Info System Anl	0	0.00	2	2.00	0	78,958
3514	Environmental Mgt Spec III	0	0.00	2	2.00	0	91,966
3515	Environmental Mgt Spec II	0	0.00	5	4.50	0	171,156
3550	Senior Planner	0	0.00	5	3.00	0	134,852
3551	Regional Planner	0	0.00	7	3.50	0	180,614
3690	Groundwater Geologist	0	0.00	2	2.00	0	116,386
3711	Acoustical Engineer	0	0.00	1	0.50	0	25,270
3817	Graphic Artist	0	0.00	3	3.00	0	97,707
3834	Land Use Tech Supervisor	0	0.00	2	2.00	0	74,962
3835	Land Use Technician II	0	0.00	5	5.00	0	156,475
8801	Assistant Director	0	0.00	1	0.50	0	43,030
8802	Planning Mgr II (Uncl)	0	0.00	4	2.00	0	137,800
8803	Planning Mgr I (Class)	0	0.00	5	2.50	0	130,650
8804	Sr. Plng. Proj. Mgr.	0	0.00	7	3.50	0	165,620
8805	Planning Proj. Mgr.	0	0.00	19	9.42	0	386,626
9008	Pay-Boards Commissions	0	0.00	0	0.00	0	43,300
Total		0	0.00	126	88.42	\$0	\$3,542,788
Salary Adjustments:						0	(3,118)
Premium/Overtime Pay:						0	0
Employee Benefits:						0	1,213,648
ILP Reductions:						0	0
Salary Savings:						0	(387,847)
Total Adjustments						\$0	\$822,683
Program Totals		0	0.00	126	88.42	\$0	\$4,365,471

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."

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,500,996	\$2,360,991	\$2,175,738	\$2,471,543	\$0	(100.0)
Services & Supplies	286,174	254,010	321,511	817,475	0	(100.0)
Other Charges	0	0	0	0	0	
Fixed Assets	931	2,532	0	0	0	
Vehicle/Comm. Equip.	0	0	0	0	0	
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	
Operating Transfers	0	25,566	0	0	0	
TOTAL DIRECT COST	\$3,788,101	\$2,643,099	\$2,497,249	\$3,289,018	\$0	(100.0)
FUND BALANCE	(348,603)	(0)	(0)	(100,000)	(0)	(100.0)
PROGRAM REVENUE	(4,610,512)	(3,729,395)	(4,215,908)	(3,888,000)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$(1,171,014)	\$(1,086,296)	\$(1,718,659)	\$(698,982)	\$0	(100.0)
STAFF YEARS	65.9	43.77	40.42	47.83	0.00	(100.0)

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures are 16% below budgeted due to department initiated fiscal controls. Actual revenues are 4% above budgeted as a result of a slight increase in building activity.

ACHIEVEMENT OF 1994-95 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 237 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/Inspections:

1. Maintained a counter productivity level of 12.6 customers per line technician per day.
2. Initiated enhancements to the automated permit system.
3. Maintained a productivity level of 6.6 calls per 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 85% resolution rate within 120 days for zoning cases and a 69% 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.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

This program has been transferred to the Department of Environmental Health effective July 1, 1995.

1995-96 ADOPTED SUB-PROGRAM ACTIVITIES

This program has been transferred to the Department of Environmental Health effective July 1, 1995.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Fees	\$4,215,908	\$3,888,000	\$0	(3,888,000)
Fund Balance	\$0	\$67,368	\$0	(67,368)
Prior Year FB Overdraw	\$0	\$ 32,632	\$0	(32,632)
Sub-Total	\$4,215,908	\$3,988,000	\$0	\$(3,988,000)
Total	\$4,215,908	\$3,988,000	\$0	\$(3,988,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS	\$(1,718,659)	\$(698,982)	\$(0)	698,982
Sub-Total	\$(1,718,659)	\$(698,982)	\$0	\$698,982
Total	\$(1,718,659)	\$(698,982)	\$0	\$698,982

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 95-96 CAO Proposed Budget revenues are greater than FY 94-95 due an increase in building activity.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: PLAN CHECK					
% OF RESOURCES: 15%					
<u>OUTCOME (Planned Result)</u>					
% OF RESIDENTIAL PLANS WITHIN 2 WEEKS	-	-	75.3%	75%	-
% OF COMMERCIAL & COMPLEX PLANS WITHIN 3 WEEKS	-	-	49.0%	75%	-
<u>EFFECTIVENESS (Input/Outcome)</u>					
% OF RESIDENTIAL PLANS CHECKED WITHIN 2 WEEKS	-	-	75.3%	75%	-
% OF COMMERCIAL & COMPLEX PLANS WITHIN 3 WEEKS	-	-	49.0%	75%	-
<u>OUTPUT (Service or Product)</u>					
# OF PLANS CHECKED PER YEAR	-	1,937	1,897	1,900	-
<u>EFFICIENCY (Input/Output)</u>					
# OF ENGINEERS PER PLAN CHECK	-	-	.0004	-	-
# OF PLANS CHECKED PER ENGINEER PER YEAR	-	*	237	*	-
ACTIVITY B: BUILDING PERMITS COUNTER					
% OF RESOURCES: 13%					
<u>OUTCOME (Planned Result)</u>					
% OF CUSTOMERS SERVED WITHIN 12 MINUTES	-	-	71.1%	85%	-
<u>EFFECTIVENESS (Input/Outcome)</u>					
% OF CUSTOMERS SERVED WITHIN 12 MINUTES	-	-	71.1%	85%	-
<u>OUTPUT (Service or Product)</u>					
# OF CUSTOMERS SERVED PER YEAR	-	24,228	22,090	24,000	-
<u>EFFICIENCY (Input/Output)</u>					
# OF TECH PER CUSTOMER	-	-	.0003	-	-
# OF CUSTOMERS SERVED PER TECH PER DAY	-	*	12.6	*	-
ACTIVITY C: BUILDING INSPECTION					
% OF RESOURCES: 32%					
<u>OUTCOME (Planned Result)</u>					
% OF NEXT DAY INSPECTIONS	-	-	100%	95%	-
<u>EFFECTIVENESS (Input/Outcome)</u>					
% OF NEXT DAY INSPECTIONS	-	-	100%	95%	-
<u>OUTPUT (Service or Product)</u>					
# OF CALLS PER YEAR	-	26,873	28,030	27,000	-

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>EFFICIENCY (Input/Output)</u>					
# OF BI PER INSPECTION	-	-	.0006	-	-
# OF CALLS PER BI PER DAY	-	*	6.6	*	-
ACTIVITY D:					
ZONING/BUILDING ENFORCEMENT					
% OF RESOURCES: 20%					
<u>ZONING ENFORCEMENT</u>					
<u>OUTCOME (Planned Result)</u>					
% CASES RESOLVED WITHIN 120 DAYS	-	80%	84.9%	80%	-
<u>EFFECTIVENESS (Input/Outcome)</u>					
% CASES RESOLVED WITHIN 120 DAYS	-	80%	84.9%	80%	-
<u>OUTPUT (Service or Product)</u>					
AVERAGE CASES WORKED PER YEAR	-	600	423	600	-
<u>EFFICIENCY (Input/Output)</u>					
# OF INVESTIGATORS PER CASE	-	-	.0118	-	-
CASES (ECU'S) WORKED PER INVESTIGATOR	-	*	84.6	*	-
<u>BUILDING ENFORCEMENT</u>					
<u>OUTCOME (Planned Result)</u>					
% CASES RESOLVED WITHIN 180 DAYS	-	72%	68.5%	75%	-
<u>EFFECTIVENESS (Input/Outcome)</u>					
% CASES RESOLVED WITHIN 180 DAYS	-	72%	68.5%	75%	-
<u>OUTPUT (Service or Product)</u>					
AVERAGE CASES WORKED PER YEAR	-	600	622	600	-
<u>EFFICIENCY (Input/Output)</u>					
# OF INVESTIGATORS PER CASE	-	-	.0096	-	-
CASES (ECU'S) WORKED PER INVESTIGATOR PER YEAR	-	*	103.6	*	-

* NOTE: The basis for calculating this indicator has been changed based on SEA methodology.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0968	Chief, Land Use	3	2.00	0	0.00	126,557	0
2288	Deputy Director	1	1.00	0	0.00	76,316	0
2700	Inter. Clerk Typist	4	4.00	0	0.00	82,680	0
2730	Senior Clerk	2	2.00	0	0.00	44,723	0
3550	Senior Planner	1	1.00	0	0.00	39,945	0
3554	Code Enforcement Coordinator	0	0.00	0	0.00	0	0
3588	Code Enforcement Inspector II	1	1.00	0	0.00	37,628	0
3650	Assoc. Structural Engineer	7	7.00	0	0.00	347,212	0
3661	Building Inspector II	15	15.00	0	0.00	593,957	0
3664	Plans Examiner	2	2.00	0	0.00	86,396	0
3673	Chief, Electrical Inspector	1	1.00	0	0.00	43,198	0
3715	Supervising Building Inspector	3	3.00	0	0.00	133,356	0
3833	Land Use Technician III	2	2.00	0	0.00	64,564	0
3834	Land Use Tech Supervisor	2	2.00	0	0.00	75,256	0
3835	Land Use Technician II	4	4.00	0	0.00	114,716	0
3838	Permit Process Coord.	1	0.83	0	0.00	36,081	0
Total		49	47.83	0	0.00	\$1,902,585	\$0
Salary Adjustments:						33,830	0
Premium/Overtime Pay:						0	0
Employee Benefits:						581,528	0
ILP Reductions:						0	0
Salary Savings:						(46,400)	(0)
Total Adjustments						\$568,958	\$0
Program Totals		49	47.83	0	0.00	\$2,471,543	\$0

PROGRAM: COMMUNITY PLANNING

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05660
MANAGER: Randall L. Hurlburt

ORGANIZATION #: 5650
REFERENCE: 1995-96 Proposed Budget - Pg. 28-1

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 8-29 establishes the responsibility for full cost recovery, including indirect costs, in the establishment and collection of fees.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,214,695	\$2,660,195	\$2,366,874	\$2,436,334	\$0	(100.0)
Services & Supplies	406,397	278,634	174,835	485,165	0	(100.0)
Other Charges	0	0	0	0	0	
Fixed Assets	0	0	0	0	0	
Vehicle/Comm. Equip.	0	0	0	0	0	
TOTAL DIRECT COST	\$3,621,092	\$2,938,829	\$2,541,709	\$2,921,499	\$0	(100.0)
FUND BALANCE	(618,765)	(0)	(0)	(0)	(0)	
PROGRAM REVENUE	(3,520,768)	(3,063,013)	(2,543,744)	(3,298,000)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$(518,441)	\$(124,184)	\$(2,035)	\$(376,501)	\$0	(100.0)
STAFF YEARS	59.6	50.60	44.94	52.00	0.00	(100.0)

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures are 13% below budgeted due to department initiated fiscal controls. Actual revenues are 22% below budgeted due to a reduction in land development activity.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Department objectives have been summarized under one Planning Program included in this final budget document.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

The outcome and output objectives for this program have been consolidated into one planning activity.

1995-96 SUB-PROGRAM ACTIVITIES

The activities of this program have been consolidated into one planning program activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Fees	\$2,543,744	\$3,298,000	\$0	(3,298,000)
Fund Balance	0	0	0	0
Sub-Total	\$2,543,744	\$3,298,000	\$0	\$(3,298,000)
Total	\$2,543,744	\$3,298,000	\$0	\$(3,298,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(2,035)	\$(376,501)	\$0	\$376,501
Total	\$(2,035)	\$(376,501)	\$0	\$376,501

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 95-96 budgeted revenues are less than FY 94-95 due to the reduction in land development activity.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
DISCRETIONARY PERMITS					
% OF RESOURCES: 79%					
<u>OUTCOME (Planned Result)</u>					
1. % OF CASES PROCESSED WITHIN:					
11 MONTHS TENTATIVE MAPS	-	-	80%	70%	
11 MONTHS MAJOR USE PERMITS	-	-	94%	70%	
9 MONTHS TENTATIVE PARCEL MAPS	-	-	86%	70%	
2. % PROCESSING STANDARD MET					
	-	-	80%	80%	
<u>EFFECTIVENESS (Input/Outcome)</u>					
COST TO PROCESS PERMITS	-	-	\$2,541,709	*	
<u>OUTPUT (Service or Product)</u>					
TPM EQUIVALENTS PER YEAR	-	-	701.8	700	
<u>EFFICIENCY (Input/Output)</u>					
AVERAGE COST PER TPM EQUIVALENT	-	-	\$358.56	*	
TPM EQUIVALENT PER SY	-	-	49.67	*	
SY PER TPM EQUIVALENT	-	-	0.07	*	

*The Department of Planning and Land Use is in the process of reorganizing in response to the transfer of Building Services Division to the Department of Environmental Health. Data will be collected and presented in subsequent fiscal years.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0968	Chief, Land Use	2	2.00	0	0.00	129,098	0
2288	Deputy Director	1	1.00	0	0.00	69,153	0
2412	Analyst II	1	1.00	0	0.00	41,842	0
2510	Senior Account Clerk	1	1.00	0	0.00	23,949	0
2700	Inter. Clerk Typist	6	6.00	0	0.00	121,291	0
2730	Senior Clerk	2	2.00	0	0.00	44,723	0
2740	Records Management Coord	1	1.00	0	0.00	27,770	0
2752	Planning Board Secretary	2	2.00	0	0.00	61,548	0
2769	Commission Secretary	1	1.00	0	0.00	32,732	0
3009	Word Processor Operator	1	1.00	0	0.00	23,739	0
3504	Landscape Architect I	2	1.50	0	0.00	57,004	0
3505	Landscape Architect II	1	0.50	0	0.00	20,759	0
3508	Associate Planner	8	8.00	0	0.00	309,369	0
3515	Environmental Mgt Spec. II	4	3.50	0	0.00	135,247	0
3550	Senior Planner	6	6.00	0	0.00	271,896	0
3551	Regional Planner	6	6.00	0	0.00	310,836	0
3690	Groundwater Geologist	1	1.00	0	0.00	57,090	0
3711	Accoustical Engineer	1	0.50	0	0.00	25,272	0
3834	Land Use Tech. Supervisor	2	2.00	0	0.00	75,256	0
3835	Land Use Technician II	5	5.00	0	0.00	156,404	0
9008	Plg Cmn & Brd of Plg & Zng Apls	0	0.00	0	0.00	43,300	0
9999	Extra-Help	0	0.00	0	0.00	0	0
Total		54	52.00	0	0.00	\$2,038,278	\$0
Salary Adjustments:						(163,800)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						612,356	0
ILP Reductions:						0	0
Salary Savings:						(50,500)	(0)
Total Adjustments						\$398,056	\$0
Program Totals		54	52.00	0	0.00	\$2,436,334	\$0

PROGRAM: REGIONAL PLANNING

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05665

ORGANIZATION #: 5650

MANAGER: Gerald Hermanson

REFERENCE: 1995-96 Proposed Budget - Pg. 28-1

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,304,118	\$2,236,183	\$2,109,464	\$2,147,022	\$0	(100.0)
Services & Supplies	731,435	680,368	725,716	376,657	0	(100.0)
Other Charges	0	0	0	0	0	
Fixed Assets	18,468	0	28,430	0	0	
Vehicle/Comm. Equip.	0	0	0	0	0	
TOTAL DIRECT COST	\$3,054,021	\$2,916,551	\$2,863,610	\$2,523,679	\$0	(100.0)
PROGRAM REVENUE	(941,637)	(882,904)	(1,113,899)	(621,000)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$2,112,384	\$2,033,647	\$1,749,711	\$1,902,679	\$0	(100.0)
STAFF YEARS	39.9	37.74	35.77	39.92	0.00	(100.0)

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditure and revenues are greater than budgeted due to the addition of 100% revenue offset consultant contracts in the FY 94-95 Change Letter.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Department objectives have been summarized under on Planning Program included in this final budget document.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

The outcome and output objectives for this program have been consolidated into one planning activity.

1995-96 ADOPTED SUB-PROGRAM ACTIVITIES

The activities of this program have been consolidated into one planning activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Services to Property Owners	\$590,156	\$395,000	\$0	(395,000)
Sub-Total	\$590,156	\$395,000	\$0	\$(395,000)
TOTAL INTERGOVERNMENTAL REVENUE:				
Aid from other Governmental Agencies/CDBG	\$320,557	\$40,600	\$0	(40,600)
Road Fund	128,784	60,400	0	(60,400)
Fed Aid-HUD	49,082	100,000	0	(100,000)
Charges in Spec Dist/Other	17,625	25,000	0	(25,000)
Sub-Total	\$516,048	\$226,000	\$0	\$(226,000)
OTHER REVENUE:				
Other	\$7,695	\$0	\$0	0
Sub-Total	\$7,695	\$0	\$0	\$0
Total	\$1,113,899	\$621,000	\$0	\$(621,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$1,749,711	\$1,902,679	\$0	(1,902,679)
Total	\$1,749,711	\$1,902,679	\$0	\$(1,902,679)

EXPLANATION/COMMENT ON PROGRAM REVENUES

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0968	Chief, Land Use	3	3.00	0	0.00	204,794	0
2288	Deputy Director	1	1.00	0	0.00	76,316	0
2412	Analyst II	1	0.67	0	0.00	27,894	0
2414	Analyst IV	1	1.00	0	0.00	52,156	0
2700	Inter. Clerk Typist	3	3.00	0	0.00	58,550	0
2752	Planning Board Secretary	1	1.00	0	0.00	30,774	0
3008	Sr. Word Processor Operator	1	1.00	0	0.00	25,602	0
3009	Word Processor Operator	2	2.00	0	0.00	47,478	0
3508	Associate Planner	10	5.25	0	0.00	205,319	0
3509	Geographic Info. Analyst	2	2.00	0	0.00	73,278	0
3514	Environmental Mgt Spec. III	2	2.00	0	0.00	92,326	0
3550	Senior Planner	5	5.00	0	0.00	218,379	0
3551	Regional Planner	3	3.00	0	0.00	148,581	0
3588	Codes Enforcement Officer II	4	4.00	0	0.00	133,352	0
3590	Supervising Codes Enfoc Ofc	1	1.00	0	0.00	40,588	0
3650	Associate Structural Eng	1	1.00	0	0.00	50,738	0
3655	Assoc. Transportation Spec	2	2.00	0	0.00	100,514	0
3661	Building Inspector II	1	1.00	0	0.00	37,628	0
3690	Groundwater Geologist	1	1.00	0	0.00	58,420	0
9999	Extra-Help	0	0.00	0	0.00	0	0
Total		45	39.92	0	0.00	\$1,682,687	\$0
Salary Adjustments:						3,840	0
Premium/Overtime Pay:						0	0
Employee Benefits:						503,995	0
ILP Reductions:						0	0
Salary Savings:						(43,500)	(0)
Total Adjustments						\$464,335	\$0
Program Totals		45	39.92	0	0.00	\$2,147,022	\$0

PROGRAM: SUPPORT SERVICES

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05651

ORGANIZATION #: 5650

MANAGER: Phil Steed/Gerald Hermanson

REFERENCE: 1995-96 Proposed Budget - Pg. 28-1

AUTHORITY: This program was developed to provide administrative, clerical, data processing and graphic support for the Department of Planning and Land Use.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,124,077	\$822,357	\$766,490	\$799,612	\$0	(100.0)
Services & Supplies	163,183	143,316	177,968	196,302	0	(100.0)
Other Charges	0	2,133	0	0	0	
Fixed Assets	0	0	0	0	0	
TOTAL DIRECT COST	\$1,287,260	\$967,806	\$944,458	\$995,914	\$0	(100.0)
PROGRAM REVENUE	(13,753)	(1,484)	(1,012)	(0)	(0)	
NET GENERAL FUND CONTRIBUTION	\$1,273,507	\$966,322	\$943,446	\$995,914	\$0	(100.0)
STAFF YEARS	19.34	16.28	14.54	18.00	0.00	(100.0)

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures are 5.2% below budget due to department initiated fiscal controls.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Department objectives have been summarized under one Planning Program included in this final budget document.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

The activities performed by this program do not have measurable outcomes/output objectives.

1995-96 ADOPTED SUB-PROGRAM ACTIVITIES

The activities of this program have been consolidated into one planning program activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Other Miscellaneous	1,012	0	0	0
Sub-Total	\$1,012	\$0	\$0	\$0
Total	\$1,012	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$943,446	\$995,914	\$0	(995,914)
Sub-Total	\$943,446	\$995,914	\$0	\$(995,914)
Total	\$943,446	\$995,914	\$0	\$(995,914)

EXPLANATION/COMMENT ON PROGRAM REVENUES

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2137	Dir., Planning and Land Use	1	1.00	0	0.00	105,132	0
2403	Accounting Technician	1	1.00	0	0.00	23,146	0
2412	Anaylst II	1	1.00	0	0.00	40,058	0
2413	Anaylst III	4	2.50	0	0.00	115,320	0
2426	Asst. Systems Analyst	1	1.00	0	0.00	32,950	0
2430	Cashier	2	1.00	0	0.00	22,279	0
2493	Intermediate Account Clerk	2	2.00	0	0.00	38,863	0
2494	Payroll Clerk	1	1.00	0	0.00	20,670	0
2525	Senior Systems Analyst	1	1.00	0	0.00	54,747	0
2725	Principal Clerk	1	1.00	0	0.00	31,465	0
2758	Admin. Secretary III	2	1.50	0	0.00	46,220	0
3051	Reprographics Clerk	1	1.00	0	0.00	20,526	0
3817	Graphic Artist	3	3.00	0	0.00	97,341	0
Total		21	18.00	0	0.00	\$648,717	\$0
Salary Adjustments:						(33,083)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						200,678	0
ILP Reductions:						0	0
Salary Savings:						(16,700)	(0)
Total Adjustments						\$150,895	\$0
Program Totals		21	18.00	0	0.00	\$799,612	\$0

PUBLIC ADMINISTRATOR

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
FIDUCIARY SERVICES	\$2,172,993	\$2,180,711	\$2,182,846	\$2,205,861	\$2,239,331	33,470	1.5
TOTAL DIRECT COST	\$2,172,993	\$2,180,711	\$2,182,846	\$2,205,861	\$2,239,331	\$33,470	1.5
PROGRAM REVENUE	(2,285,740)	(2,181,283)	(2,295,429)	(2,120,857)	(1,410,857)	710,000	(33.5)
NET GENERAL FUND COST	\$(112,747)	\$(572)	\$(112,583)	\$85,004	\$828,474	\$743,470	874.6
STAFF YEARS	48.37	48.42	48.11	51.75	51.17	(0.58)	(1.1)

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

Conservatorship Division

1. Comply 100% with Superior Court requirements for case management of conservatorships.
 - a. Administer 525 conservatorships.
 - b. File 300 conservatorship accountings for review by the Court.
2. Ensure placements for conservatees meet 100% of the standard of care criteria established by the Public Administrator/Guardian.
 - a. Personally visit 95% of conservatees each quarter.
3. Find alternatives to County Public Guardian involvement for 60% of the cases referred by citizens or agencies.
 - a. Respond to 1,360 citizen/agency inquiries.
 - b. Investigate 320 referrals

Decedent Division

1. Comply 100% with Superior Court requirements for administration of decedent estates.
 - a. Administer 650 decedent estates.
 - b. Complete and/or file 400 accountings as required by the Superior Court.
2. Find alternatives to county administration for 70% of the cases referred to this office.
 - a. Evaluate 1915 potential cases.

Indigent Burial

1. Complete final disposition for all indigent decedents in compliance with Health & Safety Code 7104(b), and Board of Supervisor's Policy E7.
 - a. Process 330 indigent dispositions.

PUBLIC ADMINISTRATOR

(1995-96 ADOPTED BUDGET)

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	.17
Intermediate Clerk	3.00
Extra Help	1.00
 Total	 11.17

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,965,725	\$1,976,108	\$1,946,866	\$1,999,574	\$2,020,264	1.0
Services & Supplies	115,053	92,052	109,021	121,287	119,067	(1.8)
Other Charges						
Lease Purchase-Structures	0	2574	0	0	0	0.0
Indigent Burials	72,579	92,072	109,225	79,000	100,000	
Automation System	0	0	0	0	0	0.0
Exp App to Pr. Yrs OC	1,337	17,905	8,521	0	0	0.0
Fixed Assets	0	0	9,213	6,000	0	(100.0)
Fixed Assets - Pr. Yr.	18,299	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,172,993	\$2,180,711	\$2,182,846	\$2,205,861	\$2,239,331	1.5
PROGRAM REVENUE	(2,285,740)	(2,181,283)	(2,295,429)	(2,120,857)	(1,410,857)	(33.5)
NET GENERAL FUND CONTRIBUTION	\$(112,747)	\$(572)	\$(112,583)	\$85,004	\$828,474	874.6
STAFF YEARS	48.37	48.42	48.11	51.75	51.17	(1.1)

PROGRAM 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 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures for 1994-95 salaries and benefits were less than budgeted due to: mid-year transfers of appropriations totalling \$38,746 to pay for an increased number of indigent dispositions; and greater than anticipated partial staff year vacancies.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. The average referral investigation completion time for 95% of referrals received, was 50-60 days. Although this new output did not meet the ambitious 30 day objective, measuring it resulted in improved documentation to support a more realistic objective for future years.
2. Personal property auction scheduling was changed from monthly to bi-monthly due to limited property available for auction. Three scheduled real property auctions were combined into two larger auctions to reduce advertising expenses.
3. 100% of the conservatees were personally visited by staff at least once per quarter.
4. Alternatives to conservatorship were used in all appropriate situations.
5. The indigent disposition program was administered for all indigent referrals from the Medical Examiner's office.
6. The system study for replacement of the departmental case management and fiduciary accounting software is not completed. Possible "beta testing" of a replacement operating system is scheduled for November 1995.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to Department Summary page.

1995-96 ADOPTED SUB-PROGRAM ACTIVITIES

Although the number of both conservatorship and decedent caseloads have been fluctuating due to statutory changes, economic conditions, etc., one observation remains consistent - both types of cases are becoming more time-consuming to administer. This seems to be 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 as follows:

1. Decedent Services [25.09 SY; E = \$1,148,272; R = \$716,922] including administrative, legal, accounting, clerical, and property management support personnel, is:
 - o Mandated/Mandated service level;
 - o Responsible to: (1) Safeguard the property and administer and settle the estates of persons who have died in the County when their property is in danger of being lost, wasted, or misappropriated and there are no qualified persons willing or able to act, and (2) administer the indigent burial program.
2. Conservatorship Services [26.08 SY; E = \$1,091,059; R = \$693,935] including administrative, legal, accounting, clerical, and property management support personnel, is:
 - o Mandated/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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Estate Administration Fees	\$1,194,844	\$960,657	\$960,657	0
Estate Legal Service Fees	580,412	400,000	400,000	0
Medi-Cal Services (SB 910)	75,573	100,000	0	(100,000)
Sub-Total	\$1,850,829	\$1,460,657	\$1,360,657	\$(100,000)
OTHER REVENUE:				
Pooled Estate Investment and Deposit Interest	\$391,267	\$610,000	\$0	(610,000)
Indigent Burial Cost Recovery & Miscellaneous	12,484	14,200	14,200	0
Banking Services	0	0	0	0
Indigent Burial - Death Certificate Fee	40,849	36,000	36,000	0
Sub-Total	\$444,600	\$660,200	\$50,200	\$(610,000)
Total	\$2,295,429	\$2,120,857	\$1,410,857	\$(710,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$(112,583)	\$85,004	\$828,474	743,470
Sub-Total	\$(112,583)	\$85,004	\$828,474	\$743,470
Total	\$(112,583)	\$85,004	\$828,474	\$743,470

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's pool interest earnings, and private sector banking institutions; and
- (6) The effect legislative changes may have on the program.

The projections for Fiscal Year 1995-96 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 projected interest earnings on estate assets deposited with the County Treasurer.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: CONSERVATORSHIP DIVISION					
% OF RESOURCES: 51%					
<u>OUTCOME (Planned Result)</u>					
Compliance with Superior Court Requirements	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Outcome	\$801,504	\$801,270	\$790,160	\$810,600	\$818,475
<u>OUTPUT (Service or Product)</u>					
Case management conservatorships	528	522	595	525	525
<u>EFFICIENCY (Input/Output)</u>					
Cost per case	\$1,518	\$1,535	\$1,328	\$1,544	\$1,559
<u>OUTCOME (Planned Result)</u>					
Find alternatives to County Public Guardian involvement for referrals	NA	NA	NA	NA	60%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Outcome	NA	NA	NA	NA	\$273,360
<u>OUTPUT (Service or Product)</u>					
Number of Conservatorship referrals/inquiries	NA	NA	NA	NA	1,360
<u>EFFICIENCY (Input/Output)</u>					
Cost per referral/inquiry	NA	NA	NA	NA	\$201
ACTIVITY B: DECEDENT DIVISION					
% OF RESOURCES: 49%					
<u>OUTCOME (Planned Result)</u>					
Compliance with Superior Court requirements	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Outcome	NA	\$659,430	\$657,342	\$677,300	\$681,200
<u>OUTPUT (Service or Product)</u>					
Administer appointed decedent estates	NA	765	658	650	650
<u>EFFICIENCY (Input/Output)</u>					
Annual ave. cost per appointed case	NA	\$862	\$999	\$1,042	\$1,048

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>OUTCOME (Planned Result)</u>					
Find alternatives to County Administration for referrals	NA	NA	NA	NA	70%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Outcome	NA	NA	NA	NA	\$365,765
<u>OUTPUT (Service or Product)</u>					
Total decedent estate referrals/inquiries	NA	NA	NA	NA	1,915
<u>EFFICIENCY (Input/Output)</u>					
Average cost per referral/inquiry	NA	NA	NA	NA	\$191
<u>OUTCOME (Planned Result)</u>					
Compliance with Health & Safety Code for disposition of indigent decedents	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Outcome	\$73,872	\$109,935	\$117,572	\$92,125	\$99,990
<u>OUTPUT (Service or Product)</u>					
Indigent dispositions	243	315	323	275	330
<u>EFFICIENCY (Input/Output)</u>					
Average cost per indigent disposition	\$304	\$349	\$364	\$335	\$303

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2158	Public Administrator	1	1.00	1	1.00	70,803	70,530
2282	Asst. Public Administrator	1	1.00	1	1.00	49,295	49,103
2369	Administrative Svcs. Manager II	1	1.00	1	1.00	54,747	54,533
2403	Accounting Technician	2	2.00	2	2.00	53,332	53,124
2425	Associate Accountant	1	1.00	1	1.00	29,921	29,803
2493	Intermediate Acct Clerk	4	4.00	4	4.00	80,459	80,102
2502	Estate Tax Accountant	1	1.00	1	1.00	47,313	47,130
2510	Senior Account Clerk	3	3.00	3	3.00	71,847	71,559
2645	Senior Estate Mover	2	2.00	2	2.00	53,698	53,486
2671	Estate Mover	4	4.00	4	4.00	92,876	89,275
2700	Intermediate Clerk	4	4.00	4	4.00	80,603	81,245
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,660
2758	Administrative Sec. III	1	1.00	1	1.00	30,774	30,653
2760	Stenographer	2	2.00	2	2.00	41,340	38,592
2775	Criminal Legal Sec. I	1	1.00	1	1.00	29,981	29,863
2776	Criminal Legal Sec. II	1	1.00	1	1.00	32,091	31,965
3119	Dept. Comp. Specialist II	1	1.00	1	1.00	35,269	35,131
3637	Supv Dep Public Admin/Guardian	3	3.00	3	3.00	117,582	117,123
3935	Legal Assistant	1	1.00	1	1.00	28,734	28,622
3936	Legal Asst. II	1	.75	1	.17	21,483	4,574
5600	Dep Pub Admin/Guardian II	12	12.00	12	12.00	394,800	396,828
5604	Estate Assistant	2	2.00	2	2.00	49,020	48,828
5605	Estate Property Manager	1	1.00	1	1.00	39,194	39,041
9999	Temporary Extra Help	1	1.00	1	1.00	7,500	7,500
Total		52	51.75	52	51.17	\$1,540,432	\$1,516,270
Salary Adjustments:						10	4,706
ILP						-0-	-0-
Premium/Overtime Pay:						3,680	4,520
Employee Benefits:						500,612	540,596
Salary Savings:						(45,160)	(45,828)
Total Adjustments						\$459,142	\$503,994
Program Totals		52	51.75	52	51.17	\$1,999,574	2,020,264

PUBLIC WORKS

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
ROADS	\$25,800,918	\$32,007,209	\$22,596,403	\$25,396,228	\$23,162,178	(2,234,050)	(8.8)
LAND DEVELOPMENT	7,553,008	7,240,117	5,948,280	6,867,020	6,984,582	117,562	1.7
ENGINEERING SERVICES	16,605,798	18,981,956	20,625,641	48,846,262	65,440,204	16,593,942	34.0
MANAGEMENT SERVICES	11,413,768	9,550,513	9,533,349	11,429,571	11,056,983	(372,588)	(3.3)
PUBLIC SERVICES	582,146	745,674	814,700	811,028	841,585	30,557	3.8
GENERAL FUND ACTIVITIES	1,048,125	979,819	1,382,610	1,566,337	1,432,069	(134,268)	(8.6)
TOTAL DIRECT COST	\$63,003,763	\$69,505,288	\$60,900,983	\$94,916,446	\$108,917,601	\$14,001,155	14.8
PROGRAM REVENUE	(62,778,936)	(69,288,805)	(60,212,043)	(94,340,428)	(108,481,092)	(14,140,664)	15.0
NET GENERAL FUND COST	\$224,827	\$216,483	\$688,940	\$576,018	\$436,509	\$(139,509)	(24.2)
STAFF YEARS	585.75	576.00	508.00	566.50	519.00	(47.50)	(8.4)

MISSION

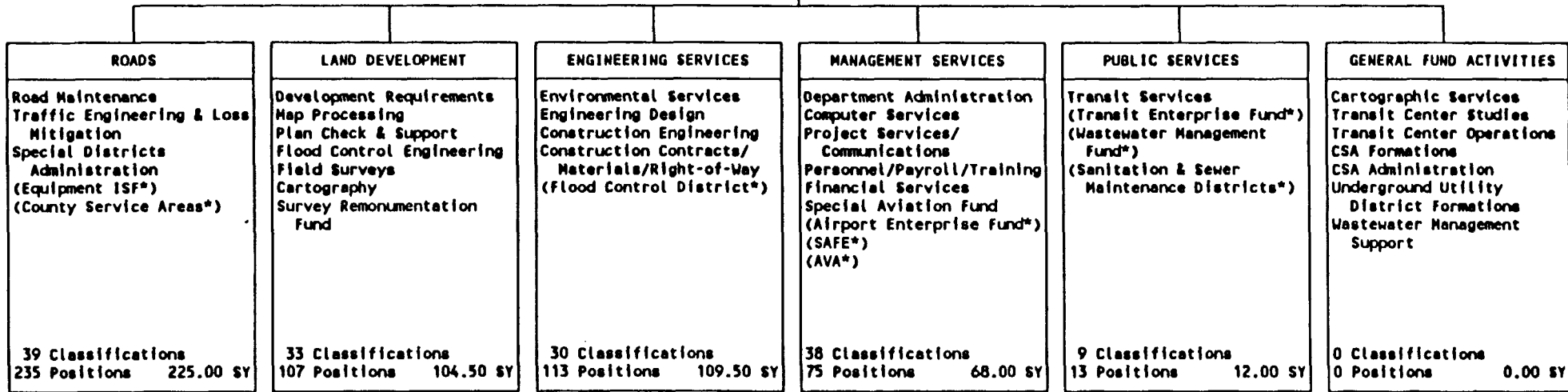
To protect, maintain, and enhance the quality of life in San Diego County; and to protect the health and ensure the public safety, through implementation of various public works and through the provision of services in the areas of waste management, highway safety, airports, land development, road operations, 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.

1995-96 DEPARTMENT OUTCOME AND OUTPUT OBJECTIVES

1. Maintain 100% of the County road miles (including drainage channels) for the safe passage of the traveling public.
 - a. Maintain 1,880 miles of roads.
 - b. Clean 13.34 miles of drainage channels.
2. Process 100% of land development discretionary permits within 90 work days.
 - a. Process 20 Tentative Map (TM) submittals.
 - b. Process 40 Tentative Parcel Map (TPM) submittals.
 - c. Process 30 Major Use Permit (MUP) submittals.
3. Award or advertise 100% of budgeted road and bridge construction contracts.
 - a. Award 56 major construction contracts.
4. Increase public transit ridership on the San Diego County Transit System by 5%.
 - a. Manage 30 bus contracts for transit services.
 - b. Manage 22 transit center contracts.
5. Operate sewer treatment and water systems at detention facilities with a spillage rate of less than two spills per year.
 - a. Operate two wastewater treatment facilities.
 - b. Operate one water distribution system.

DEPARTMENT OF PUBLIC WORKS
 (Headquarters Location: County Operations Center)
 FY 1995-96 COUNTY FAMILY OF FUNDS PROGRAM BUDGETS *

DEPARTMENT OF PUBLIC WORKS TOTAL *
98 Classifications 543 Positions 519.00 SY



* The Department of Public Works County Family of Funds Adopted Program Budget for FY 1995-96 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 1995-96. These program budgets are comprised of Airports, Wastewater Management, County Transit, Solid Waste, County Service Districts, Flood Control District, and Sanitation and Sewer Maintenance Districts. Staff years for the Enterprise Funds - Airports, Wastewater Management and Solid Waste (Total of 244.00 SY, 253 Positions), are shown in their respective program budgets, and are identified organizationally above. Solid Waste is a separate division.

The Department also prepares 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). Operations and maintenance services to the Equipment ISF are performed by staff in the Department of General Services.

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

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 10000
MANAGER: Hank Blankinship

ORGANIZATION #: 5769
REFERENCE: 1995-96 Proposed Budget - Pg. 30-5

AUTHORITY: This program was developed for the purpose of complying with the provisions of the following California statutes and authorities: Public Utilities Code, Section 1550 (Public Utility District Act); 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 25210 (County Service Areas), 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).

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$11,734,794	\$12,065,897	\$11,026,902	\$12,649,577	\$10,779,952	(14.8)
Services & Supplies	13,715,091	14,699,075	11,348,787	12,518,921	12,204,701	(2.5)
Other Charges	11,039	5,000,017	0	0	0	0.0
Fixed Assets	47,101	84,009	147,359	125,835	177,525	41.1
Operating Transfers	292,893	158,211	73,355	101,895	0	(100.0)
TOTAL DIRECT COST	\$25,800,918	\$32,007,209	\$22,596,403	\$25,396,228	\$23,162,178	(8.8)
PROGRAM REVENUE	(25,800,918)	(32,007,209)	(22,596,403)	(25,396,228)	(23,162,178)	(8.8)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	255.25	257.25	235.00	269.50	225.00	(16.5)

PROGRAM MISSION

To maintain the integrity of the roads, bridges and drainage channels throughout the unincorporated areas of San Diego County by performing routine road maintenance, inspections, and cleaning drainage channels, using County forces and equipment and/or private contractors; to make the County roads safe for the driving public by responding to and reviewing "Service Requests" from the public, using County forces and equipment, and/or private contractors; to administer Special Districts, on behalf of the paying property owners, by providing for road and landscape maintenance, fire protection, facilities planning, and regional communications, using County forces and equipment and/or private contractors.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

FY 1994-95 actuals for Salaries and Benefits were under budget by \$1,622,675 (12.8%) due to the merge of DPW's Fleet Management Section with the Department of General Services and due to vacancies in Field Operations. Services and Supplies were under budget \$1,170,134 (9.3%) primarily due to the temporary cessation of the Valley Center Sewer Assessment District. Fixed Assets were over budget \$21,524 (17.1%) due to the expenditure of prior year encumbrances. Operating Transfers were under budget \$28,540 (28.0%) due to the non-completion of major maintenance projects performed by General Services.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved the goal to reduce the inventory of roads rated either fair or poor, by resurfacing approximately 11.3% of the roads rated fair or poor.

Achieved the goal to maintain a total of 1,879.71 miles of road and 10.09 miles of flood control channels were cleaned.

Achieved the goal to investigate all serious and fatal accidents within 24 hours of notification.

Achieved the goal to transfer DPW Fleet Operations staff into a consolidated Fleet Operations program within the Department of General Services.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain 100% of the County road miles (including drainage channels), for the safe passage of the traveling public.
 - a. Maintain 1,880 miles of roads.
 - b. Clean 13.34 miles of drainage channels.
2. Respond to 100% of Traffic Service requests within 10 work days.
 - a. Review 296 service requests from the public.
3. Administer 100% of Special Districts.
 - a. Prepare 100 County Service Area and zone budgets providing for road and landscape maintenance, fire protection, Facilities Planning, and regional communications.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Road Maintenance [184.50 SY; E = \$18,209,167; R = \$18,209,167] 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:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Decreasing 2.00 staff years.
- Decreasing \$551,314 in total expenditures.

There is no Net General Fund Contribution in this activity.

2. Traffic Engineering and Loss Mitigation [31.00 SY; E = \$2,829,988; R = \$2,829,988] including traffic signal maintenance and operations, safety and loss mitigation, and support for the Traffic Advisory Committee. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Increasing 0.50 staff year for temporary help.
- Increasing \$229,344 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Special Districts Administration [9.50 SY; E = \$2,123,023; R = \$2,123,023] including administration and management of 90 County Service Areas (CSAs), Underground Utility Districts, Fire Districts and Lighting Districts; responding to citizen's requests for information and assistance in forming special districts or service areas; and providing maintenance and engineering services to the various districts after their formation. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Unchanged with respect to staffing.
- Increasing \$323,474 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Fleet Management [0.00 SY; E = \$0; R = \$0] including maintenance and management of all DPW field equipment and vehicles coordinated through the Jamacha and San Marcos Divisional Headquarters and the Ramona Fleet Station. This activity was transferred to the Department of General Services mid-year in FY 1994-95. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Decreasing 43.00 staff years which were transferred to General Services.
- Decreasing \$2,235,554 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
TAXES:				
TransNet Exchange	\$14,336	\$12,000	\$30,000	\$18,000
TransNet	34,888	0	0	0
Sales/Use Tax - TDA	7,552	0	9,000	9,000
Sub-Total	\$56,776	\$12,000	\$39,000	\$27,000
USE OF MONEY & PROPERTY:				
Interest (ISF - Road Subfund)	\$0	\$325,400	\$0	\$(325,400)
Rents & Concessions	103,109	100,000	100,000	0
Sub-Total	\$103,109	\$425,400	\$100,000	\$(325,400)
INTERGOVERNMENTAL REVENUES:				
State Highway Users Tax (2104)	\$23,425,498	\$23,080,000	\$23,080,000	\$0
State Highway Users Tax (2106)	1,793,244	1,773,000	1,773,000	0
Highway Use Tax-10 Yr. (2105)	10,983,038	9,067,000	10,367,000	1,300,000
Federal Construction Other	85,955	0	3,012	3,012
Federal Aid - Bridges/FHWA	65,720	0	0	0
Federal Aid Hazard Elim/Safety	0	1,000	0	(1,000)
Federal Aid - Rain Damage	964,045	0	0	0
Federal Forest Reserve	68,371	45,000	42,000	(3,000)
Other Federal/State Agencies	4,314	3,000	0	(3,000)
Sub-Total	\$37,390,185	\$33,969,000	\$35,265,012	\$1,296,012
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$427,338	\$1,736,060	\$1,697,220	\$(38,840)
Other County Departments & Funds	2,670,637	4,380,550	1,542,899	(2,837,651)
Enterprise Funds	272,789	381,224	240,500	(140,724)
Sub-Total	\$3,370,764	\$6,497,834	\$3,480,619	\$(3,017,215)
OTHER REVENUE/FUNDING SOURCES:				
Miscellaneous Revenue	\$63,270	\$6,000	\$15,000	\$9,000
Allocated Road Fund Revenues	(18,387,701)	(15,514,006)	(15,737,453)	(223,447)
Sub-Total	\$(18,324,431)	\$(15,508,006)	\$(15,722,453)	\$(214,447)
Total	\$22,596,403	\$25,396,228	\$23,162,178	\$(2,234,050)

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1995-96 budgeted revenues will be \$2,234,050 (8.8%) less than FY 1994-95, primarily due to the loss of revenue and interest earned from the Equipment Internal Service Fund (ISF) as a result of the transfer of DPW Fleet Services staff to the Department of General Services. Part of this revenue reduction is offset by an increase in State Gas Tax.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$126,225
Engineering/Industrial Equipment & Instruments	5,300
Special Departmental & Safety Equipment	46,000
Total	\$177,525

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: ROAD MAINTENANCE					
<u>% OF RESOURCES:</u> 78.6%					
<u>OUTCOME (Planned Result)</u>					
% of the County road miles maintained	N/A	N/A	99.9%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to maintain County road system	\$11,849,707	\$13,424,645	\$14,737,905	\$15,085,249	\$14,873,606
<u>OUTPUT (Service or Product)</u>					
Miles of road maintained	1,868	1,872	1,874	1,875	1,880
<u>EFFICIENCY (Output/Input)</u>					
Cost per mile of maintained road	\$6,134	\$6,974	\$7,745	\$7,886	\$7,720
<u>OUTPUT (Service or Product)</u>					
Miles of drainage channels cleaned	15.28	11.07	10.10	11.5	13.34
<u>EFFICIENCY (Output/Input)</u>					
Cost per mile of drainage channel cleaned	\$25,426	\$33,362	\$22,156	\$26,000	\$26,987
ACTIVITY B: TRAFFIC ENGINEERING					
<u>% OF RESOURCES:</u> 12.2%					
<u>OUTCOME (Planned Result)</u>					
% of Service Requests responded to within 10 working days	N/A	N/A	N/A	N/A	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process service requests	\$40,607	\$114,818	\$123,894	\$181,821	\$124,016
<u>OUTPUT (Service or Product)</u>					
Number of service requests received	301	297	291	300	296
<u>EFFICIENCY (Output/Input)</u>					
Average cost per service request received	\$135	\$387	\$426	\$606	\$419
ACTIVITY C: SPECIAL DISTRICTS					
<u>% OF RESOURCES:</u> 9.2%					
<u>OUTCOME (Planned Result)</u>					
% of Special Districts administered	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to administer the Special Districts	N/A	\$557,496	\$561,023	\$539,660	\$539,660

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<hr/>					
<u>OUTPUT (Service or Product)</u>					
CSA budgets prepared	N/A	85	99	100	100
<u>EFFICIENCY (Output/Input)</u>					
Cost per CSA budget prepared	N/A	\$385	\$368	\$323	\$323

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0390	Deputy County Engineer	1	1.00	0	0.00	\$72,602	\$0
2210	Deputy Director, Public Works	1	1.00	1	1.00	79,071	78,768
2302	Administrative Assistant III	2	2.00	1	1.00	92,326	45,983
2303	Administrative Assistant II	4	4.00	3	3.00	152,001	121,185
2304	Administrative Assistant I	1	1.00	1	1.00	34,069	34,069
2412	Analyst II	1	1.00	1	1.00	41,501	41,678
2416	Fuel Management Specialist	1	1.00	0	0.00	31,520	0
2510	Senior Account Clerk	1	1.00	0	0.00	23,949	0
2609	Fleet Standards Specialist II	1	1.00	0	0.00	36,574	0
2650	Stock Clerk	2	2.00	0	0.00	38,563	0
2655	Storekeeper III	1	1.00	0	0.00	28,120	0
2660	Storekeeper I	3	3.00	0	0.00	67,470	0
2700	Intermediate Clerk Typist	1	1.00	0	0.00	20,670	0
2730	Senior Clerk	4	4.00	4	4.00	92,517	92,145
2756	Administrative Secretary I	1	1.00	1	1.00	19,601	18,245
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,372
3555	Chief, Special Districts Admin	1	1.00	1	1.00	60,385	60,153
3615	Assistant Engineer	5	5.00	5	5.00	203,538	219,137
3635	Civil Engineer	7	7.00	7	7.00	346,333	353,312
3695	Junior Engineer	1	1.00	1	1.00	34,476	34,341
3699	Chief, Safety & Loss Mitigation	1	1.00	1	1.00	59,885	65,581
3700	Principal Civil Engineer	3	3.00	2	2.00	207,393	137,728
3720	Senior Civil Engineer	3	3.00	3	3.00	179,655	178,962
3780	Assistant Surveyor	1	1.00	1	1.00	43,911	43,740
3795	Construction Technician	1	1.00	1	1.00	50,738	50,542
3810	Engineering Aide	1	1.00	1	1.00	23,846	24,984
3812	Engineering Technician III	5	5.00	5	5.00	187,795	193,733
3813	Engineering Technician II	3	3.00	3	3.00	103,428	103,023
3814	Engineering Technician I	1	1.00	1	1.00	30,503	30,383
3814	Land Development Processing Super	1	1.00	1	1.00	42,952	43,740
3930	Litigation Investigator	1	1.00	1	1.00	46,813	46,632
5761	Traffic Safety Investigator	2	2.00	2	2.00	92,470	93,264
5920	Electrician	1	1.00	1	1.00	33,575	33,443
5970	Sign Painter	1	1.00	1	1.00	31,842	31,716
5999	Assistant Division Road Super.	2	2.00	2	2.00	104,312	95,900
6005	Division Road Superintendent	2	2.00	2	2.00	112,254	111,818
6007	Road Maintenance Superintendent	1	1.00	1	1.00	55,783	64,812
6018	Preventative Maintenance Coord.	1	1.00	1	1.00	40,705	40,805
6019	Road Crew Supervisor	18	18.00	18	18.00	718,982	716,114
6023	Road Maintenance Worker	6	6.00	6	6.00	117,689	129,391
6026	Road Structures Worker II	4	4.00	4	4.00	138,992	134,240
6027	Road Structures Worker III	1	1.00	1	1.00	37,456	37,309
6028	Road Structures Supervisor	1	1.00	1	1.00	40,238	40,081
6035	Equipment Operator	109	109.00	107	107.00	3,299,734	3,299,251
6036	Senior Equipment Operator	20	20.00	20	20.00	702,040	699,280
6102	Chief, Fleet Operations	1	1.00	0	0.00	56,127	0
6108	Senior Equipment Mechanic	3	3.00	0	0.00	107,487	0
6110	Equipment Mechanic	16	16.00	0	0.00	539,183	0
6120	Equipment Service Technician II	2	2.00	0	0.00	43,182	0
6130	Equipment Shop Supervisor	3	3.00	0	0.00	118,197	0
6164	Traffic Signal Technician III	1	1.00	1	1.00	38,234	38,084
6180	Welder	3	3.00	0	0.00	100,413	0
9999	Extra Help	21	10.50	20	10.00	442,102	244,678
Total		280	269.50	235	225.00	\$9,448,676	\$7,853,622

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
	Salary Adjustments:					\$467,695	\$234,706
	Premium/Overtime Pay:					258,000	218,482
	Employee Benefits:					2,735,566	2,692,637
	Salary Savings:					(260,360)	(219,495)
	Total Adjustments					\$3,200,901	\$2,926,330
	Program Totals	280	269.50	235	225.00	\$12,649,577	\$10,779,952

PROGRAM: Land Development

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 20000
MANAGER: Dwight G. Smith

ORGANIZATION #: 5771, 5820
REFERENCE: 1995-96 Proposed Budget - Pg. 30-13

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 25680 (Streams and Flood Waters), 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); 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 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).

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,522,730	\$5,958,771	\$5,074,121	\$5,586,517	\$5,431,211	(2.8)
Services & Supplies	867,188	1,075,204	709,816	1,001,253	1,221,505	22.0
Fixed Assets	9,352	60,533	52,861	79,250	141,866	79.0
Operating Transfers	153,738	145,609	111,482	200,000	190,000	(5.0)
TOTAL DIRECT COST	\$7,553,008	\$7,240,117	\$5,948,280	\$6,867,020	\$6,984,582	1.7
PROGRAM REVENUE	(7,553,008)	(7,240,117)	(5,948,280)	(6,867,020)	(6,984,582)	1.7
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	135.75	124.00	97.75	107.50	104.50	(2.8)

PROGRAM MISSION

To process discretionary permits by reviewing and conditioning maps and plans; process map and plan checks by reviewing major and minor subdivisions, and records of survey for conformance with engineering standards, state laws and local ordinances; provide flood control management, project coordination and administration; perform all field, design, construction and photogrammetric surveying; maintain the vertical and horizontal control networks; and provide various cartography services including multi-purpose mapping, graphics, typesetting and blue line support through customer services requests.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

FY 1994-95 actual expenditures were under budget by \$918,740 (13.3%). Salaries and Benefits were under budget by \$512,396 (9.2%) due to several positions that were left unfilled and underfilled. Services and Supplies were under budget by \$291,437 (29.7%) owing to lower than anticipated expenditures for professional services and consultant contracts due primarily to the turn down in developer activity. Fixed Assets were under budget by \$26,389 (33.3%) owing to constraints in purchasing major EDP equipment. Operating Transfers were under budget by \$88,518 (44.3%) due to the lack of available revenue within the Survey Remonumentation Fund due to the lack of map recordations throughout the County.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved the goal to process 80% of initial reviews of discretionary permits within 90 days, by processing 92% of all discretionary permits within 90 days.

Achieved the goal to average no more than four reviews on each parcel map and five reviews on each final map, by implementing a Pre-Intake Meeting (PIM) to assist the developer prior to submittal of maps for review, resulting in a substantial decrease in the amount of re-submittals that are needed to finalize a map.

Achieved the goal to process map checks within 20 days, by beginning initial reviews on 99.7% of 303 minor subdivision maps and 97 major subdivision maps within 20 working days; and by checking 400 major and minor subdivision maps within 20 working days or less.

Achieved the goal to reduce the plan check backlog to 10 days, by working on the backlog as a result of the down turn in the economy and the subsequent reduction in maps and plans submitted for review, resulting in a reduction in the number of waiting days for map checks and an almost non-existent backlog.

Achieved the goal to maintain customer satisfaction ratings of 4 or better (on a scale of 5) for 80% of customers, by maintaining a customer satisfaction rating of 4.5 for 86% of the customers surveyed.

Achieved the goal 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, by having the Streamlining Sub-committee report to the Streamlining Committee after in-depth study of the activities conducted by both Departments.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Process 100% of land development discretionary permits within 90 work days.
 - a. Process 20 Tentative Map (TM) submittals.
 - b. Process 40 Tentative Parcel Map (TPM) submittals.
 - c. Process 30 Major Use Permit (MUP) submittals.
2. Process 100% of land development map checks within 20 work days.
 - a. Process 100 Major Subdivision submittals.
 - b. Process 300 Minor Subdivision submittals.
 - c. Process 760 Record of Survey submittals.
3. Process 100% of land development plan checks within 20 work days.
 - a. Process 110 Major Subdivision plan submittals.
 - b. Process 160 Minor Subdivision plan submittals.
 - c. Process 300 Grading Plan submittals.
4. Provide flood protection to 100% of the citizens in the unincorporated area.
 - a. Monitor 139 storm/data stations.
 - b. Manage 267 miles of floodplains/alluvial fans.
 - c. Monitor 25 stormwater quality dry weather testing stations.
5. Complete 100% of survey units budgeted.
 - a. Survey 65 miles.
 - b. Set 510 aerial targets.
 - c. Set 800 survey monuments.
6. Complete 75% of requests for cartography services within three work days.
 - a. Respond to 11,500 requests for services.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

This program provides services primarily to developers in the private sector. Workload is dependent on general economic fluctuations which impact the land development, construction and housing industries. The activities of this program are summarized as follows:

1. Development Requirements [17.00 SY; E = \$1,188,631; R = \$1,188,631] 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; coordinating regional transportation planning; and assisting the public by answering questions concerning land development and discretionary permits. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Increasing 1.00 staff year.
 - Increasing \$188,575 in total expenditures.

There is no Met General Fund Contribution in this activity.

2. Map Processing [10.50 SY; E = \$941,529; R = \$941,529] including map processing of major and minor subdivision and Record of Survey Maps for conformance with the State Subdivision Map Act, State Land Surveyors Act, San Diego County Subdivision Ordinance and the project conditions of approval; providing public/professional information regarding the land development process and general questions regarding land surveying; and providing staffing support to the General Fund Activity Program. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Decreasing 1.00 staff year.
- Decreasing \$87,661 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Improvements and Grading [19.00 SY; E = \$1,074,999; R = \$1,074,999] 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; and providing staffing for indirect developer activities. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Decreasing 3.00 staff years.
- Decreasing \$164,557 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Flood Control Engineering [8.00 SY; E = \$563,500; R = \$563,500] including Flood Plain Management; administration of the National Flood Insurance Program; reviewing Federal Emergency Management Agency (FEMA) floodplain and alluvial fan map studies; maintaining and collecting hydrographic data from rain and stream gauges for publication of official hydrology and storm reports; maintaining and operating the County's ALERT Storm/Data System; performing drainage design and review of flood hazards to land development; and providing staff support to the San Diego County Flood Control District Advisory Commission for management, project coordination and administration. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by revenue program .
- Unchanged with respect to staffing.
- Increasing \$13,832 in total expenditures.

There is no Net General Fund Contribution in this activity.

5. Field Surveys [21.50 SY; E = \$1,433,394; R = \$1,433,394] including performing all field, design, construction, property, as-built and photogrammetric surveys; and maintaining the County's vertical control network (benchmark), horizontal control network (Cal Coordinate Sys) and County Base Map System. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Unchanged with respect to staff years.
- Increasing \$58,675 in total expenditures.

There is no Net General Fund Contribution in this activity.

6. Cartography [28.50 SY; E = \$1,592,529; R = \$1,592,529] including providing multi-purpose mapping, graphics, typesetting, photo-reproduction and blueline support services to the public and all County Departments. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Unchanged with respect to staff years.
- Increasing \$118,698 in total expenditures.

There is no Net General Fund Contribution in this activity.

7. Survey Remonumentation Fund [0.00 SY; E = \$190,000; R = \$190,000] including preserving and maintaining boundary control monumentation in the County. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Decreasing \$10,000 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
TAXES:				
Sales and Use Tax - TDA	\$114,910	\$120,000	\$170,000	\$50,000
TransNet Sales Tax	334,352	332,250	533,000	200,750
TransNet Exchange	35,427	20,000	35,000	15,000
Sub-Total	\$484,689	\$472,250	\$738,000	\$265,750
INTERGOVERNMENTAL REVENUE:				
Federal Aid - Bridges/FHWA	\$39,328	\$10,248	\$9,019	\$(1,229)
Federal Aid - Rain Damage	27,806	0	0	0
Federal Construction - Other	2,479	15,541	0	(15,541)
Other Governmental Agencies	5,443	50,000	120,000	70,000
CDBG	60,180	94,800	0	(94,800)
Sub-Total	\$135,236	\$170,589	\$129,019	\$(41,570)
CHARGES FOR SERVICES:				
Fees/Services to Property Owners	\$1,061,419	\$2,052,500	\$2,158,537	\$106,037
Interest on Developers' Deposits	(84,687)	800,000	800,000	0
Survey Monument Preservation Fee	101,452	100,000	100,000	0
Other County Departments & Funds	1,919,736	1,619,080	1,871,732	252,652
Enterprise Funds	450,372	961,151	807,450	(153,701)
Sub-Total	\$3,448,292	\$5,532,731	\$5,737,719	\$204,988
OTHER REVENUE/FUNDING SOURCES:				
Operating Transfers (SRF)	\$111,482	\$200,000	\$190,000	\$(10,000)
Taxable Sales	(112,080)	5,000	5,000	0
Fund Balance (Survey Remuneration Fund)	11,176	100,000	90,000	(10,000)
Allocated Road Fund Revenues	1,869,485	386,450	94,844	(291,606)
Sub-Total	\$1,880,063	\$691,450	\$379,844	\$(311,606)
Total	\$5,948,280	\$6,867,020	\$6,984,582	\$117,562

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue from taxes is expected to increase by \$265,950 (56%) due to budgeted TDA and Transnet projects. Intergovernmental Revenue is expected to decrease by \$41,570 (24%) due to a reduction in available Federal and state funds for projects. Charges for services to private developer and property owners will be relatively unchanged with only a \$204,988 (4%) increase. As in past years, interest on Developer's 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

Category	Total Cost
Office Equipment - General	\$33,700
Data Processing Equipment	90,966
Engineering/Industrial Equipment & Instruments	2,500
Laboratory Instruments & Equipment	14,700
Total	\$141,866

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: DEVELOPMENT REQUIREMENTS					
% OF RESOURCES: 17.0%					
<u>OUTCOME (Planned Result)</u>					
% of discretionary permits processed within 90 days	N/A	N/A	100%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process discretionary permits	N/A	N/A	\$308,013	\$313,250	\$374,000
<u>OUTPUT (Service or Product)</u>					
Tentative Map (TM) submittals	N/A	N/A	55	60	60
<u>EFFICIENCY (Output/Input)</u>					
Cost per TM processed	N/A	N/A	\$3,832	\$3,500	\$3,900
<u>OUTPUT (Service or Product)</u>					
Tentative Parcel Map (TPM) submittals	N/A	N/A	99	80	80
<u>EFFICIENCY (Output/Input)</u>					
Cost per TPM submitted	N/A	N/A	\$536	\$650	\$700
<u>OUTPUT (Service or Product)</u>					
Major Use Permit (MUP) submittals	N/A	N/A	49	45	45
<u>EFFICIENCY (Output/Input)</u>					
Cost per MUP submittal	N/A	N/A	\$902	\$1,200	\$1,200
ACTIVITY B: MAP PROCESSING					
% OF RESOURCES: 13.5%					
<u>OUTCOME (Planned Result)</u>					
% of Major Subdivisions processed within 20 working days	N/A	N/A	100%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process Major Subdivisions	N/A	N/A	\$199,238	\$220,000	\$250,000
<u>OUTPUT (Service or Product)</u>					
Major Subdivision submittals	N/A	115	97	110	100
<u>EFFICIENCY (Output/Input)</u>					
Cost per Major Subdivision submitted	N/A	N/A	\$2,054	\$2,000	\$2,500
<u>OUTCOME (Planned Result)</u>					
% of Minor Subdivisions processed within 20 working days	N/A	N/A	99.7%	99%	99%

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process Minor Subdivisions	N/A	N/A	\$156,954	\$174,200	\$195,000
<u>OUTPUT (Service or Product)</u>					
Minor Subdivision submittals	N/A	361	303	335	300
<u>EFFICIENCY (Output/Input)</u>					
Cost per Minor Subdivision submitted	N/A	N/A	\$518	\$520	\$650
<u>OUTCOME (Planned Result)</u>					
% of Records of Survey processed within 20 working days	N/A	N/A	98.3%	95%	95%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process Records of Survey	N/A	N/A	\$101,805	\$97,875	\$136,800
<u>OUTPUT (Service or Product)</u>					
Record of Survey submittals	N/A	717	703	675	760
<u>EFFICIENCY (Output/Input)</u>					
Cost per Record of Survey submitted	N/A	N/A	\$145	\$145	\$180
ACTIVITY C: IMPROVEMENTS AND GRADING					
% OF RESOURCES: 15.4%					
<u>OUTCOME (Planned Result)</u>					
% of plan checks processed within 20 working days	N/A	N/A	100%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process plan checks	N/A	N/A	\$186,977	\$178,600	\$186,300
<u>OUTPUT (Service or Product)</u>					
Major Subdivision plan submittals	N/A	120	112	110	110
<u>EFFICIENCY (Output/Input)</u>					
Cost per Major Subdivision plan processed	N/A	N/A	\$734	\$680	\$750
<u>OUTPUT (Service or Product)</u>					
Minor Subdivision plan submittals	N/A	217	166	160	160
<u>EFFICIENCY (Output/Input)</u>					
Cost per Minor Subdivision plan processed	N/A	N/A	\$175	\$180	\$180
<u>OUTPUT (Service or Product)</u>					
Grading Plan submittals	N/A	349	320	300	300

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>EFFICIENCY (Output/Input)</u>					
Cost per Grading Plan processed	N/A	N/A	\$237	\$250	\$250
ACTIVITY D: FLOOD CONTROL ENGINEERING					
<u>% OF RESOURCES: 8.1%</u>					
<u>OUTCOME (Planned Result)</u>					
% of the unincorporated area in which flood control services are provided	N/A	N/A	N/A	N/A	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost per citizen to provide flood control protection	N/A	N/A	N/A	N/A	\$1.86
<u>OUTPUT (Service or Product)</u>					
Number of storm/data stations monitored	N/A	N/A	N/A	N/A	139
<u>EFFICIENCY (Output/Input)</u>					
Cost per storm/data station monitored	N/A	N/A	N/A	N/A	\$865
<u>OUTPUT (Service or Product)</u>					
Miles of floodplains/alluvial fans managed	N/A	N/A	N/A	N/A	267
<u>EFFICIENCY (Output/Input)</u>					
Cost per mile of floodplain managed	N/A	N/A	N/A	N/A	\$815
<u>OUTPUT (Service or Product)</u>					
Numbered of stormwater quality dry weather testing stations	N/A	N/A	N/A	N/A	25
<u>EFFICIENCY (Output/Input)</u>					
Cost per stormwater quality testing station monitored	N/A	N/A	N/A	N/A	\$240
ACTIVITY E: FIELD SURVEYS					
<u>% OF RESOURCES: 23.4%</u>					
<u>OUTCOME (Planned Result)</u>					
% of miles surveyed	N/A	N/A	98%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Annual cost to survey miles	N/A	N/A	\$395,576	\$396,500	\$396,500
<u>OUTPUT (Service or Product)</u>					
Miles surveyed	N/A	64	64	65	65

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>EFFICIENCY (Output/Input)</u>					
Cost per mile surveyed	N/A	N/A	\$6,134	\$6,100	\$6,100
<u>OUTCOME (Planned Result)</u>					
% of Aerial targets set	N/A	N/A	95%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Annual cost to set Aerial targets	N/A	N/A	\$26,023	\$28,325	\$28,050
<u>OUTPUT (Service or Product)</u>					
Aerial targets set	N/A	528	491	515	510
<u>EFFICIENCY (Output/Input)</u>					
Cost per Aerial target	N/A	N/A	\$53	\$55	\$55
<u>OUTCOME (Planned Result)</u>					
% of survey monuments set	N/A	N/A	101%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Annual cost to set survey monuments	N/A	N/A	\$164,544	\$161,500	\$152,000
<u>OUTPUT (Service or Product)</u>					
Survey monuments set	N/A	861	857	850	800
<u>EFFICIENCY (Output/Input)</u>					
Cost per survey monument	N/A	N/A	\$192	\$190	\$190
ACTIVITY F: CARTOGRAPHY					
<u>% OF RESOURCES: 22.8%</u>					
<u>OUTCOME (Planned Result)</u>					
% of requests responded to within 3 working days	N/A	75%	75%	75%	75%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to provide cartography services	N/A	\$1,321,815	\$1,473,831	\$1,475,992	\$1,592,529
<u>OUTPUT (Service or Product)</u>					
Requests for cartography services	N/A	14,380	11,621	11,500	11,500
<u>EFFICIENCY (Output/Input)</u>					
Cost per cartography request	N/A	N/A	\$117	\$115	\$115

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2210	Deputy Director, Public Works	1	1.00	1	1.00	\$79,071	\$78,766
2303	Administrative Assistant II	2	2.00	2	2.00	77,111	76,809
2357	Photo Audio-Visual Specialist	1	1.00	1	1.00	39,181	39,644
2700	Intermediate Clerk Typist	3	3.00	3	3.00	60,108	59,865
2730	Senior Clerk	0	0.00	1	1.00	0	22,762
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,372
2761	Group Secretary	1	1.00	0	0.00	23,228	0
3009	Word Processor Operator	1	1.00	1	1.00	23,739	23,646
3518	Cartographer	1	1.00	1	1.00	48,483	48,294
3586	Chief, Mapping Section	1	1.00	1	1.00	53,389	53,180
3615	Assistant Engineer	8	8.00	8	8.00	359,082	358,652
3635	Civil Engineer	6	6.00	6	6.00	299,793	303,252
3650	Associate Structural Engineer	0	0.00	1	1.00	0	42,616
3655	Associate Transportation Spec.	1	1.00	3	3.00	43,389	132,491
3700	Principal Civil Engineer	3	3.00	2	2.00	207,393	137,726
3705	Principal Land Surveyor	1	1.00	1	1.00	58,574	68,863
3720	Senior Civil Engineer	4	4.00	4	4.00	239,540	238,616
3728	Senior Land Surveyor	2	2.00	2	2.00	119,770	119,308
3779	Junior Surveyor	9	9.00	9	9.00	338,881	344,457
3780	Assistant Surveyor	9	9.00	9	9.00	408,351	406,758
3785	Land Surveyor	5	5.00	5	5.00	253,690	248,343
3800	Drafting Technician III	4	4.00	4	4.00	137,904	137,364
3801	Drafting Technician II	10	10.00	10	10.00	304,276	298,957
3803	Hydrographic Instrument Tech	1	1.00	1	1.00	39,967	39,811
3805	Cartographic Reproduction Tech.	2	2.00	2	2.00	60,811	60,766
3810	Engineering Aide	4	4.00	3	3.00	102,121	75,582
3812	Engineering Technician III	3	3.00	2	2.00	113,635	79,622
3813	Engineering Technician II	8	8.00	6	6.00	242,576	190,780
3814	Engineering Technician I	6	6.00	5	5.00	165,080	140,066
3817	Graphic Artist	3	3.00	3	3.00	95,248	96,409
3818	Graphic Supervisor	1	1.00	1	1.00	35,955	35,814
3819	Mapping Supervisor	2	2.00	2	2.00	79,968	79,656
5970	Sign Painter	1	1.00	1	1.00	31,842	31,716
9999	Extra Help	5	2.50	5	2.50	60,544	44,440
Total		110	107.50	107	104.50	\$4,228,174	\$4,140,403
Salary Adjustments:						\$208,387	\$51,968
Premium/Overtime Pay:						54,000	0
Employee Benefits:						1,214,041	1,354,475
Salary Savings:						(118,085)	(115,635)
Total Adjustments						\$1,358,343	\$1,290,808
Program Totals		110	107.50	107	104.50	\$5,586,517	\$5,431,211

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); 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); Public Resources Code, Section 21000 (Environmental Quality Act); 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).

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,460,228	\$6,110,971	\$5,887,799	\$6,384,828	\$6,309,729	(1.2)
Services & Supplies	10,369,695	11,987,998	12,989,448	32,490,593	47,180,571	45.2
Other Charges	704,232	848,602	1,665,806	9,755,000	11,796,500	20.9
Fixed Assets	71,643	34,385	80,224	185,141	145,704	(21.3)
Operating Transfers	0	0	2,364	30,700	7,700	(74.9)
TOTAL DIRECT COST	\$16,605,798	\$18,981,956	\$20,625,641	\$48,846,262	\$65,440,204	34.0
PROGRAM REVENUE	(16,605,798)	(18,981,956)	(20,625,641)	(48,846,262)	(65,440,204)	34.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	105.25	111.00	102.25	111.00	109.50	(1.4)

PROGRAM MISSION

To provide safe, efficient and cost-effective roads, facilities and projects by coordinating the selection, prioritization, and funding of County transportation projects, by the design and construction of County public works facilities, by obtaining environmental clearance on public works and other County department projects, and by achieving community goals and County programs through the utilization of autocad or other automated project tracking systems.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

FY 1994-95 actual expenditures were under budget by \$28,220,621 (57.8%). Salaries and Benefits were underspent by \$497,029 (7.8%) due primarily to 11 positions which were left vacant due to project delays. Services and Supplies were underspent by \$19,501,145 (60.0%) because of construction contracts which were not awarded due to delays in acquiring right-of-way and delays in receiving proper environmental clearances. Other Charges were underspent by \$8,089,194 (82.9%) due to right-of-way acquisitions being delayed. Fixed Assets were underspent by \$104,917 (56.7%) due to the delay in the installation of a Local Area Network until after the removal of asbestos from the site.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Partially achieved goal of producing engineering designs or specifications for 24 TRANSNET and 26 Gas Tax projects, by awarding a total of 22 road and bridge construction contracts.

Achieved goal to inspect 100% of all public works projects to insure that standards of safety and quality of construction were met.

Achieved goal to attend meetings of community planning and sponsor groups to receive input and feedback regarding existing and proposed County public works facilities.

Achieved goal to coordinate the efforts of environmental clearances and required mitigation measures with construction activities to facilitate public works project timelines.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Award or advertise 100% of budgeted major road and bridge construction contracts.
 - a. Award 56 construction contracts.

2. Inspect 100% of budgeted road and bridge construction projects.
 - a. Inspect an average of 17 road and bridge projects per month.
3. Respond to 100% of assigned road project environmental service requests.
 - a. Assign 52 road project environmental service requests.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Environmental Services [14.50 SY; E = \$865,263; R = \$865,263] including assuring that all necessary environmental documents are prepared for most DPW projects and for all environmental-related permits, such as Fish and Game and Army Corps of Engineer permits. The unit also has responsibility for the Other Agency Review Program and for vegetation mapping for the County Open Space Program. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Increasing 0.50 staff years for temporary extra help.
 - Decreasing \$30,214 in total expenditures.

There is no Net General Fund Contribution in this activity.

2. Engineering Design [42.50 SY; E = \$3,012,199; R = \$3,012,199] including general engineering design for all roads, bridges, and County projects; maintaining and updating regional standard drawings; providing engineering and consulting assistance to other County Departments; and soliciting, negotiating and administering consultant construction and service contracts. The Contracting Section aggressively searches for new minority-owned and women-owned firms; provides certification assistance and promotion of their participation by contracting eligible minority/women-owned firms on each project. The Contracting Section insures that participation of minority-owned, women-owned and small businesses in Public Works contracts either meets or exceeds the County's overall goals. This Section also assists non-minority firms in locating subcontractors which are minority business enterprises, women business enterprises and small businesses. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Decreasing 1.00 staff year.
 - Increasing \$28,374 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Construction Engineering [52.50 SY; E = \$3,360,542; R = \$3,360,542] 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. This activity is:
 - Mandated/Discretionary Service Level with respect to inspection of improvement plans, permits, construction projects, and Watercourse Enforcement.
 - Offset 100% by program revenue.
 - Decreasing 1.00 staff year.
 - Decreasing \$97,816 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Construction Contracts/Materials/Right-of-Way [0.00 SY; E = \$58,202,200; R = \$58,202,200] including right-of-way acquisition and construction contract costs for road betterments, rehabilitation, and new construction of projects in the Roads Detailed Work Program. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Increasing \$16,693,598 in total project expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
TAXES:				
Sales and Use Tax-TDA	\$228,171	\$672,955	\$1,066,000	\$393,045
TransNet Sales Tax	6,994,964	25,124,229	40,247,999	15,123,770
TransNet Exchange	1,832,454	4,019,000	5,973,000	1,954,000
Sub-Total	\$9,055,589	\$29,816,184	\$47,286,999	\$17,470,815
LICENSES, PERMITS & USE OF PROPERTY:				
Licenses & Permits	\$42,616	\$47,762	\$44,000	\$(3,762)
Sub-Total	\$42,616	\$47,762	\$44,000	\$(3,762)
INTERGOVERNMENTAL REVENUE:				
Clean Air & Transportation Improvement Act	\$0	\$0	\$407,500	\$407,500
Local Partnership Funds - SB300	118,576	0	0	0
Federal Aid - Bridges/FHWA	915,354	1,264,164	549,760	(714,404)
Federal Aid - Rain Damage	491,513	0	0	0
Federal Construction - Other	143,825	165,840	1,477,206	1,311,366
Other Governmental Agencies	310,001	4,067,536	202,342	(3,865,194)
Aid from Other Cities	61,823	0	200,000	200,000
CDBG	579,339	1,042,816	1,515,500	472,684
Sub-Total	\$2,620,431	\$6,540,356	\$4,352,308	\$(2,188,048)
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$128,005	\$830,530	\$874,379	\$43,849
Other County Departments & Funds	1,704,618	1,172,148	1,302,483	130,335
Enterprise Funds	787,808	971,500	481,851	(489,649)
Sub-Total	\$2,620,431	\$2,974,178	\$2,658,713	\$(315,465)
OTHER REVENUE/FUNDING SOURCES:				
Other Revenues	\$(87,027)	\$0	\$0	\$0
Allocated Road Fund Revenues	6,373,601	9,467,782	11,098,184	1,630,402
Sub-Total	\$6,286,574	\$9,467,782	\$11,098,184	\$1,630,402
Total	\$20,625,641	\$48,846,262	\$65,440,204	\$16,593,942

* No County General Fund match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1995-96 revenue from taxes is expected to increase by \$17,470,815 (158.6%) due to an increase in TDA and Transnet projects budgeted this year. Intergovernmental Revenue is expected to decrease by \$2,188,048 (33.5%) due to a reduction in Federal aid for storm damage projects which had carried over from previous fiscal years.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$5,050
Data Processing Equipment	119,004
Engineering/Industrial Equip & Inst	19,150
Laboratory/Med/Instit Instruments & Furniture	2,500
Total	\$145,704

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: ENVIRONMENTAL SERVICES					
% OF RESOURCES: 1.3%					
OUTCOME (Planned Result)					
% of assigned road project requests serviced	N/A	86%	90%	100%	100%
EFFECTIVENESS (Outcome/Input)					
Cost for road project service requests	N/A	\$482,016	\$662,283	\$704,476	\$971,516
OUTPUT (Service or Product)					
Number of road project service requests assigned	N/A	56	63	53	52
EFFICIENCY (Output/Input)					
Cost per service request	N/A	\$8,608	\$10,520	\$13,292	\$18,683
ACTIVITY B: ENGINEERING DESIGN					
% OF RESOURCES: 4.6%					
OUTCOME (Planned Result)					
% of major contracts advertized and/or awarded	N/A	N/A	N/A	N/A	100%
EFFECTIVENESS (Outcome/Input)					
Cost to process contracts	N/A	N/A	N/A	N/A	\$177,084
OUTPUT (Service or Product)					
Number of budgeted contracts awarded	N/A	N/A	N/A	N/A	56
EFFICIENCY (Output/Input)					
Cost per contract processed	N/A	N/A	N/A	N/A	\$3,162
ACTIVITY C: CONSTRUCTION ENGINEERING					
% OF RESOURCES: 5.1%					
OUTCOME (Planned Result)					
% of Road and Bridge Construction Projects inspected	N/A	N/A	100%	N/A	100%
EFFECTIVENESS (Outcome/Input)					
Average cost per Road and Bridge Construction Project inspected	N/A	N/A	\$89,563	N/A	\$125,341

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>OUTPUT (Service or Product)</u>					
Average number of Road and Bridge Projects worked per month	N/A	N/A	19	N/A	17
<u>EFFICIENCY (Output/Input)</u>					
Average monthly value of Road and Bridge Projects under construction (millions)	N/A	N/A	\$17.2	N/A	\$16.9

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0390	Deputy County Engineer	1	1.00	0	0.00	\$72,935	\$0
2210	Deputy Director, Public Works	1	1.00	1	1.00	79,071	78,768
2303	Administrative Assistant II	2	2.00	1	1.00	83,684	41,678
2304	Administrative Assistant I	1	1.00	1	1.00	35,269	35,131
2412	Analyst II	2	2.00	2	2.00	113,414	75,489
2424	Public Works Program Coord. I	1	1.00	1	1.00	52,156	54,514
2700	Intermediate Clerk Typist	2	2.00	2	2.00	41,340	41,172
2730	Senior Clerk	4	4.00	4	4.00	91,416	92,214
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,660
2756	Administrative Secretary I	1	1.00	1	1.00	22,052	21,963
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,372
3514	Environmental Mgmt. Spec. III	1	1.00	1	1.00	40,082	45,983
3515	Environmental Mgmt. Spec. II	5	4.00	5	5.00	159,780	198,835
3516	Environmental Mgmt. Spec. I	1	1.00	2	2.00	35,374	68,190
3517	Environmental Mgmt. Coordinator	1	1.00	1	1.00	51,806	51,603
3615	Assistant Engineer	17	17.00	16	16.00	712,298	705,762
3635	Civil Engineer	15	15.00	15	15.00	749,739	753,511
3695	Junior Engineer	1	1.00	1	1.00	38,002	37,853
3700	Principal Civil Engineer	4	4.00	4	4.00	264,278	275,452
3720	Senior Civil Engineer	11	11.00	11	11.00	648,673	656,194
3735	Senior Structural Engineer	1	1.00	1	1.00	62,722	62,481
3750	Public Works Program Coord. II	1	1.00	1	1.00	58,942	54,533
3795	Construction Technician	6	6.00	6	6.00	303,549	303,252
3801	Drafting Technician II	1	1.00	1	1.00	26,310	30,383
3810	Engineering Aide	1	1.00	1	1.00	26,094	26,205
3812	Engineering Technician III	13	13.00	13	13.00	519,549	512,051
3813	Engineering Technician II	7	7.00	7	7.00	232,809	227,255
3814	Engineering Technician I	3	3.00	3	3.00	91,509	91,149
5585	Supervising Real Property Agent	1	1.00	1	1.00	54,278	41,101
6003	Right-of-Way/Utility Coordinator	1	1.00	1	1.00	54,409	56,803
9999	Extra Help	8	4.00	7	3.50	68,821	101,092
Total		116	111.00	113	109.50	\$4,843,605	\$4,793,649
Salary Adjustments:						\$312,924	\$42,484
Premium/Overtime Pay:						50,000	55,000
Employee Benefits:						1,311,544	1,549,708
Salary Savings:						(133,245)	(131,112)
Total Adjustments						\$1,541,223	\$1,516,080
Program Totals		116	111.00	113	109.50	\$6,384,828	\$6,309,729

PROGRAM: Management Services

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 40000
MANAGER: Tom Garibay

ORGANIZATION #: 5789, 5950
REFERENCE: 1995-96 Proposed Budget - Pg. 30-28

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); Public Utility Code, Section 21684 (Special Aviation Fund); Streets and Highways Code, Section 1622 (Road Fund), Section 2100 (Highway Users Tax Account), Section 5700 (County Engineer), 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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,183,895	\$3,596,869	\$3,043,793	\$3,318,915	\$3,380,255	1.8
Services & Supplies	7,182,188	5,756,754	6,362,315	7,935,583	7,300,583	(8.0)
Fixed Assets	47,685	196,890	80,023	105,473	376,145	256.6
Operating Transfers	0	0	47,218	69,600	0	(100.0)
TOTAL DIRECT COST	\$11,413,768	\$9,550,513	\$9,533,349	\$11,429,571	\$11,056,983	(3.3)
PROGRAM REVENUE	(11,413,768)	(9,550,513)	(9,533,349)	(11,429,571)	\$(11,056,983)	(3.3)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	78.75	72.00	61.00	66.50	68.00	2.3

PROGRAM MISSION

To provide overall management, leadership and technical support to the operating units within the department in order to facilitate the timely and cost-effective completion of projects and to provide accountability for public funds by utilizing project tracking and administrative/financial management systems.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

FY 1994-95 actual expenditures were under budget by \$1,895,502 (19.9%). Salaries and Benefits were under budget by \$274,402 (8.3%) due to vacant and underfilled positions. Services and Supplies were under budget by \$1,573,258 (19.8%) due mainly to reductions in A-87 External Overhead cost payments.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Department Administration and External Support [18.50 SY; E = \$6,246,994; R = \$6,246,994] 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:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Increasing 1.00 staff year, an Administrative Secretary II position needed to handle additional work load.
 - Decreasing \$1,090,063 in total expenditures.
 - Responsible for A-87 External Cost Allocation Plan payments to General Fund Departments and the Insurance Internal Service Fund (ISF) as follows:

A-87 EXTERNAL COST ITEM *	1993-94 Actual	1994-95 Budget	1995-96 Budget
Non-Allocation Plan Costs	\$ 86,459	\$ 0	\$ 0
Equipment Usage	4,596	1,430	76
Space Costs	49,427	49,330	47,754
EOMO	21,799	19,092	17,880
Liability Reserve	1,114,076	0	0
GS Record Management	39,044	116,066	99,604
CAO Executive	64,300	44,239	36,709
Civil Service Commission	12,553	11,177	11,428
A-87 Roll Forward	432,920	1,029,933	(568,163)
GS Real Property	0	532,220	566,515
DIS Communications	118,710	36,691	46,010
Auditor & Controller	365,710	563,720	458,437
Purchasing	322,271	160,246	143,291
GS Facilities Services/Maintenance	787,085	726,478	826,780
Telephone Services/Utilities	353,198	672,022	759,876
DIS Data Processing	349,417	422,910	381,915
Human Resources	176,000	174,255	126,475
Liability Insurance	1,296,822	0	0
County Counsel	406,288	400,088	379,022
Rents and Leases	274,250	273,030	274,249
Liability Insurance Premium	0	2,096,865	2,915,127
Total	\$6,274,925	\$7,329,792	\$6,522,985

* All A-87 costs are shown here. Some direct A-87 costs are budgeted in other Road Fund programs.

There is no Net General Fund Contribution in this activity.

2. Computer Services [16.00 SY; E = \$1,908,038; R = \$1,908,038] 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:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Decreasing 0.50 staff years, a half-time Computer Operations Specialist no longer needed due to the relocation of the VAX computer to DIS.
- Increasing \$101,108 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Project Services/Communications [7.00 SY; E = \$415,923; R = \$415,923] 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:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Increasing 1.00 staff year, a Public Information Specialist transferred from the Solid Waste Division.
- Increasing \$65,171 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Personnel/Payroll/Training [14.50 SY; E = \$893,963; R = \$893,963] including personnel, payroll, training, and safety functions. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Increasing 1.00 staff year, a Risk Analyst I required to assist with increased work load caused by mandated safety activities.
- Increasing \$7,535 in total expenditures.

There is no Net General Fund Contribution in this activity.

5. Financial Services [12.00 SY; E = \$695,559; R = \$695,559] including responsibilities for program and line-item budget preparation, fiscal analysis, expenditure and revenue monitoring, and conducting operational/management reviews. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Decreasing 1.00 staff year, an Intermediate Account Clerk no longer needed due to decreased workload by automation.
- Decreasing \$1,560 in total expenditures.

There is no Net General Fund Contribution in this activity.

6. Special Aviation Fund [0.00 SY; E = \$896,506; R = \$896,506] facilitates a pass through of State funds and grants for airport and aviation purposes at County airports to the Airport Enterprise Fund. Funds are expended for rehabilitation contracts, operations, and maintenance purposes. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Affected by changes in availability of State Funds and Grants.
- Increasing \$545,221 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
TAXES:				
TransNet Sales Tax	\$4,120	\$0	\$0	\$0
Sub-Total	\$4,120	\$0	\$0	\$0
FINES AND INTEREST:				
Vehicle Code Fines	\$11,394	\$7,500	\$7,500	\$0
Interest (Road Fund)	358,614	500,000	397,230	(102,770)
Interest (Special Aviation Fund)	3,452	27,467	13,990	(13,477)
Sub-Total	\$373,460	\$534,967	\$418,720	\$(116,247)
INTERGOVERNMENTAL REVENUE:				
Aid From Other Governments	\$84,295	\$2,529	\$2,712	\$183
Fed Aid - Airports (ADAP)	0	0	68,400	68,400
State Aid For Aviation	71,946	260,786	651,420	390,634
Sub-Total	\$156,241	\$263,315	\$722,532	\$459,217
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$185,302	\$172,777	\$251,185	\$78,408
Other County Departments & Funds	194,889	131,943	106,754	(25,189)
Enterprise Funds	1,156,716	1,705,183	1,602,232	(102,951)
Sub-Total	\$1,536,907	\$2,009,903	\$1,960,171	\$(49,732)
OTHER REVENUE/FUNDING SOURCES:				
Other Taxable Sales/Miscellaneous	\$55,268	\$0	\$0	\$0
Fund Balance required (Road Fund)	0	2,672,310	3,089,227	416,917
Fund Balance required (Special Aviation Fund)	3,763	63,032	88,516	25,484
Allocated Road Fund Revenues	7,403,590	5,886,044	4,777,817	(1,108,227)
Sub-Total	\$7,462,621	\$8,621,386	\$7,955,560	\$(665,826)
Total	\$9,533,349	\$11,429,571	\$11,056,983	\$(372,588)

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1995-96 program revenues are budgeted to decrease \$372,588 or 3.3% overall. Intergovernmental revenue has increased due to the increase in available state-reimbursed projects in the Special Aviation Fund.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0985	PW Policy & Resources Admin.	1	1.00	0	0.00	\$64,895	\$0
2113	Director, Public Works	1	1.00	1	1.00	98,970	99,649
2211	Assistant Director, Public Works	1	1.00	1	1.00	98,970	86,631
2303	Administrative Assistant II	2	2.00	2	2.00	83,684	83,356
2312	Departl Personnel & Trng Admin	1	1.00	1	1.00	57,483	57,261
2320	Personnel Aide	1	1.00	1	1.00	27,622	27,512
2328	Dept. Personnel Officer II	1	1.00	1	1.00	46,163	45,983
2337	Public Information Specialist	2	2.00	3	3.00	75,922	107,504
2338	Public Works Safety Coordinator	1	1.00	1	1.00	41,842	41,678
2364	Senior Personnel Analyst	1	1.00	1	1.00	46,163	45,983
2367	Principal Admin. Analyst	2	2.00	2	2.00	98,319	97,937
2405	Assistant Accountant	1	1.00	1	1.00	33,741	33,609
2411	Analyst I	1	1.00	1	1.00	29,730	35,131
2412	Analyst II	3	3.00	3	3.00	106,760	112,926
2413	Analyst III	3	3.00	3	3.00	130,312	130,864
2424	Public Works Program Coord. I	4	4.00	4	4.00	203,598	215,553
2425	Associate Accountant	1	1.00	1	1.00	36,751	36,979
2426	Assistant Systems Analyst	2	2.00	2	2.00	73,894	73,603
2427	Associate Systems Analyst	7	7.00	6	6.00	331,071	281,451
2441	Risk Analyst I	0	0.00	1	1.00	0	31,866
2471	EDP Systems Manager	1	1.00	1	1.00	64,917	64,664
2485	Distributed Network Tech II	1	1.00	1	1.00	28,084	27,973
2493	Intermediate Account Clerk	1	1.00	0	0.00	18,065	0
2510	Senior Account Clerk	1	1.00	1	1.00	23,355	20,655
2511	Senior Payroll Clerk	2	2.00	2	2.00	42,427	46,592
2525	Senior Systems Analyst	1	1.00	2	2.00	54,747	96,211
2550	Chief, Public Works Rev & Budget	1	1.00	1	1.00	57,483	57,261
2658	Storekeeper II	1	1.00	1	1.00	24,783	24,686
2660	Storekeeper I	1	1.00	1	1.00	22,490	19,403
2700	Intermediate Clerk Typist	3	3.00	4	4.00	62,010	76,959
2725	Principal Clerk I	1	1.00	1	1.00	31,465	31,139
2730	Senior Clerk	1	1.00	1	1.00	22,169	23,853
2745	Supervising Clerk	1	1.00	1	1.00	25,056	24,957
2756	Administrative Secretary I	1	1.00	0	0.00	22,052	0
275	Administrative Secretary II	1	1.00	2	2.00	25,474	47,335
2758	Administrative Secretary III	1	1.00	2	2.00	30,774	56,496
2759	Administrative Secretary IV	1	1.00	1	1.00	33,135	33,005
2769	Commission Secretary	1	1.00	0	0.00	30,774	0
3009	Word Processor Operator	1	1.00	1	1.00	23,739	23,646
3050	Offset Equipment Operator	1	1.00	1	1.00	23,157	23,064
3120	Departmental Computer Spec III	0	0.00	2	2.00	0	79,622
3812	Engineering Technician III	2	2.00	0	0.00	79,934	0
9999	Extra Help	11	5.50	12	6.00	121,413	132,815
Total		72	66.50	74	68.00	\$2,553,393	\$2,555,812
Salary Adjustments:						\$74,316	\$82,649
Premium/Overtime Pay:						11,000	3,000
Employee Benefits:						748,133	807,332
Salary Savings:						(67,927)	(68,538)
Total Adjustments						\$765,522	\$824,443
Program Totals		72	66.50	74	68.00	\$3,318,915	\$3,380,255

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 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).

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$524,541	\$701,625	\$715,156	\$710,921	\$710,437	(0.7)
Services & Supplies	57,303	30,726	50,836	50,607	119,648	135.4
Fixed Assets - Equipment	302	13,323	48,708	49,500	11,500	(76.4)
TOTAL DIRECT COST	\$582,146	\$745,674	\$814,700	\$811,028	\$841,585	3.3
PROGRAM REVENUE	(582,146)	(745,674)	(814,700)	(811,028)	(841,585)	3.3
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	10.75	11.75	12.00	12.00	12.00	0.0

PROGRAM MISSION

To provide transit services through operations of bus routes and development of transit centers by planning, writing, awarding, managing and monitoring contracts.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Salaries and Benefits actuals were greater than budget due to the inclusion of Salary Savings that were not realized. There were no staff changes, no vacancies and, therefore, no salary savings. This was partially offset by savings in premium pay.

ACHIEVEMENT OF 1994-95 OBJECTIVES

The goal to complete construction of the new Encinitas, Palomar College and Carlsbad Transit Centers and the expansion of the Oceanside Transit Center were all opened for service in February 1995, achieving 100% of that objective and the Bayfront Trolley Station parking lot expansion was also opened.

The goal to increase public ridership on the San Diego County Transit System by 5% was met, through an increase of 8.5% overall for 170% of the goal.

1995-96 OUTCOME AND OUTPUT PROGRAM OBJECTIVES

1. Increase public transit ridership on the San Diego County Transit System by 5%.
 - a. Manage 30 bus contracts for transit services.
 - b. Manage 22 transit center contracts.

1995-96 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Transit Services [12.00 SY; E = \$841,585; R = \$841,585] including contract administration of transit services in suburban and 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:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Unchanged with respect to staff years.
 - Increasing \$30,557 in total expenditures, primarily for costs relating to the Employee Transportation Coordinator activities.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
TAXES:				
TransNet Sales Tax	\$92,921	\$101,724	\$143,900	\$42,176
Sub-Total	\$92,921	\$101,724	\$143,900	\$42,176
CHARGES FOR CURRENT SERVICES:				
Other County Departments & Funds	\$277,584	\$337,617	\$321,466	\$(16,151)
Enterprise Funds	624,738	597,957	609,611	11,654
Sub-Total	\$902,322	\$935,574	\$931,077	\$(4,497)
OTHER REVENUE/FUNDING SOURCES:				
Allocated Road Fund Revenues	\$(180,543)	\$(226,270)	\$(233,392)	\$(7,122)
Sub-Total	\$(180,543)	\$(226,270)	\$(233,392)	\$(7,122)
Total	\$814,700	\$811,028	\$841,585	\$30,557

* No County General Fund match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Total revenues for FY 1995-96 are increasing \$30,557 or 3.8%. The 41.5% increase in Transnet Sales Tax revenue was provided to fund several new Employee Transportation projects for the County. Several small reductions in other revenue partially offset this increase.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$11,500
Total	\$11,500

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: TRANSIT SERVICES					
<u>% OF RESOURCES:</u>	100.0%				
<u>OUTCOME (Planned Result)</u>					
% increase in public transit ridership	10.7%	5.6%	8.5%	5%	5%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to increase public transit ridership	\$480,608	\$598,087	\$598,087	\$578,126	\$603,381
<u>OUTPUT (Service or Product)</u>					
Number of bus contracts managed	27	31	35	28	30
<u>EFFICIENCY (Output/Input)</u>					
Cost per bus contract managed	\$18,390	\$19,788	\$17,918	\$21,425	\$20,320
<u>OUTPUT (Service or Product)</u>					
Number of transit center contracts managed	22	23	22	23	22
<u>EFFICIENCY (Output/Input)</u>					
Cost per transit center contract managed	\$15,493	\$14,767	\$11,599	\$14,194	\$14,612

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2303	Administrative Assistant II	1	1.00	1	1.00	\$34,434	\$41,678
2337	Public Information Specialist	1	1.00	1	1.00	37,961	37,813
2412	Analyst II	1	1.00	1	1.00	41,842	41,678
2756	Administrative Secretary I	1	1.00	1	1.00	22,052	21,963
3654	Assistant Transportation Spec.	1	1.00	1	1.00	43,032	43,220
3655	Associate Transportation Spec.	3	3.00	3	3.00	143,903	148,198
3700	Principal Civil Engineer	1	1.00	1	1.00	69,131	68,863
3740	Senior Transportation Spec.	2	2.00	2	2.00	119,770	119,308
9999	Extra Help	2	1.00	2	1.00	23,296	21,631
Total		13	12.00	13	12.00	\$535,421	\$544,352
Salary Adjustments:						\$24,046	\$1,001
Premium/Overtime Pay:						20,000	14,000
Employee Benefits:						145,810	165,439
Salary Savings:						(14,356)	(14,355)
Total Adjustments						\$175,500	\$166,085
Program Totals		13	12.00	13	12.00	\$710,921	\$710,437

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); Health and Safety Code, Section 4700 (County Sanitation Districts); Water Code, Section 13000 et. seq. (Regional Water Quality); 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).

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Services & Supplies	\$1,048,125	\$979,819	\$1,382,610	\$1,542,637	\$1,402,669	(9.1)
Fixed Assets	0	0	0	23,700	29,400	24.1
TOTAL DIRECT COST	\$1,048,125	\$979,819	\$1,382,610	\$1,566,337	\$1,432,069	(8.6)
PROGRAM REVENUE	(823,298)	(763,336)	(693,670)	(990,319)	(995,560)	0.5
NET GENERAL FUND CONTRIBUTION	\$224,827	\$216,483	\$688,940	\$576,018	\$436,509	(24.2)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To protect, maintain and enhance the quality of life in San Diego County through administration and formation of special districts and cartography services, by responding to requests from the public and private sector for these services; to protect health and safety through the operation of sewer treatment and water systems at County detention facilities, by providing safe, efficient and cost effective operations pursuant to state laws; and to protect, maintain and enhance the quality of life in San Diego County through the operation of multi-modal transit center facilities, by managing these facilities under a joint financing partnership.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Total General Fund expenditures were \$183,727 (11%) under budget primarily due to revenue offset transit studies not being completed and savings associated with maintenance of the County's Transit Centers. Total General Fund program revenues were \$296,649 (29%) under budget primarily due to reduced revenue reimbursement for Transit Center Operations. The Net General Fund Contribution was \$112,922 (20%) over budget due to a combination of under realized revenues from Services to Others, unanticipated expenditures for land development support functions, and expenditure of prior year contract encumbrances.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved goal of completing investigations on 80% of all Grading Ordinance complaints within four working days, by completing investigations on 90% of 332 Grading Ordinance Complaints within four working days.

Achieved goal of responding to initial investigations on 90% of all requests for Special Districts formation within five working days, by responding to initial investigations on 100% of 25 requests for Special District formations within five working days.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Respond to 90% of initial requests for special district formations within five working days.
 - a. Respond to 17 requests for formation services.
 - b. Administer and manage 102 Special Districts and Service Areas after formation.
2. Respond to 97% of initial requests for cartography services within one working day.
 - a. Respond to 20,000 public contracts for mapping and graphics services.
3. Operate sewer treatment and water systems at detention facilities with a spillage rate of less than two spills per year.
 - a. Operate two wastewater treatment facilities.
 - b. Operate two water distribution systems.

1995-96 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Roads Support [0.00 SY; E = \$92,616; R = \$34,256] including formation and management of County Service Areas and Underground Utility Districts; response to citizen's requests for information and assistance in forming special districts and service areas; and replacement of hydrant markers for fire protection districts on County roads. This activity is:

- Discretionary/Mandated Service Level.
- Offset 37.0% by program revenue.
- Decreasing \$17,369 in total expenditures and decreasing \$22,708 in total revenues.
- Decreasing 0.25 in Road Fund SY equivalents for Roads support to the General Fund.

There is a Net General Fund Contribution of \$58,360 in this activity, an increase of \$5,339 from the \$53,021 Net General Fund Contribution budgeted in FY 1994-95.

2. Land Development Support [0.00 SY; E = \$149,236; R = \$149,236] including maps, mapping and cartographic services to all County Departments and the public; preparation of parcel map completion notices and purchase of replacement ALERT Storm/Data gauges and Stormwater Quality monitoring equipment. This activity is:

- Discretionary/Discretionary Service Level.
- Offset 100.0% by program revenue.
- Increasing \$4,585 in total expenditures and increasing \$4,585 in total revenues.
- Increasing 0.40 in Road Fund SY equivalents for Land Development support to the General Fund.

There is a Net General Fund Contribution of \$0 in this activity, unchanged from the \$0 Net General Fund Contribution budgeted in FY 1994-95.

3. Engineering Services Support [0.00 SY; E = \$0; R = \$0] including enforcement of the County Grading Ordinance and payment of the DPW General Fund Liability Insurance Premium. Grading Ordinance Enforcement functions have been transferred to the Department of Environmental Health for FY 1995-96. DPW General Fund Liability Insurance Premium has been eliminated for FY 1995-96. This activity is:

- Discretionary/Discretionary Service Level.
- Decreasing \$163,509 in total expenditures and decreasing \$24,000 in total revenues.
- Decreasing 1.25 in Road Fund SY equivalents for Engineering Services support to the General Fund.

There is a Net General Fund Contribution of \$0 in this activity, a decrease of \$144,444 from the \$144,444 Net General Fund Contribution budgeted in FY 1994-95.

4. Public Services Support [0.00 SY; E = \$812,068; R = \$812,068] including transit center operations in Escondido, Oceanside and Chula Vista, and future transit center development studies. This activity is:

- Discretionary/Discretionary Service Level.
- Offset 100% by program revenue.
- Increasing \$47,364 in total expenditures and increasing \$47,364 in total revenues.
- Decreasing 0.10 Road Fund FY equivalents for Public Services Support to the General Fund.

There is a Net General Fund Contribution of \$0 in this activity, unchanged from the \$0 Net General Fund Contribution budgeted in FY 1994-95.

5. Wastewater Management Support [0.00 SY; E = \$378,149; 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. This activity is:

- Discretionary/Discretionary Service Level.
- Offset 0% by program revenue.
- Decreasing \$404 in total expenditures.
- Increasing 0.24 in Liquid Waste Enterprise Fund SY equivalents for Wastewater Management support to the General Fund.

There is a Net General Fund Contribution of \$378,149 in this activity, a decrease of \$404 from the \$378,553 Net General Fund Contribution budgeted in FY 1994-95.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
TAXES AND USE OF PROPERTY:				
Sales & Use Tax - TDA	\$465,299	\$699,704	\$747,068	\$47,364
Rents & Concessions	99,971	65,000	65,000	0
Sub-Total	\$565,270	\$764,704	\$812,068	\$47,364
CHARGES FOR CURRENT SERVICES:				
Fees & Services to Property Owners	\$29,849	\$54,000	\$30,000	\$(24,000)
Other County Departments & Funds	28,086	65,664	48,656	(17,008)
Sub-Total	\$57,935	\$119,664	\$78,656	\$(41,008)
OTHER REVENUE/FUNDING SOURCES:				
Other Sales - Taxable	\$70,465	\$105,951	\$104,836	\$(1,115)
Sub-Total	\$70,465	\$105,951	\$104,836	\$(1,115)
Total	\$693,670	\$990,319	\$995,560	\$5,241

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$688,940	\$576,018	\$436,509	\$(139,509)
Total	\$688,940	\$576,018	\$436,509	\$(139,509)

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Total General Fund Program revenue for FY 1995-96 is unchanged overall from FY 1994-95. Revenue associated with Grading Ordinance Enforcement has been deleted and revenue from Services to Others has decreased. This revenue loss is offset by an increase from Transportation Development Act (TDA) revenue reimbursement for Transit activities. The Net General Fund Contribution is decreasing as a result of Grading Ordinance Enforcement functions being transferred to Environmental Health Services.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: ROADS SUPPORT					
% OF RESOURCES: 6.5%					
<u>OUTCOME (Planned Result)</u>					
% of initial requests responded to within five working days	N/A	100%	100%	95%	90%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process formations and to administer Special Districts	\$138,760	\$106,245	\$75,903	\$109,985	\$87,616
<u>OUTPUT (Service or Product)</u>					
Formation Requests processed	24	20	25	22	17
<u>EFFICIENCY (Output/Input)</u>					
Cost per Formation Request	\$3,430	\$3,396	\$1,990	\$2,391	\$3,176
<u>OUTPUT (Service or Product)</u>					
Special Districts administered	80	90	91	94	102
<u>EFFICIENCY/(Output/Input)</u>					
Cost per Special District administered and managed	\$567	\$426	\$287	\$446	\$189
ACTIVITY B: LAND DEVELOPMENT SUPPORT					
% OF RESOURCES: 10.4%					
<u>OUTCOME (Planned Result)</u>					
% of requests responded to within one working day	97.0%	97.0%	96.5%	97.0%	97.0%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process public requests	N/A	\$124,810	\$158,813	\$108,951	\$107,836
<u>OUTPUT (Service or Product)</u>					
Public contracts responded to	N/A	19,262	19,779	20,000	20,000
<u>EFFICIENCY (Output/Input)</u>					
Cost per public request responded to	N/A	N/A	\$9.02	\$9.99	\$9.00

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C:					
WASTEWATER MANAGEMENT SUPPORT					
<u>% OF RESOURCES:</u> 26.4%					
<u>OUTCOME (Planned Result)</u>					
Spillage rate	N/A	N/A	1	<2	<2
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to operate and maintain facilities	N/A	N/A	\$356,109	\$378,554	\$378,149
<u>OUTPUT (Service or Product)</u>					
Sewage Treatment Facilities operated	N/A	N/A	2	2	2
<u>EFFICIENCY (Output/Input)</u>					
Cost per sewage facility operated	N/A	N/A	\$146,005	\$155,378	\$153,996
<u>OUTPUT (Service or Product)</u>					
Water Treatment Facilities operated	N/A	N/A	2	2	2
<u>EFFICIENCY (Output/Input)</u>					
Cost per water facility operated	N/A	N/A	\$64,100	\$67,797	\$70,562

REGISTRAR OF VOTERS

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Registration	\$839,275	\$897,425	\$993,611	\$1,090,046	\$1,131,338	41,292	3.8
Elections	3,695,031	4,840,875	3,267,087	3,714,243	4,362,438	648,195	17.5
Administration	331,978	342,488	400,943	423,923	414,853	(9,070)	(2.1)
TOTAL DIRECT COST	\$4,866,284	\$6,080,788	\$4,661,641	\$5,228,212	\$5,908,629	\$680,417	13.0
PROGRAM REVENUE	(2,231,295)	(1,872,782)	(3,228,011)	(1,784,374)	(1,748,340)	36,034	(2.0)
NET GENERAL FUND COST	\$2,634,989	\$4,208,006	\$1,433,630	\$3,443,838	\$4,160,289	\$716,451	20.8
STAFF YEARS	91.92	104.29	83.11	96.42	100.79	4.37	4.5

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES ARE LISTED UNDER THE REGISTRATION AND ELECTIONS PROGRAMS.

REGISTRAR OF VOTERS

ADMINISTRATION

DEPARTMENT MANAGEMENT ELECTION PLANNING

Registrar	1.00
Assistant Registrar	1.00
Administrative Secretary III	1.00

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
Admin Sec I	1.00
Extra Help	.83

5 Permanent Positions
5.83 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 Super	1.00
Data Entry Oper	2.00
Extra Help	28.58

25 Permanent Positions
53.58 Staff Years

Computer Services

- ⇒ Data Processing
- ⇒ Programming
- ⇒ Systems Analysis
- ⇒ Computer Operations
- ⇒ Vote Counting

Sr Systems Analyst	1.00
Assoc Systems Analyst	1.00
Assist Systems Analyst	1.00
Sr Computer Oper	1.00
Computer Oper	2.00
Extra Help	1.00

6 Permanent Positions
7.0 Staff Years

Precinct Services

- ⇒ Polling Places
- ⇒ Officer Recruitment
- ⇒ Precinct Planning/Mapping
- ⇒ Voting Equip Assembly/
Maintenance
- ⇒ Warehouse

Division Chief, ROV	1.00
Elec Proc Supervisor	1.00
Elec Tech Coord	1.00
Prec Plan Tech III	1.00
Prec Plan Tech II	2.00
Prec Plan Tech I	2.00
Draft Tech II	1.00
Draft Tech I	1.00
Storekeeper I	1.00
Supervising Clerk	1.00
Senior Clerk	5.00
Extra Help	14.38

17 Permanent Positions
31.38 Staff Years

AUTHORITY: The Registration Program is authorized by Article II, Section 3 of the California State Constitution, and the California Elections Code sections 300 - 828.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$520,859	\$509,124	\$668,166	\$697,075	\$695,859	(0.2)
Services & Supplies	273,172	350,758	278,335	332,992	367,380	10.3
Other Charges	45,244	37,543	42,457	44,829	37,599	(16.1)
Fixed Assets	0	0	4,653	15,150	30,500	101.3
TOTAL DIRECT COST	\$839,275	\$897,425	\$993,611	\$1,090,046	\$1,131,338	3.8
PROGRAM REVENUE	(207,974)	(81,570)	(137,658)	(74,000)	(110,000)	48.6
NET GENERAL FUND CONTRIBUTION	\$631,301	\$815,855	\$855,953	\$1,016,046	\$1,021,338	0.5
STAFF YEARS	14.57	15.27	20.14	23.37	24.58	5.2

PROGRAM MISSION

To provide all eligible citizens of San Diego County with easily accessible, ongoing opportunities to register to vote, and to take part in the democratic process of citizen choice through elections and the petition process.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The estimated net cost of the Registration program is less than the budgeted amount due to two factors. The department received better than expected recovery of costs from the State for current year and prior year activities than expected. There was less program activity than budgeted, resulting in less labor and supply requirements, due to the State injunction on implementation of the National Voter Registration Act (aka "Motor Voter").

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. The objective to encourage voter registration drives in all areas of the community was met with the Registrars support of 18 different types of organizations from civic groups to petition circulators in their voter registration drives. These drives covered all areas of the County, produced 258,567 registrations or a 35% return on cards issued (Calendar year 1994).
2. The objective of maintaining 750 permanent voter registration sites was exceeded, with 776 sites established.
3. The objective to verify 250,000 petition, nomination and absentee voter signatures within statutory time limits was exceeded with 303,731 signatures verified.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Increase registration of the voting-eligible population of San Diego County by 1.2% from previous budget.
 - a. Provide ongoing supplies and registration materials at 1310 fixed public locations county-wide.
 - b. Provide 310 campaigns and candidates with training, materials and supplies to conduct voter registration drives.
2. Accurately maintain a registered voter data base of 1,290,000.
 - a. Enter 300,000 new voter registrations.
 - b. Change and cancel 190,000 voter registrations.
3. Process 475 petitions and incoming absentee ballots for two major elections.
 - a. Verify 115,000 state and local, nomination and in lieu petition signatures.
 - b. Verify 204,150 signatures on voted absentee ballots.

4. Daily provide timely election and voter registration information for 1,850,000 citizens eligible to be registered voters.
 - a. Respond to 150,000 telephone, counter and correspondence inquiries from the public.
 - b. Provide 5,260 copies of voter registration information to the individuals and/or organizations authorized by law to receive such information.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The CAO's budget for the year-round Registration program, summarized below, reflects stable costs for Salaries and Benefits. Increased costs for Services and Supplies are due to the anticipated increase in voter registration and petition activity which typically occurs in the odd/even fiscal year, requiring more postage and supplies. All local and state petitions for the March 1995 Primary and November 1996 General Election will be filed and verified during the 1995-96 fiscal year.

Addressed in the department's budget request is the required implementation of the National Voter Registration Act of 1993 ("Motor Voter") which mandates every DMV and certain Social Services applicants receive a voter registration form along with the driver's license application/renewal or application for benefits. The Registrar conservatively estimates that the anticipated increase in voter registration activity (both from new registrants and duplicate registrations) will require approximately \$72,450 for temporary staff to assist in processing the greater volume of voter registration affidavits. The increased activity will come in the form of several thousand more voter registration forms arriving each week from the Department of Motor Vehicles and other NVRA sources, beginning in mid-June 1995. At this time the Board of Supervisors has declined to approve this unfunded Federal/State mandate.

The activities of this program are summarized as follows:

1. Registration of Eligible Population and Community Development [2.26 SY; E = \$104,015; R = \$30,000] including distribution and receipt of voter registration affidavits, is:
 - o Mandated/Mandated Service Level.
 - o Offset 28.8% by program revenue.
 - o Able to distribute 600,000 and receive 300,000 new affidavits of registration; and provide registration drive services to 310 candidates and campaigns.
2. Processing Affidavits [14.45 SY; E = \$665,112; R = \$60,000] 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 9.0% by program revenue.
 - o Able to process 300,000 new affidavits, and update 190,000 address changes to voters' registrations.
3. Signature Verification [5.50 SY; E = \$253,594; R = \$0] including verifying absentee ballot signatures and counting and verifying petition signatures, is:
 - o Mandated/Mandated Service Level.
 - o Has no offsetting revenue (however Absentee cost recovery includes substantial state reimbursement for signature verification and is consolidated in the Elections program).
 - o Able to verify 204,150 absentee signatures; receive and count 500,000 petition signatures; and verify 115,000 petition signatures.
4. Public Record Activity [2.37 SY; E = \$108,617; R = \$20,000] including providing election information to citizens over the counter, by mail, and by telephone, and producing certified copies of registrations for individuals is:
 - o Mandated/Mandated Service Level.
 - o Offset 18.4% by program revenue.
 - o Able to respond to 150,000 public inquiries and provide 5,260 certified copies of affidavits.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Outreach and Community Development	45,586	20,000	30,000	10,000
Post-Election Registration Verification	0	0	0	0
Recovered Postal Expenditures	74,247	34,000	60,000	26,000
Sale of Certified Copies of Affidavits of Registration	15,433	20,000	20,000	0
Signatures in Lieu of Filing Fees	2,392	0	0	0
Sub-Total	\$137,658	\$74,000	\$110,000	\$36,000
Total	\$137,658	\$74,000	\$110,000	\$36,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$855,953	\$1,016,046	\$1,021,338	5,292
Sub-Total	\$855,953	\$1,016,046	\$1,021,338	\$5,292
Total	\$855,953	\$1,016,046	\$1,021,338	\$5,292

EXPLANATION/COMMENT ON PROGRAM REVENUES

As expected, the state continues to suspend funding for the post election registration verification mandate. However, the Registrar will conduct a National Change of Address (NCOA) residency confirmation at County expense because the cost of doing the purge will be significantly less than the added costs of printing extra sample ballots, added postage, and additional polls locations for an inflated registered voter roll.

FIXED ASSETS

Category	Total Cost
Computer Disk Sub-system. Cost divided with Elections Program. To meet data volume of 1996 Presidential elections.	\$22,500
Reader Printers To replace machines which can no longer be repaired.	8,000
Total	\$30,500

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: REGISTERING THE ELIGIBLE POPULATION					
% OF RESOURCES: 9%					
<u>OUTCOME (Planned Result)</u>					
Increase Voter Registration by 1.2%	72.93%	74.3%	75.1%	75.9%	77.1%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Increase	\$78,053	\$82,563	\$68,204	\$93,752	\$104,015
<u>OUTPUT (Service or Product)</u>					
Provide Supplies to Fixed Locations and Campaigns	748	763	1,083	1,007	1,310
<u>EFFICIENCY (Input/Output)</u>					
Cost per Location/Campaign Supplied	\$111.98	\$108.21	\$62.98	\$93.10	\$79.40
ACTIVITY B: PROCESSING AFFIDAVITS					
% OF RESOURCES: 59%					
<u>OUTCOME (Planned Result)</u>					
Maintain Voter Registration Files	1,382,383	1,289,608	1,344,733	1,290,000	1,290,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Voter File	\$.35	\$.37	\$.40	\$.53	\$.52
<u>OUTPUT (Service or Product)</u>					
# of Add & Change File Transactions	464,250	335,250	334,714	340,000	490,000
<u>EFFICIENCY (Input/Output)</u>					
Net Cost per Transaction	\$1.05	\$1.43	\$1.63	\$2.02	\$1.36
ACTIVITY C: VERIFY SIGNATURES					
% OF RESOURCES: 22%					
<u>OUTCOME (Planned Result)</u>					
Comply with State Law Regarding Petition and Absentee Signature Verification	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost for Compliance	\$190,515	\$204,613	\$193,754	\$212,692	\$253,594
<u>OUTPUT A (Service or Product)</u>					
Petition Signatures Verified	6,273	69,165	75,685	3,300	115,000

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>OUTPUT B (Service or Product)</u>					
AV Signatures Verified	244,506	325,749	228,046	240,000	204,150
<u>TOTAL OUTPUT (Services and Products)</u>					
All Signatures Verified	250,779	394,914	303,731	243,300	319,150
<u>EFFICIENCY (Input/Output)</u>					
Cost per Signature Verified	\$.76	\$.52	\$.64	\$.87	\$.79

**ACTIVITY D:
PUBLIC RECORDS****% OF RESOURCES: 10%**OUTCOME (Planned Result)

Population Eligible to Register & Vote *	1,895,544	1,955,557	1,734,930	1,700,000	1,850,000
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EFFECTIVENESS (Input/Outcome)

Cost per Eligible Registrant for Phone, Counter, Correspondence and Copy Services	\$.04	\$.04	\$.05	\$.06	\$.06
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OUTPUT (Service or Product)

Phone, Counter, Correspondence, Copies	147,221	107,654	78,145	153,950	155,260
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EFFICIENCY (Input/Output)

Cost per Contact/Transaction	\$.56	\$.81	\$1.14	\$.64	\$.70
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* Secretary of State Information

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2426	Assistant Systems Analyst	0.50	0.50	0.50	0.50	20,921	20,839
2427	Associate Systems Analyst	0.50	0.50	0.50	0.50	24,836	24,741
2525	Senior Systems Analyst	0.50	0.50	0.50	0.50	27,374	27,267
2700	Intermediate Clerk Typist	6.00	6.00	6.00	6.00	118,562	115,663
2730	Senior Clerk	2.00	2.00	2.00	2.00	46,527	45,633
2745	Supervising Clerk	1.00	1.00	1.00	1.00	27,019	27,660
3020	Computer Operator	1.00	1.00	1.00	1.00	23,756	24,030
3021	Election Processing Spvr	1.00	1.00	1.00	1.00	33,075	32,944
3030	Data Entry Operator	2.00	2.00	2.00	2.00	41,340	38,654
3035	Data Entry Supervisor	1.00	1.00	1.00	1.00	24,867	24,767
3072	Senior Computer Operator	0.50	0.50	0.50	0.50	14,042	13,986
3100	Div. Chief, Reg. of Voters	1.00	1.00	1.00	1.00	46,163	45,983
9999	Non-Permanent	60.00	6.37	60.00	7.58	86,148	90,672
Total		77	23.37	77	24.58	\$534,630	\$532,839
Salary Adjustments:						720	0
Premium/Overtime Pay:						2,138	6,000
Employee Benefits:						173,770	172,357
Salary Savings:						(14,183)	(15,337)
Total Adjustments						\$162,445	\$163,020
Program Totals		77	23.37	77	24.58	\$697,075	\$695,859

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,841,987	\$1,978,136	\$1,550,414	\$1,689,006	\$1,793,218	6.2
Services & Supplies	1,807,135	2,825,195	1,671,968	1,977,658	2,505,121	26.7
Other Charges	45,224	37,544	42,458	44,829	37,599	(16.1)
Fixed Assets	685	0	2,247	2,750	26,500	863.6
TOTAL DIRECT COST	\$3,695,031	\$4,840,875	\$3,267,087	\$3,714,243	\$4,362,438	17.5
PROGRAM REVENUE	(2,023,321)	(1,791,212)	(3,090,353)	(1,710,374)	(1,638,340)	(4.2)
NET GENERAL FUND CONTRIBUTION	\$1,671,710	\$3,049,663	\$176,734	\$2,003,869	\$2,724,098	35.9
STAFF YEARS	69.35	82.30	56.07	65.05	67.38	3.6

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The November 1994 General Election was not as labor and supplies intensive as expected and required fewer resources than budgeted. Funds were internally transferred, at no increase in net county cost to acquire a laser printer to replace one which could no longer be repaired economically. One time revenue from the State improved significantly at mid-year in reimbursements for previous year activities (the November 1993 Special Election) that had not been expected. Revenue in all categories was better than expected. In all, the Elections Program cost to the County, which has averaged \$2 million dollars per year over the past ten years, will cost \$450,673 this year, undercutting the record-setting low net county cost of \$644,000 in FY 1987-88.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Preparing for and conducting a major election (November 8, 1994 General Election) and one large (74,318 voters) election had the following objectives and results:

1. Exceeded the objective of filing 600 candidates by filing 667 candidates. Conducted two rather than three seminars for candidates/campaigns.
2. The objective of printing and mailing 1.3 million sample ballot pamphlets was exceeded by printing and mailing 1.7 million pamphlets. Twenty-two rather than twenty-five media releases were issued. No count was kept on meetings and media interviews to inform the public about the General Election.
3. With an objective of securing 1,500 - 1,750 polling places, 1,554 were secured. With an objective of hiring and training 7,000 - 9,000 precinct workers, 6,518 were hired and trained. With an objective of assembling 10,000 voting devices, 10,861 were assembled. Supplies were packed for 1,557 polls.
4. With an objective of processing in excess of 300,000 absentee/mail ballots, 282,320 were prepared and mailed. 228,046 voted absentee/mail ballots were received, signatures verified and opened in preparation for counting.
5. 836 staff hours were spent testing ballot counting software. 184 staff hours were spent tabulating ballots. 904 staff hours were spent in finalizing the canvass (audit) of the election results. The official election results must be certified within 28 days following the election. San Diego certified the election in 22 days to the Secretary of State.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Provide election information and materials to all candidates, campaigns and government agencies eligible to run for 245 elective offices in San Diego County.
 - a. Provide 440 candidates and campaign committees with candidate filing and campaign disclosure information.
 - b. Maintain 1350 campaign disclosures.
2. Comply with California Elections Code by providing sample ballots for two major elections.
 - a. Provide Sample Ballot pamphlets to 1,648,000 registered voters for the September and March elections.
 - b. Assemble and mail 267,000 absentee ballot packets to requestors.
3. Conduct two major elections in 100% compliance with the California Elections Code; Provide a 100% Precincts reporting bulletin for each major election by 2:00 a.m. of the day following Election Day.
 - a. Provide 1850 voting poll locations.
 - b. Receive and count an estimated 758,800 voted ballots.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The Elections Program summarized below reflects increased costs compared with last year due to two scheduled major* elections, rather than the one budgeted major election in FY 1994-95. The main election program activities are summarized as follows:

1. Information to Candidates and Campaigns [12.24 SY; E = \$246,118; 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 20% by program revenue.
 - o Able to provide ballot access for all federal, state, county and all 142 local San Diego jurisdictions eligible to place candidates and measures on the ballot; and maintain all campaign and candidate filing and financial disclosure materials.
2. Information to the Voter [10.95 SY; E = \$1,370,179; R = \$50,000] including printing and mailing sample ballot pamphlets for the election and polls location and absentee voting information 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 [44.19 SY; E = \$2,746,141; R = \$1,538,340] 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 56% by program revenue.
 - o Able to supply and staff 350 polls locations for the September City of San Diego primary and 1,500 polls locations for the March Presidential primary; collect, process, and count 758,800 ballots; and canvass and certify the results of the elections.

* 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Permanent Absentee Ballot Claim	\$8,000	\$5,000	\$2,500	(2,500)
Election Materials Claim	926	0	2,500	2,500
Election Services to Other Gov't. Agencies	1,189,572	1,000,000	1,140,080	140,080
Special Elections - Chapter 139	991,788	0	0	0
Special Elections - Chapter 39	459,374	459,374	162,260	(297,114)
Candidate Statements	70,022	50,000	50,000	0
Candidate Filing Fee	70,023	50,000	50,000	0
Non-Taxable Sales	15,432	20,000	20,000	0
Taxable Sales	24,628	20,000	30,000	10,000
Ballot Recount	0	0	0	0
Absentee Ballot Claim	251,954	100,000	175,000	75,000
Physically Handicapped Claim	1,212	0	0	0
Election Central Media Reimbursement	7,422	6,000	6,000	0
Sub-Total	\$3,090,353	\$1,710,374	\$1,638,340	\$(72,034)
Total	\$3,090,353	\$1,710,374	\$1,638,340	\$(72,034)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$174,734	\$2,003,869	\$2,724,098	\$720,229
Sub-Total	\$174,734	\$2,003,869	\$2,724,098	\$720,229
Total	\$174,734	\$2,003,869	\$2,724,098	\$720,229

EXPLANATION/COMMENT ON PROGRAM REVENUES

A revenue decrease will occur in FY 1995-96 over the actual revenue in FY 1994-95 due to there being no anticipated special elections reimbursed by the state.

FIXED ASSETS

Category	Total Cost
Computer Disk Sub-system. Cost divided with Registration Program. To meet data volume of 1996 Presidential elections.	\$22,500
Reader Printer. To replace a machine which can no longer be repaired.	4,000
Total	\$26,500

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
BALLOT ACCESS					
% OF RESOURCES: 6%					
<u>OUTCOME (Planned Result)</u>					
Elective Positions on County Ballots	295	293	282	474	245
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Filing Candidates	\$417,539	\$464,724	\$369,181	\$421,486	\$246,118
<u>OUTPUT (Service or Product)</u>					
Candidate Papers Issued	694	443	663	548	440
<u>EFFICIENCY (Input/Output)</u>					
Cost per Candidate Served	\$536.79	\$943.21	\$490.30	\$684.20	\$470.73
<u>OUTPUT (Service or Product)</u>					
Maintain Candidate/Campaign Disclosures	1,253	1,314	1,229	1,220	1,350
<u>EFFICIENCY (Input/Output)</u>					
Cost per File Maintained	\$35.92	\$35.68	\$35.89	\$38.15	\$28.88
ACTIVITY B:					
SAMPLE BALLOTS AND MAILING					
% OF RESOURCES: 31%					
<u>OUTCOME (Planned Result)</u>					
Comply with Election Code	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Compliance	\$1,123,905	\$1,494,399	\$993,738	\$1,129,748	\$1,370,179
<u>OUTPUT A (Service or Product)</u>					
Number of Voters Receiving Information	1,503,807	3,534,375	1,419,051	1,290,000	1,648,000
<u>EFFICIENCY (Input/Output)</u>					
Cost of Sample Ballot/Elec. Elig. Voter	.48	\$.32	\$.32	\$.48	\$.66
<u>OUTPUT B (Service or Product)</u>					
Number of Absentee Ballot Requests	284,763	434,241	267,854	300,000	267,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Absentee Request	\$1.16	\$1.09	\$.97	*\$.35	\$.89

* Due to a State definding of Absentee (later revoked) only revenue to account for final payments on prior year claim debts was budgeted.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C: ELECTIONS					
% OF RESOURCES: 63%					
<u>OUTCOME (Planned Result)</u>					
Comply with Elections Code for Each Election Conducted	100% 2	100% 6	100% 2	100% 1	100% 2
Provide 100% Precinct Report for Two Major Elections by 2 am of Day Following Election	1:33am	1:09am	1:04am	2:00am	2:00am
<u>EFFECTIVENESS (Input/Outcome)</u>					
Conduct of Elections Cost	\$2,151,182	\$2,882,606	\$1,902,605	\$2,163,009	\$2,746,141
<u>OUTPUT (Service or Product)</u>					
Number of Polls	1,719	3,550	1,554	1,750	1,850
<u>EFFICIENCY (Input/Output)</u>					
Cost per Polls	\$1,251	\$812	\$1,224	\$1,236	\$1,484
OR					
<u>OUTPUT (Service or Product)</u>					
Ballots Counted	1,026,213	1,142,922	803,787	735,300	758,800
<u>EFFICIENCY (Input/Output)</u>					
Cost per Ballot Counted	\$2.10	\$2.52	\$2.37	\$2.94	\$3.62

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2426	Assistant Systems Analyst	0.50	0.50	0.50	0.50	20,921	20,839
2427	Associate Systems Analyst	0.50	0.50	0.50	0.50	24,836	24,740
2525	Senior Systems Analyst	0.50	0.50	0.50	0.50	27,374	27,266
2660	Storekeeper I	1.00	1.00	1.00	1.00	22,490	22,401
2700	Intermediate Clerk Typist	3.00	3.00	3.00	3.00	59,281	57,832
2730	Senior Clerk	9.00	9.00	9.00	9.00	209,370	210,531
2745	Supervising Clerk	3.00	3.00	3.00	3.00	81,059	82,980
3020	Computer Operator	1.00	1.00	1.00	1.00	23,755	24,030
3021	Election Processing Spvr	3.00	3.00	3.00	3.00	99,225	98,832
3072	Senior Computer Operator	0.50	0.50	0.50	0.50	14,042	13,987
3100	Div. Chief, Reg. of Voters	1.00	1.00	1.00	1.00	46,163	45,983
3103	Election Technician Coord.	1.00	1.00	1.00	1.00	38,130	37,981
3104	Precinct Planning Tech I	2.00	2.00	2.00	2.00	44,766	44,586
3105	Precinct Planning Tech II	2.00	2.00	2.00	2.00	49,163	51,664
3106	Precinct Planning Tech III	1.00	1.00	1.00	1.00	34,476	34,341
3801	Drafting Technician II	1.00	1.00	1.00	1.00	30,503	30,383
3802	Drafting Technician I	1.00	1.00	1.00	1.00	26,310	26,205
9999	Non-Permanent	984.00	34.05	980.00	36.38	515,976	577,470
Total		1,015	65.05	1,011	67.38	\$1,367,840	\$1,432,051
Salary Adjustments:						\$1,439	0
Premium/Overtime Pay:						19,862	18,160
Employee Benefits:						328,662	373,497
Salary Savings:						(28,797)	(30,490)
Total Adjustments						\$321,166	\$361,167
Program Totals		1,015	65.05	1,011	67.38	\$1,689,006	\$1,793,218

AUTHORITY: San Diego County Charter and County Administrative Code provides for management services to direct department programs including the Registrar of Voters.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$310,965	\$329,733	\$388,372	\$407,649	\$402,590	(1.2)
Services & Supplies	21,013	12,755	9,800	13,474	12,263	(9.0)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	2,771	2,800	0	(100.0)
TOTAL DIRECT COST	\$331,978	\$342,488	\$400,943	\$423,923	\$414,853	(2.1)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$331,978	\$342,488	\$400,943	\$423,923	\$414,853	(2.1)
STAFF YEARS	7.85	6.72	6.90	8.00	8.83	10.4

PROGRAM MISSION

To provide leadership, planning and direction to the Registration and Elections programs of the Registrar of Voters department. To provide the temporary extra help personnel and supplies needed to accomplish the department's Registration and Elections programs.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The difference between the 1994-95 budget and estimated actual is due to the unpaid leave of absence of the Registrar which began in January.

ACHIEVEMENT OF 1994-95 OBJECTIVES

The objective was to conduct the statewide Gubernatorial General Election at a cost per registered voter between 30% and 50 % less than other large counties in California. The actual cost of San Diego's 1994 General Election at \$2.35 per registered voter was 22% below the average cost of elections in Alameda, Orange, Sacramento and Santa Clara, and the lowest of the five counties.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Provide leadership, planning and direction to the department.
 - a. Establish quantifiable goals and objectives for the department.
 - b. Develop policy and establish quantifiable goals and objectives for the department.
 - c. Communicate the department's mission through personal appearances and written communications with community and service groups, and the news media.
2. Provide administrative support to the department.
 - a. Process personnel actions and bi-weekly payroll for 56 permanent and up to 350 temporary positions.
 - b. Prepare and account for a \$4.2 million net county cost budget.
 - c. Order, receive, store and pay for \$2.9 million in program supplies and contracts.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The Administration program reflects a minor decrease in Salaries and Benefits due to the Registrar being on unpaid leave for half the year and this program for the first time reflecting the temporary extra help necessary to hire,

process, pay and terminate up to 350 election workers necessary to conduct the scheduled elections and verify the expected petition signatures. Services and supplies remain relatively constant year by year.

1. Administration and Management of the Department [3.00 SY; E = \$146,766; 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 [5.83 SY; E = \$268,087; 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.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2163	Registrar of Voters	1.00	1.00	1.00	1.00	\$77,193	\$76,894
2233	Assistant Registrar of Voters	1.00	1.00	1.00	1.00	61,468	70,261
2302	Administrative Assistant III	1.00	1.00	1.00	1.00	46,163	45,983
2320	Personnel Aid	1.00	1.00	1.00	1.00	27,622	27,512
2425	Associate Accountant	1.00	1.00	1.00	1.00	35,319	36,979
2493	Intermediate Acct Clerk	1.00	1.00	1.00	1.00	18,065	18,468
2756	Administrative Secretary I	1.00	1.00	1.00	1.00	22,052	21,963
2758	Administrative Secretary III	1.00	1.00	1.00	1.00	27,378	28,687
9999	Non-Permanent	0.00	0.00	4.00	0.83	0	14,791
Total		8	8.00	12	8.83	\$315,260	\$341,538
Salary Adjustments:						\$0	\$(45,213)
Premium/Overtime Pay:						0	0
Employee Benefits:						102,528	116,404
Salary Savings:						(10,139)	(10,139)
Total Adjustments						\$92,389	\$61,052
Program Totals		8	8.00	12	8.83	\$407,649	\$402,590

GENERAL GOVERNMENT

ASSESSOR/RECORDER/CLERK

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Property Valuation/ Identification	\$12,864,957	\$14,097,585	\$12,762,053	\$12,782,771	\$13,049,827	267,056	2.1
Recording Services	2,301,610	2,295,680	1,893,227	2,560,141	1,815,832	(744,309)	(29.1)
County Clerk Services	539,001	579,446	662,234	662,234	707,909	45,675	6.9
Micrographics	537,810	117,920	299,706	398,083	449,623	51,540	12.9
Modernization	1,111,298	939,353	2,306,498	1,275,072	2,711,619	1,436,547	112.7
Department Administration	452,763	444,681	424,586	425,444	489,401	63,957	15.0
TOTAL DIRECT COST	\$17,807,439	\$18,474,665	\$18,348,304	\$18,103,745	\$19,224,211	\$1,120,466	6.2
PROGRAM REVENUE	(5,290,919)	(6,015,955)	(9,972,052)	(9,403,687)	(11,218,092)	(1,814,405)	19.3
NET GENERAL FUND COST	\$12,516,520	\$12,458,710	\$8,376,252	\$8,700,058	\$8,006,119	\$(693,939)	(8.0)
STAFF YEARS	391.83	390.55	401.00	400.50	403.50	3.00	0.7

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. Government Code 24000 and Charter Section 13 provide for an elected County Recorder. Government Code Sections 27201 - 27383 describe the duties.

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. The Recorder/Clerk is mandated to provide for the orderly Examination, Recordation, Archiving, and Retrieval of all records submitted for recordation or filing. Additionally, the Assessor/Recorder/County Clerk is mandated to maintain an index, confidentiality and to provide for immediate distribution of vital record information upon request. There are a multitude of State Codes mandating specific fees, fee distributions and other parameters and guidelines.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Complete an annual Assessment Roll by the State Mandated July 1 deadline.
2. Continue the consolidation efforts in the Office of the Assessor/Recorder/Clerk to insure a smooth transition, identify areas of cost savings and improve public service.
3. Implement the automation of the Assessment Appeal System.
 - a. Complete all Assessment Appeal cases by the two year statutory deadline.
 - b. Obtain maximum benefits from the enhanced system for all user departments and provide an expanded data communications link to all branches.

OFFICE OF THE ASSESSOR / RECORDER / CLERK FY 1995-96 ADOPTED BUDGET

ASSESSOR'S OFFICE
6 POS 6 SY
Management
Planning

RECORDER/CLERK SERVICES

RECORDING
33 POS 32.5 SY

Examine Documents for Statutory Requirements
Determine & Collect Fees & Transfer Tax

INDEX
19 POS 19 SY

Abstract Information from Official & Vital Records Documents for Various Indexes
Key punch
Verify
Grantor/Grantee Index

COUNTY CLERK
19 POS 19 SY

FBN's
Notary Public Oaths/ Records for County Employees, Judges
Marriage License
Perform Weddings
Deputy Commissioner for Civil Marriages
State Humane Officers

MICROFILM PRODUCTION
14 POS 14 SY

Photograph Current Recordings & Filings
Develop & Edit Film to Create Original record
Provide Duplicate Film for Use in Department

RECORDS INFORMATION
52 POS 32 SY

Maintain Microfilm & Book Records & Assist the Public in the Operation of Microfilm Viewers and Utilization of Indexes & Records
Issuing Vital Records
Satellite Business Certificate

PROPERTY VALUATION

RESID./COMMERCIAL
123 POS 121 SY

Real Estate Appraisals:
Residential
Commercial/Industrial
Rural
Supplemental Assmnts

BUSINESS
47 POS 45.75 SY

Business Personal Property appraisal
Institutional Exemptions
Agricultural Preserves
Marines & Aviation
Mobilehomes
Audit Appraisals
Supplemental Assessments
Business Certificate Program

STANDARDS/SYSTEMS/SUPPORT
10 POS 10 SY

Assessment Appeals
Internal Audits
Legislative Analysis
Data Marketing
Budget/Accounting
System Analysis&Development
Programming & Maintenance
Computer Operation/Data Entry
Personnel/Payroll
Staff Devel. & Training

PROPERTY IDENTIFICATION

RECORDS
81 POS 80.25 SY

Assessment Roll Control
Document Processing
Homeowner's/Veteran's Exemptions
Property Identification
Public Information
Sales Verification
Title Research
Supplemental Assmnts

MAPPING
24 POS 24 SY

Assessor Maps
Boundary Changes
Street & Highway Alignments
New Subdivisions & Condominiums
Property Splits & Combinations
Records of Surveys
LAFCO Mapping Support
Tax Searches
RUIS "Tentative" Parcels

31-2

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$12,430,576	\$12,491,971	\$12,211,599	\$12,212,095	\$12,432,505	1.8
Services & Supplies	434,381	913,399	550,454	570,676	617,322	8.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	692,215	0	0	0	0.0
TOTAL DIRECT COST	\$12,864,957	\$14,097,585	\$12,762,053	\$12,782,771	\$13,049,827	2.1
PROGRAM REVENUE	(4,806,173)	(5,539,955)	(245,238)	(312,330)	(239,035)	(23.5)
NET GENERAL FUND CONTRIBUTION	\$8,058,784	\$8,557,630	\$12,516,815	\$12,470,441	\$12,810,792	2.7
STAFF YEARS	276.55	269.50	272.00	272.00	274.00	0.7

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Estimated salary & benefit costs are within budgeted allocations. Services and Supply costs are projected above budgeted figures due to greater demand for contract programming, seasonal workers and automation software.

ACHIEVEMENT OF 1994-95 OBJECTIVES

The automated assessment appeals system was implemented in FY 1994-95 and is scheduled for full production in FY 1995-96.

The automated assessment appeals system and updated appraisal software has expanded the in office appraisal program minimizing appraisal staff travel and reducing mileage reimbursement expenses.

Laptop automation was introduced to appraisal activity in the field to improve and enhance data access, collection and analysis.

Continuation of the design and implementation of the cadastral mapping module with the County's Regional Urban Information System (R.U.I.S.) and continued maintenance of parcel layer of R.U.I.S. graphic data base.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Continue effort to streamline the public information systems at all six Assessor/Recorder/Clerk branch offices to enhance and improve public service.
2. Complete area/district mapping for the Regional Urban Information System (R.U.I.S.).
3. Continue efforts to computerize homeowners exemption processing to make it more efficient.
 - a. Flowchart existing manual processes.
 - b. Identify automation.
 - c. Consider use of optical scanner.
4. Implement and evaluate the usage of laptop computers by appraisal staff.
 - a. Identify custom appraisal software for possible appraisal usage.
5. Expand the in-office appraisal program to reduce non-productive travel time and reduce private mileage reimbursement related to field work.
 - a. Provide LAN access to existing appraisal data.

OUTCOME: Automate the assessment appeals process to accommodate expanding workloads with no staff increases.

OUTPUT: Provide needed laptop personal computers to Business Auditors at a reasonable cost.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Property Valuation: [173.00 SY; E = \$8,983,704; R = \$(50,436)] 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 298 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 240,000 public inquiries will be responded to by this sub-program during 1994-95.

2. Property Identification [101.00 SY; E = \$4,066,123; R = \$(188,599)] 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 298 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 for maintaining more than 24,600 assessor maps delineating over 812,600 parcels in San Diego County.
- o Responsible for providing property tax information and related services to the citizens of San Diego County. More than 200,000 public inquiries will be responded to by this sub-program during 1995-96.

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 used to offset departmental direct costs.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Witness Fees	\$0	\$1,500	\$1,500	0
Property Tax System Administration (SB2557/SB1559)	0	0	0	0
Sale of Records	186,783	225,920	225,920	0
Supplemental Property Tax Admin. (AB 2890)	0	0	0	0
Miscellaneous	58,455	11,615	11,615	0
Reserve Designation Decreases (8999)	0	73,295	0	(73,295)
Recording Fee Modernization	0	0	0	0
Sub-Total	\$245,238	\$312,330	\$239,035	\$(73,295)
Total	\$245,238	\$312,330	\$239,035	\$(73,295)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$12,516,815	\$12,470,441	\$12,810,792	340,351
Sub-Total	12,516,815	\$12,470,441	12,810,792	\$340,351
Total	\$12,516,815	\$12,470,441	\$12,810,792	\$340,351

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1995-96 revenue for this program reflect the Auditor and Controller's recommendation that all Property Tax Administration revenue (SB 2557, SB 1559, AB 2890) should be budgeted as General County Revenues and not reflected in the various departmental program budgets providing property tax services.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: ASSESSMENT APPEALS					
% OF RESOURCES: 40%					
<u>OUTCOME (Planned Result)</u>					
AUTOMATE ASSESSMENT APPEALS					
<u>EFFECTIVENESS (Input/Outcome)</u>					
COST OF AUTOMATION OVER 6 YR'S	0	0	0	0	\$92,960
<u>OUTPUT (Service or Product)</u>					
ASSESSMENT APPEAL CASES	12,044	20,879	26,844	26,000	29,000
<u>EFFICIENCY (Input/Output)</u>					
AVERAGE AUTOMATION COST PER APPEAL	0	0	0	0	\$3.20
<u>EFFECTIVENESS (Input/Outcome)</u>					
PROPERTY TAX REVENUE AT RISK FOR ALL APPEALS	0	0	0	0	\$182,387,416
<u>EFFICIENCY (Input/Output)</u>					
AVERAGE PROPERTY TAX REVENUE AT RISK PER APPEAL	0	0	0	0	\$6,289
ACTIVITY B: BUSINESS AUDITS					
% OF RESOURCES: 20%					
<u>OUTPUT (Service or Product)</u>					
AUTOMATE BUSINESS AUDIT DIVISION					
<u>EFFICIENCY (Input/Output)</u>					
LAPTOP AUTOMATION COST OVER 6YR USEFUL LIFE SPAN	0	0	0	0	\$23,240
<u>OUTPUT (Service or Product)</u>					
BUSINESS AUDITS PERFORMED	892	693	623	750	800
<u>EFFICIENCY (Input/Output)</u>					
AUTOMATION COST PER BUSINESS AUDIT	0	0	0	0	\$29.05
<u>OUTPUT (Service or Product)</u>					
ADDITIONAL ASSESSED VALUE FROM BUSINESS AUDITS PERFORMED	\$0	\$320,360,100	\$327,112,000	\$350,000,000	\$300,000,000
<u>EFFICIENCY (Input/Output)</u>					
ADDITIONAL ASSESSED VALUE PER BUSINESS AUDIT PERFORMED	0	0	0	0	\$375,000

COMMENTS

Automation for the Business Audits Division defined as annual cost of laptops over the useful life of the automation equipment per audit is \$29.05. This automation will assist audit personnel to maximize assessed value return currently estimated on the average of \$375,000 per audit. The County's tax revenue from this assessed value is approximately 14.3% or \$53,625 per audit.

Note: At the request of the Auditor and Controller a new format for performance indicators is being developed. No prior year data is available in this new format and by direction, is not displayed above.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0211	Chief of Valuation	1	1.00	1	1.00	\$63,389	\$79,557
5514	Assessor Div. Chief II	3	3.00	3	3.00	190,167	189,429
5515	Assessor Div. Chief I	4	4.00	4	4.00	229,932	229,044
2499	Principal Systems Analyst	1	1.00	0	0.00	58,942	0
2525	Sr. Systems Analyst	2	2.00	2	2.00	109,494	109,066
2427	Associate Systems Analyst	4	4.00	4	4.00	198,688	197,924
2487	EDP Dist. Network Coord.	1	1.00	0	0.00	49,672	0
5529	Supv. Audit - Appraiser	2	2.00	2	2.00	108,576	108,152
5513	Supervising Appraiser II	3	3.00	3	3.00	162,864	162,228
5512	Supervising Appraiser I	9	9.00	9	9.00	454,005	438,853
5516	Assessor's Field Asst.	1	1.00	1	1.00	46,040	45,860
5530	Audit Appraiser Spec.	2	2.00	2	2.00	89,620	89,270
5502	Appraiser IV	10	10.00	10	10.00	471,824	469,984
5526	Audit Appraiser III	9	9.00	9	9.00	377,480	381,147
5503	Appraiser III	26	26.00	26	26.00	1,111,394	1,121,065
3602	Asst. Div. Chief, Assessor	1	1.00	1	1.00	42,055	41,891
5527	Audit Appraiser II	7	7.00	7	7.00	262,695	276,451
5504	Appraiser II	52	50.00	51	50.00	1,856,106	1,793,112
5518	Property Assessment Spec. III	5	5.00	5	5.00	141,160	126,376
5517	Property Assessment Spec. II	1	1.00	6	6.00	28,232	146,787
2426	Asst. Systems Analyst	1	0.50	1	0.50	20,840	20,836
2432	Systems Support Analyst II	1	1.00	1	1.00	41,842	38,409
3820	Cadastral Supervisor	4	4.00	4	4.00	159,936	159,312
3823	Sr. Cadastral Technician	9	9.00	9	9.00	299,766	301,153
3822	Cadastral Technician	13	13.00	13	13.00	385,976	386,803
2725	Principal Clerk I	1	1.00	0	0.00	31,465	0
2514	Supervising Assm't. Clerk	6	6.00	6	6.00	172,292	166,403
3020	Computer Operator	1	1.00	0	0.00	25,433	0
2508	Sr. Assessment Clerk	26	23.75	22	19.75	575,442	475,252
3035	Data Entry Supv.	1	1.00	1	1.00	24,558	24,462
3069	Sr. Data Entry Operator	2	2.00	1	1.00	44,514	22,167
3030	Data Entry Operator	5	5.00	5	5.00	97,892	92,983
2509	Assessment Clerk	64	62.75	65	61.75	1,325,858	1,300,615
2726	Principal Clerk	0	0.00	1	1.00	0	29,341
2730	Senior Clerk	0	0.00	1	1.00	0	22,447
2494	Payroll Clerk	0	0.00	1	1.00	0	18,778
2510	Senior Account Clerk	0	0.00	1	1.00	0	23,853
2511	Senior Payroll Clerk	0	0.00	1	1.00	0	24,957
5534	Exemptions Specialist	0	0.00	1	1.00	0	38,732
9999	Seasonal - Extra Help	45	0.00	0	1.00	3,500	3,500
Total		323	272.00	280	274.00	\$9,261,649	\$9,156,199
Salary Adjustments: (9007)						\$(5,455)	\$26,496
Premium/Overtime Pay:						0	0
Bilingual Pay:						0	0
Employee Benefits:						2,955,901	3,249,810
Salary Savings:						0	0
Total Adjustments						\$2,950,446	\$3,276,306
Program Totals		323	272.00	280	274.00	\$12,212,095	\$12,432,505

AUTHORITY:

Government Code 24000 and Charter Section 13 provide for an elected County Recorder. Government Code Sections 27201 - 27383 describe the duties.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,724,495	\$2,098,726	\$1,760,792	\$2,433,169	\$1,583,360	(34.9)
Services & Supplies	164,384	195,626	132,435	116,972	192,472	64.5
Fixed Assets	0	1,328	0	10,000	40,000	300.0
TOTAL DIRECT COST	\$1,888,879	\$2,295,680	\$1,893,227	\$2,560,141	\$1,815,832	(29.1)
PROGRAM REVENUE	(4,522,020)	(4,825,346)	(4,789,276)	(6,375,034)	(6,415,924)	0.6
NET GENERAL FUND CONTRIBUTION	\$(2,633,141)	\$(2,529,666)	\$(2,896,049)	\$(3,814,893)	\$(4,600,092)	20.6
STAFF YEARS	62.50	89.5	49.00	96.5	50.5	(47.7)

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/Clerk.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Salaries and benefits expenditures remained within budgeted allocations. Services and supplies expenditures are estimated to exceed adopted budget levels due to increased maintenance costs on older equipment and departmental efforts to reduce workmans comp. related injuries by purchasing ergonomic chairs and computer related periphery accessories (glare screens, wrist rests, etc).

ACHIEVEMENT OF 1994-95 OBJECTIVES

All records submitted for recordation were examined, indexed and recorded on microfilm within a reasonable time frame as required by law.

All records were made available for public inspection and/or copying as required by law.

An accurate Grantee/Grantor Index was generated and maintained as required by law.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Examine, Record or File all documents submitted to this Office for Recordation or Filing
 - a. Maintain the best document per recording staff ratio in the State.
 - b. Collect and account for all fees upon recordation/filing.
2. Provide abstracts, copies or certified copies upon request or within one working day.
 - a. Maintain instant or at a minimum same day service for providing records upon request.
 - b. Collect and account for all fees when furnishing copies.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Examining and Recording Documents [16.00 SY; E = \$672,131; R = \$(4,675,729)] including support personnel is:
 - o Mandated/Mandated Service Level.

- o Able to determine and collect fees of \$108,799 for the Public Works Monument Preservation Survey Fund.
 - o Able to collect fees of \$9,562,880 in documentary transfer tax, a portion of which is retained by the County and the remainder is distributed to the cities.
2. Lien Notification [2.00 SY; E = \$57,978; R = \$(57,978)] 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 62,648 lien notifications.
3. Preliminary Notice Procedure [1.00 SY; E = \$16,016; R = \$(16,016)] 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 [8.00 SY; E = \$253,478; R = \$(253,478)] 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 2,305,096 official index records, for a total of 671,805 instruments indexed.
5. Microfilm Production [9.00 SY; E = \$325,167; R = \$(325,167)] 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 671,805 documents recorded for a total of 1,575,145 photographic images.
6. Records Information [14.50 SY; E = \$491,062; R = \$(1,087,556)] 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 \$292,215 for the County Battered Women and Battered Children fund; \$333,390 for the State Department of Health; and \$104,737 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 58,100 birth abstract requests; 10,830 marriage certificate copies; 12,054 death certificate copies for the public; and 1,796 copies of the previous transaction types for government agencies.
 - o Able to index approximately 18,488 confidential marriage records; 8,839 public marriages; 19,672 death certificate records; and 48,598 birth records during the 1994-95 fiscal year.
 - o Able to key approximately 22,629 proof of publications for fictitious business name filings during the 1994-95 fiscal year.
 - o Able to data enter approximately 18,488 confidential marriage records; 19,672 death certificate records; and 2,495 birth affidavits, adoptions and delayed records sent from Sacramento during the 1994-95 fiscal year.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Recording Fees	\$4,331,295	\$5,388,522	\$4,790,556	(597,966)
Copy Fees	803,560	1,091,566	1,961,245	869,679
Administration/Travel Contribution	(345,579)	(105,054)	(335,877)	(230,823)
Sub-Total	\$4,789,276	\$6,375,034	\$6,415,924	\$40,890
Total	\$4,789,276	\$6,375,034	\$6,415,924	\$40,890

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS	\$(2,896,049)	\$(3,814,893)	\$(4,600,092)	(785,199)
Sub-Total	\$(2,896,049)	\$(3,814,893)	\$(4,600,092)	\$(785,199)
Total	\$(2,896,049)	\$(3,814,893)	\$(4,600,092)	(785,199)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The shortfall in the FY 1994-95 budgeted level of Recording and Copy Fee revenue will be made up from a transfer of funds from the Modernization Trust Fund. This will mitigate potential impact on the General Fund. The negative General Fund support costs reflect the contribution of Recording Services Program revenue to the General Fund and other Assessor/Recorder/Clerk programs.

Copy fees in FY 1995-96 are budgeted at a higher level due to a Title Co. access fee that is scheduled to commence in January 1995.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$40,000
Total	\$40,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: DOCUMENT EXAMINATION					
% OF RESOURCES: 37%					
<u>OUTCOME (Planned Result)</u>					
EXAMINE/RECORD ALL DOCUMENTS					
<u>EFFECTIVENESS (Input/Outcome)</u>					
COST OF EXAMINING/RECORDING DOCUMENTS	0	0	0	0	595,438
<u>OUTPUT (Service or Product)</u>					
NUMBER OF DOCUMENTS EXAMINED/RECORDED	0	0	0	0	695,865
<u>EFFICIENCY (Input/Output)</u>					
COST PER DOCUMENT EXAMINED/RECORDED	0	0	0	0	.86
<u>OUTPUT (Service or Product)</u>					
TOTAL REVENUE RECEIVED ON MANDATED EXAMINATION/RECORDING	0	0	0	0	5,009,572
<u>EFFICIENCY (Input/Output)</u>					
REVENUE PER DOCUMENT EXAMINED/RECORDED	0	0	0	0	7.20
 ACTIVITY B: RECORDS					
% OF RESOURCES: 27%					
<u>OUTCOME (Planned Result)</u>					
ONE DAY RECORD SERVICES					
<u>EFFECTIVENESS (Input/Outcome)</u>					
COST TO PROVIDE RECORD	0	0	0	0	491,062
<u>OUTPUT (Service or Product)</u>					
REVENUE RECEIVED TO PROVIDE RECORD	0	0	0	0	1,630,492
<u>EFFICIENCY (Input/Output)</u>					
REVENUE RETURN ON MANDATED EXPENDITURE	0	0	0	0	3.3/1

Note: At the request of the Auditor and Controller a new format for performance indicators is being developed. No prior year data is available in this new format and by direction, is not displayed above.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2725	Principal Clerk	1	1.00	0	0.00	\$31,465	\$0
2525	Senior Systems Analyst	0	0.00	1	1.00	0	54,533
2542	Records Information Service Manager	0	0.00	1	1.00	0	58,713
2726	Principal Clerk II	0	0.00	1	1.00	0	29,341
3023	Index Clerk Supervisor	1	1.00	0	0.00	28,606	0
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,660
3069	Senior Data Entry Operator	1	1.00	0	0.00	18,775	0
2906	Legal Procedures Clerk III	3	3.00	3	3.00	77,423	77,748
3071	Senior Index Clerk	2	2.00	1	1.00	47,756	23,853
3024	Index Clerk	15	15.00	0	0.00	317,806	0
3118	Dept. Computer Specialist I	1	1.00	0	0.00	25,809	0
3053	Photo Reduction Technician	2	2.00	2	2.00	47,735	49,656
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,853
2907	Legal Procedures Clerk II	15	15.00	1	1.00	352,711	23,978
2903	Legal Procedures Clerk I	7	7.00	7	7.00	143,753	142,198
3040	Microfilm Operator	6	6.00	6	6.00	130,742	127,667
2700	Intermediate Clerk Typist	18	17.50	16	15.50	349,989	307,151
3030	Data Entry Operator	2	2.00	2	2.00	41,340	39,104
2710	Junior Clerk Typist	6	6.00	6	6.00	91,503	89,163
9999	Temporary Extra Help	15	15.00	0	2.00	2,800	4,100
Total		97	96.50	49	50.50	\$1,759,932	\$1,078,718
Salary Adjustment						(10,308)	(2,011)
Integrated Leave Savings:						0	0
Premium/Overtime Pay:						104,000	94,000
Employee Benefits:						623,303	412,653
Salary Savings:						(43,758)	(0)
Total Adjustments						\$673,237	\$504,642
Program Totals		97	96.50	49	50.50	\$2,433,169	\$1,583,360

NOTE: There is no increase to staff years or positions in the Recording Services Program. Shifts in budgeted staffing to other Assessor/Recorder/Clerk programs is necessary due to a shortfall in Recording Fee Revenue in the 1994-95 FY. The changes in budgeted staff years and positions in this 1995-96 adopted budget reflects revenue shortfall measures initiated in the prior year. All cost containment measures introduced in the prior year and carried over into the current year reflect this departments efforts to reduce the net cost impact, revenue losses may have on the General Fund.

AUTHORITY: Government Code Section 28600 ET SEQ. Mandates all activities of the County Clerk.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$513,956	\$575,180	\$621,857	\$621,857	\$659,032	6.0
Services & Supplies	16,950	4,266	40,377	40,377	48,877	21.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	8,095	0	0	0	0	0.0
TOTAL DIRECT COST	\$539,001	\$579,446	\$662,234	\$662,234	\$707,909	6.9
PROGRAM REVENUE	\$(992,271)	\$(1,012,323)	\$(1,045,796)	\$(1,043,132)	\$(920,981)	(11.7)
NET GENERAL FUND CONTRIBUTION	\$(453,270)	\$(432,877)	\$(383,562)	\$(380,898)	\$(213,072)	(44.1)
STAFF YEARS	19.00	23.00	19.00	23.00	19.00	(17.4)

PROGRAM MISSION

To provide the citizens of San Diego prompt and courteous services and products. Insure confidentiality in the handling of Confidential Marriage records and to streamline and eliminate redundant or antiquated processes that may hinder efficient service delivery.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual 1994-95 revenues exceeded budgeted levels. Staffing and supply expenditures were under budget due to better controls on overtime and supply usage.

ACHIEVEMENT OF 1994-95 OBJECTIVES

The County Clerk Program provided accurate, timely records to the Public upon request.

Regional County Clerk services were expanded during the 1994-95 fiscal year by the opening of a new San Marcos Branch Office. All County Clerk services currently provided at the main office in the County Administration Center are now available to the Citizens of North County at the San Marcos Branch Office.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To provide greater public and internal access to all records within the Office of the Assessor/Recorder/Clerk by automating the six Branch Offices and providing greater computer connectivity.
 - a. Implement the Assessment Appeal System and insure all operations can access the Wide Area Network.
 - b. Provide automation LAN training to Branch Personnel so they may quickly utilize the expanded computer network by the enhanced Assessment Appeal system at all branch locations.
2. Develop transition plans and workflow diagrams in preparation of Courthouse Clerk operations moving into the newly remodeled Marriage Office at the Central County Administration Center room 296.
 - a. Provide clear direction, and preferred operation flows to reflect the overall department mission.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

1. Central Administration Center [5.00 SY; E = \$266,174; R = \$(479,246)] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing the following County Clerk Services:

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.

2. Downtown Courthouse Branch [8.00 SY; E = \$101,939; R = \$(101,939)] 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; photocopies; make copies of confidential marriage licenses 1972 - 1991.

3. Vista Courthouse Branch [4.00 SY; E = \$285,995; R = \$(285,995)] 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.

4. El Cajon Branch [2.00 SY; E = \$53,801; R = \$(53,801)] 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Filing fees (FBN & Notary)	\$76,507	\$78,000	\$42,000	(36,000)
Sub-Total	\$76,507	\$78,000	\$42,000	\$(36,000)
LICENSES:				
Marriage Licenses	\$385,221	\$350,000	\$350,000	0
Sub-Total	\$385,221	\$350,000	\$350,000	\$0
OTHER REVENUE:				
Micrographics Fee	49,400	49,400	49,400	0
Other - copy	477,901	495,732	409,581	(86,151)
Other - Misc.	56,767	70,000	70,000	0
Sub-Total	\$584,068	\$615,132	\$528,981	\$(86,151)
Total	\$1,045,796	\$1,043,132	\$920,981	\$(122,151)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
NET GENERAL FUND COST:				
General Fund	\$(383,562)	\$(380,898)	\$(213,072)	\$167,826
Sub-Total	\$(383,562)	\$(380,898)	\$(213,072)	\$167,826
Total	\$(383,562)	\$(380,898)	\$(213,072)	\$167,826

EXPLANATION/COMMENT ON PROGRAM REVENUES

Program revenue amounts for the FY 1995-96 Proposed Budget reflect the projected level of demand for County Clerk services.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
GREATER PUBLIC ACCESS TO RECORDS					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Provide Lan Access to all Branches					
<u>EFFECTIVENESS (Input/Outcome)</u>					
Clerk Portion of Assessment Appeal Automation Costs over 6yr lifespan at 30%	0	0	0	0	49,850
<u>OUTPUT (Service or Product)</u>					
Clerk Revenue Return on Mandated Cost	0	0	0	0	1,630,492
<u>EFFICIENCY (Input/Output)</u>					
Revenue to Cost Ratio	0	0	0	0	2.3/1
<u>OUTPUT (Service or Product)</u>					
Increased Customer Service Avoid Driving to Main Office	0	0	0	0	100%
<u>EFFICIENCY (Input/Output)</u>					
Staffing Changes Required to Provide Greater Public Access	0	0	0	0	0

Comments:

The Assessment Appeal System will provide greater Branch access to records kept at main location (CAC). Clerk Services can be expanded without major changes in staffing or considerable capital expense.

Note: At the request of the Auditor and Controller a new format for performance indicators is being developed. No prior year data is available in this new format and by direction, is not displayed above.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0230	Chief Deputy County Clerk	1	1.00	1	1.00	69,426	63,143
2906	Legal Procedures Clerk III	2	2.00	2	2.00	52,804	53,917
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,653
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,562
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,372
2907	Legal Procedures Clerk II	1	1.00	1	1.00	24,075	23,978
2430	Cashier	1	1.00	1	1.00	19,347	19,236
2903	Legal Procedures Clerk I	8	8.00	8	8.00	166,236	165,326
2700	Intermediate Clerk Typist	3	3.00	3	3.00	57,341	61,758
9999	Temporary/Extra Help	4	4.00	0	0.00	1,700	1,700
Total		23	23.00	19	19.00	\$473,843	\$471,645
Integrated Leave Savings:						0	0
Salary Adjustment						(6277)	-7799
Premium/Overtime Pay:						3,900	13,900
Employee Benefits:						163,506	181,286
Salary Savings:						(13,115)	(0)
Total Adjustments						\$148,014	\$187,387
Program Totals		23	23.00	19	19.00	\$621,857	\$659,032

PROGRAM: MICROGRAPHICS

DEPARTMENT: ASSESSOR/RECORDER/CLERK

PROGRAM #: 31501
MANAGER: GREGORY J. SMITH

ORGANIZATION #: 1150
REFERENCE: 1995-96 Proposed Budget - Pg. 32-20

AUTHORITY: Government Code Section 27361.4 and San Diego County Ordinance #5950 authorizes the implementation of the program in this County.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$138,823	\$69,094	\$0	\$0	\$0	
Services & Supplies	104,104	43,099	281,706	380,083	400,083	5.3
Fixed Assets	294,883	5,727	18,000	18,000	49,540	175.2
TOTAL DIRECT COST	\$537,810	\$117,920	\$299,706	\$398,083	\$449,623	12.9
PROGRAM REVENUE	(271,855)	(182,918)	(360,834)	(398,119)	(449,623)	12.9
NET GENERAL FUND CONTRIBUTION	\$265,955	\$(64,998)	\$(61,128)	\$(36)	\$0	(100.0)
STAFF YEARS	3.00	1.00	0.00	0.00	0.00	

PROGRAM MISSION

To convert all documents/records in the County Recorder's document storage system to Microfilm.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Estimated salary and benefit costs will exceed budgeted allocations due to mid-year microfilm staffing shift from the Recording Services Program. Staffing adjustments offset a Recording fee shortfall and reduced the likelihood of any net cost impact to the General Fund.

ACHIEVEMENT OF 1994-95 OBJECTIVES

All daily hardcopy recorded documents have been converted to microfilm. Older official book records are currently being microfilmed to convert to paperless document storage.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Convert all hardcopy documents to microfilm.
 - a. Maintain all microfilm equipment in optimum operational condition to insure conversion to microfilm production is not altered by equipment down time.
 - b. Maintain drop-shipment supply requisition to insure optimum supply standards for quantity, freshness and environmental control guidelines are not compromised.
 - c. Continue current production schedules for silver master, silver master duplicate for disaster recovery and diazo public access duplicates.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Operations Management [0.00 SY; E = \$0; R = \$(118,591)] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset by the Micrographics Trust Fund.
 - o Perform all required functions on 715 master reels containing 1,575,145 images of recorded documents.
 - o Prepare 3,799 public access duplicate rolls of master microfilm containing 8,426,797 images of recorded documents.
 - o Prepare 822 disaster recovery silver master duplicates containing 1,850,681 images of recorded documents.

2. MICROGRAPHIC EQUIPMENT MAINTENANCE/REPLACEMENT/PURCHASE [0.00 SY; E = \$449,623; R = \$(331,032)] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Offset by the Micrographics Fund.
 - o Maintain all micrographic and related microfilm processing equipment.
 - o Maintain drop shipment of microfilm supplies to maintain freshness and eliminate excessive environmental control requirements.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Micrographic Fees	\$420,129	\$435,301	\$563,723	128,422
Administration/Travel Contribution	(59,295)	(37,182)	(114,100)	(76,918)
Sub-Total	\$360,834	\$398,119	\$449,623	\$51,504
Total	\$360,834	\$398,119	\$449,623	\$51,504

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$61,128	\$(36)	\$(0)	36
Sub-Total	\$61,128	\$(36)	\$0	\$36
Total	\$61,128	\$(36)	\$0	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.

FY 1995-96 revenues for this program have increased over prior year budgeted levels due to an increase in offset support to central administration and revenue commitments necessary to purchase replacement fixed assets.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$27,500
Engineering/Industrial Equip. & Ins.	22,040
Total	\$49,540

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
CONVERT PAPER DOCUMENTS TO MICROFILM					
% OF RESOURCES: 90%					
<u>OUTCOME (Planned Result)</u>					
CONVERT ALL DOCUMENTS TO MICROFILM					
<u>EFFECTIVENESS (Input/Outcome)</u>					
NUMBER OF STAFF CONVERTING FILM	0	0	0	0	9
<u>OUTPUT (Service or Product)</u>					
NUMBER OF MICROFILM ROLLS PRODUCED	0	0	0	0	5,394
<u>EFFICIENCY (Input/Output)</u>					
AVERAGE NUMBER OF MICROFILM ROLLS PER STAFF	0	0	0	0	599.3

COMMENT:

Microfilm staff are normally funded out of the Recording Services Program - Microfilm Division. Projected staffing costs of \$93,069 will be funded from the Micrographics Program in the 1995-96 FY due to a Recording Fee revenue shortfall. Staff Year funding from this program will reduce the likelihood of revenue shortfalls negatively impacting the General Fund.

Note: At the request of the Auditor and Controller a new format for performance indicators is being developed. No prior year data is available in this new format and by direction, is not displayed above.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 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.	0	0.00	0	0.00	0	0
Total		0	0.00	0	0.00	\$0	\$0
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						0	0
Salary Savings:						(0)	(0)
Total Adjustments						\$0	\$0
Program Totals		0	0.00	0	0.00	\$0	\$0

1995-96 positions and staff years were shifted in the 1994-95 FY to other programs. Staffing reassignments are a result of changing program requirements that more closely align with position duties.

AUTHORITY: Government Code Section 27361 (State 1984 Ch 1156, Section 3) authorizes the implementation of the program in this County.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$813,485	\$657,020	\$1,270,188	\$620,822	\$1,872,124	201.6
Services & Supplies	230,641	181,492	473,067	545,600	398,661	(26.9)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	67,172	100,841	563,243	108,650	440,834	305.7
TOTAL DIRECT COST	\$1,111,298	\$939,353	\$2,306,498	\$1,275,072	\$2,711,619	112.7
PROGRAM REVENUE	(1,008,347)	(950,929)	(3,106,322)	(1,275,072)	(2,703,128)	112.0
NET GENERAL FUND CONTRIBUTION	\$102,951	\$(11,576)	\$(799,824)	\$0	\$8,491	100.0
STAFF YEARS	18.00	14.00	54.00	14.00	54.00	285.7

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Estimated actual 1994-95 revenue, reflects transfers from the Modernization Fund to offset Recording Fee revenue shortfall. Recorder staffing costs have been shifted to this program to mitigate shortfalls in Recording revenue and decrease the likelihood of negatively impacting the General Fund.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Every attempt was made to support, maintain and modernize the County's system of Recorded documents.

Modernization Trust Fund resources were utilized to keep the County's system of recorded documents accurate and updated. Recording staff years were transferred to this trust fund to insure no interruption to the recording process during a shortfall in recording revenue. By providing full support to the recording process the modernized creation, retention and retrieval of all information in the County's system of recorded documents was enhanced and maintained.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Continue to modernize all systems associated with the full operation of the County's system of recorded documents
 - a. Install the Assessment Appeals System to provide improved public service through document access at all branch offices.
 - b. Provide training to Departmental system personnel in preparation for the above mentioned Wide Area Network installation and implementation.
2. Data enter older Confidential Marriage records (64,586) in house utilizing Data Control key punch personnel.
 - a. Provide key punch capacity within this program to update older records as needed, without hiring new staff or contracting out.
3. Automate the collection of fees to better account for and manage revenues collected.
 - a. Streamline procedures to maximize fee collection capacity without compromising accountability. Total collections 21,074,425.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Systems Analysis [5.00 SY; E = \$366,069; R = \$(366,069)] 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 [6.00 SY; E = \$244,045; R = \$(244,045)] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue collected for the Modernization Trust Fund.
 - o Able to process 19,947 entries and corrections to vital records annually.
 - o Providing personal computer maintenance, training and assistance to department personnel.
3. Fee Collection [6.00 SY; E = \$295,566; R = \$(287,075)] 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 1994-95 fiscal year, the following is a projection of deposits and will either be retained or disbursed to State and other local public entities: Recording fee \$3,998,199; Modernization Trust \$2,933,156; Micrographics Trust \$706,909; Document Transfer Tax \$9,562,880; Battered Children \$209,160; Trial Court \$881,968; County Clerk fees \$1,630,492 Copy fees \$745,836; Fictitious Business Name filings \$405,825;
 - o Able to automate revenue/trust account tracking, disbursement, reporting and deposits.
4. Examining and Recording Documents [15.00 SY; E = \$734,849; R = \$(734,849)] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Offset 100% by Modernization Trust Fund.
 - o Examine, determine fees and record 671,805 documents presented for recording.
 - o Provide training for the automated County system of Document Recording.
5. Grantor-Grantee Index Production [17.00 SY; E = \$786,370; R = \$(786,370)] 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 Key punch, verify and produce an index of 2,305,096 official index records, for a total of 671,805 instruments indexed.

-
6. Equipment Maintenance and Acquisition [3.00 SY; E = \$165,409; R = \$(165,409)] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Offset 100% by Modernization Trust Fund.
 - o 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 Acquire approximately \$563,243 in fixed assets to support and improve departmental operations in the area of the automated County system of Document Recording.
 - o Acquire Assessment Appeal System to improve the distribution, access, timeliness, availability, ease in tracking and processing of Assessment Appeals and provides for greater transition of information in the County's system of recorded documents. The Wide Area Network (WAN) will provide much needed network infrastructure to all Assessor/Recorder/Clerk branch Offices.
7. Personnel/Training/Payroll Services [2.00 SY; E = \$119,311; R = \$(119,311)] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Offset 100% by Modernization Trust Fund.
 - o Provide training to all departmental and associated title company personnel in the area of sexual harassment, public contact and repetitive motion.
 - o Standardize and improve all interview procedures to insure fairness, limit liability, and insure the acquisition and promotion of the most qualified applicants.
 - o 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Modernization Administration/Travel Contribution	\$3,126,034 (19,712)	\$1,306,003 (30,931)	\$2,742,552 (39,424)	1,436,549 (8,493)
Sub-Total	\$3,106,322	\$1,275,072	\$2,703,128	\$1,428,056
Total	\$3,106,322	\$1,275,072	\$2,703,128	\$1,428,056

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT	\$(799,824)	\$0	\$8,491	8,491
Sub-Total	\$(799,824)	\$0	\$8,491	\$8,491
Total	\$(799,824)	\$0	\$8,491	8,491

EXPLANATION/COMMENT ON PROGRAM REVENUES

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.

FY 1995-96 Modernization program revenues are 1.4 million over prior year budgeted levels due to a shift in recording staff to the Modernization program. The shift in recording staff and a reduction in recording expenditures have been implemented to lessen the net cost impact to the General Fund associated with a slowdown in recording activity and associated recording program revenue.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$95,570
Modular Furniture & Equipment	89,000
Data Processing Equipment	256,264
Total	\$440,834

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
DATA CONTROL KEY PUNCH					
% OF RESOURCES: 9%					
<u>OUTCOME (Planned Result)</u>					
MAINTAIN CAPACITY TO KEY OLDER RECORDS					
<u>EFFECTIVENESS (Input/Outcome)</u>					
COST TO STAFF DATA CONTROL AT OPTIMUM	0	0	0	0	205,304
<u>OUTPUT (Service or Product)</u>					
NUMBER OF RECORDS DATA ENTERED	0	0	0	0	225,439
<u>EFFICIENCY (Input/Output)</u>					
AVERAGE COST PER RECORD DATA ENTERED	0	0	0	0	.698
ACTIVITY B:					
FEE COLLECTION/ACCOUNTING					
% OF RESOURCES: 11%					
<u>OUTCOME (Planned Result)</u>					
AUTOMATE COLLECTION OF FEES					
<u>EFFECTIVENESS (Input/Outcome)</u>					
TOTAL ACCOUNTING STAFF COST	0	0	0	0	205,304
<u>OUTPUT (Service or Product)</u>					
TOTAL FEES COLLECTED/ACCOUNTED FOR	0	0	0	0	21,074,425
<u>EFFICIENCY (Input/Output)</u>					
COST OF COLLECTION/ACCOUNTING FOR FEE	0	0	0	0	.0097

Note: At the request of the Auditor and Controller a new format for performance indicators is being developed. No prior year data is available in this new format and by direction, is not displayed above.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2542	Recorder Information Svcs. Mgr.	1	1.00	0	0.00	58,942	0
2526	Recorder, Program Dev. Specialist	1	1.00	1	1.00	49,508	49,314
2328	Dept. Personnel Officer II	1	1.00	1	1.00	39,116	42,894
2525	Senior System Analyst	1	1.00	0	0.00	54,747	0
2427	Associate System Analyst	1	1.00	1	1.00	42,086	31,715
3119	Dept. Computer Specialist II	1	1.00	1	1.00	27,926	30,206
2906	Legal Procedures Clerk III	1	1.00	0	0.00	23,650	0
2493	Intermediate Account Clerk	2	2.00	2	2.00	38,863	39,148
2494	Payroll Clerk	1	1.00	1	1.00	21,757	21,669
2710	Junior Clerk Typist	1	1.00	1	1.00	14,834	14,751
3030	Data Entry Operator	2	2.00	2	2.00	35,882	36,397
2403	Accounting Technician	0	0.00	1	1.00	0	24,762
2425	Assoc. Accountant	0	0.00	1	1.00	0	31,168
2487	EDP Dist. Network Coordinator	0	0.00	1	1.00	0	49,481
2499	Principal Systems Analyst	0	0.00	1	1.00	0	58,713
2505	Senior Accountant	0	0.00	1	1.00	0	37,868
2700	Intermediate Clerk Typist	0	0.00	3	3.00	0	56,344
2745	Supv. Clerk	0	0.00	1	1.00	0	27,770
2907	Legal Procedures Clerk II	0	0.00	14	14.00	0	331,998
3020	Computer Operator	0	0.00	1	1.00	0	25,332
3023	Index Clerk Supervisor	0	0.00	1	1.00	0	28,493
3024	Index Clerk	0	0.00	15	15.00	0	320,882
3069	Senior Data Entry Operator	0	0.00	1	1.00	0	22,167
3071	Senior Index Clerk	0	0.00	1	1.00	0	24,828
3118	Dept. Computer Specialist I	0	0.00	1	1.00	0	25,660
2510	Senior Acct. Clerk	1	1.00	1	1.00	23,092	20,714
Total		14	14.00	54	54.00	\$430,403	\$1,352,274
Salary Adjustments:						18,000	(18,919)
Integrated Leave Program						(0)	(0)
Premium/Overtime Pay:						39,200	39,200
Employee Benefits:						141,553	499,569
Salary Savings:						(8,334)	(0)
Total Adjustments						\$190,419	\$519,850
Program Totals		14	14.00	54	54.00	\$620,822	\$1,872,124

AUTHORITY: This program was developed for the purpose of carrying out California Revenue and Taxation Code, Section 601, Government Code, Sections 27201 and 27383 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. The Recorder/Clerk is mandated to provide for the orderly Examination, Recordation, Archiving, and Retrieval of all records submitted for recordation or filing. Additionally, the Assessor/Recorder/Clerk is mandated to maintain an index, confidentiality and to provide for immediate distribution of vital record information upon request. There are a multitude of State Codes mandating specific fees, fee distributions and other parameters and guidelines

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$446,195	\$438,354	\$416,314	\$417,078	\$475,183	13.9
Services & Supplies	6,568	6,327	8,272	8,366	14,218	69.9
Fixed Assets	0	0	0	0	0	
TOTAL DIRECT COST	\$452,763	\$444,681	\$424,586	\$425,444	\$489,401	15.0
PROGRAM REVENUE	(484,746)	(476,000)	(424,586)	(0)	(489,401)	
NET GENERAL FUND CONTRIBUTION	\$(31,983)	\$(31,319)	\$0	\$425,444	\$0	(100.0)
STAFF YEARS	6.78	6.55	7.00	7.00	6.00	(14.3)

PROGRAM MISSION

The Assessor/Recorder/Clerk 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/Recorder/Clerk'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 for safekeeping, archiving and prompt distribution of all records within the Office of the Assessor/Recorder/Clerk. Central to the Mission of this Office, are the following objectives: courteous treatment to the public at all times, increased productivity and efficiency through automation, and maintenance of professional and knowledgeable staff.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Salary & Benefit expenditures are projected slightly higher than budget allocations due to shifts in staffing as a result of the January, 1995 voter approved Charter Amendment to merge the Office of the Recorder Clerk with the Assessor. Services and Supply costs are below budget and reflect the ongoing commitment of this Office to maintain a fiscally conservative expenditure posture while markets and local economies remain depressed.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Outcome of operational surveys identified various manual procedures, in the area of assessment appeals, that could be better performed utilizing automation. The primary objective was to initiate automation to eliminate manual procedures and automate manual intensive operations. This was completed by the implementation of the automated assessment appeal system in 1995.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Provide training to prevent work related injuries to Office staff with data entry responsibilities or who spend a significant amount of time working on a computer.
 - a. Provide at minimum same level of repetitive motion injury avoidance training as last year.
2. Continue to conduct operational surveys to identify areas of cost savings and or cost avoidance.
 - a. Two Naco Award Applications relating to the new consolidation have been submitted which have identified annual cost savings of \$418,400.
3. Respond to all constituent requests for information, complaints or praise.
 - a. Provide customer service and constituent relations training to insure all employees are providing prompt and courteous treatment to the public.

3. Respond to all constituent requests for information, complaints or praise.
 - a. Provide customer service and constituent relations training to insure all employees are providing prompt and courteous treatment to the public.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Department Administration: [6.00 SY; E = \$489,401; R = \$(489,401)] including support personnel.

The Department Administration Program provides overall management, administrative services, and planning for the Assessor/Recorder/Clerk. Included in this program are the Office of the Assessor/Recorder/Clerk and the Administrative, secretarial and support functions. This program is:

- Mandated/Discretionary Service Level.

The major functions and responsibilities of this 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 six programs and seventeen 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. This action will provide greater budgetary flexibility to mitigate and manage devastating swings in programmatic revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Modernization Fee (Admin. Support Offset)	\$19,712	\$0	\$39,424	39,424
Micrographics (Admin. Support Offset)	59,295	0	114,100	114,100
Recording Svcs (Admin. Support Offset)	345,579	0	335,877	335,877
Sub-Total	\$424,586	\$0	\$489,401	\$489,401
Total	\$424,586	\$0	\$489,401	\$489,401

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$0	\$425,444	\$0	(425,444)
Total	\$0	\$425,444	\$0	\$(425,444)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 94-95 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 budgets.

Note: Estimated Actual Revenue for 1994-95 FY and the 1995-96 CAO Proposed Budget reflect Administrative offset revenue from other programs within this department.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0110	Assessor/Recorder/County Clerk	1	1.00	1	1.00	\$97,602	\$97,225
0210	Chief Deputy County Assessor	1	1.00	1	1.00	88,740	88,396
0250	Chief Deputy County Recorder	1	1.00	1	1.00	71,029	71,029
2759	Admin. Secretary IV	1	1.00	2	2.00	33,135	63,658
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,653
9999	Summary Extra Help	0	2.00	0	0.00	0	500
Total		5	7.00	6	6.00	\$321,280	\$351,461
Salary Adjustments: ILP (9006) and Sal. Adj. (9007)						\$(0)	\$0
Premium/Overtime Pay:						0	400
Employee Benefits:						96,065	123,322
Salary Savings:						(267)	(0)
Total Adjustments						\$95,798	\$123,722
Program Totals		5	7.00	6	6.00	\$417,078	\$475,183

AUDITOR AND CONTROLLER

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Auditing	\$1,590,345	\$1,566,599	\$1,433,159	\$1,546,907	\$1,524,026	(22,881)	(1.5)
County Budget Planning and Implementation	0	0	1,023,141	1,050,043	1,276,987	226,944	21.6
Accounting and Fiscal Control	5,613,774	6,743,247	5,246,328	5,890,662	5,568,640	(322,022)	(5.5)
Purchasing and Contracting	2,207,130	1,908,238	1,910,061	2,027,710	2,124,953	97,243	4.8
Revenue and Recovery	8,311,814	7,838,921	7,677,858	8,535,561	7,968,568	(566,993)	(6.6)
Administrative Support	1,161,130	1,036,350	1,529,609	722,554	1,453,199	730,645	101.1
TOTAL DIRECT COST	\$18,884,193	\$19,093,355	\$18,820,156	\$19,773,437	\$19,916,373	\$142,936	0.7
PROGRAM REVENUE	(3,436,335)	(4,360,670)	(3,471,742)	(3,245,879)	(2,895,742)	350,137	(10.8)
NET GENERAL FUND COST	\$15,447,858	\$14,732,685	\$15,348,414	\$16,527,558	\$17,020,631	\$493,073	3.0
STAFF YEARS	460.88	454.78	456.16	513.50	497.25	(16.25)	(3.2)

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Continue to assure conformance and performance of departmental managers to achieve the objectives set forth in each program.

AUDITOR AND CONTROLLER

AUDITOR AND CONTROLLER		AUDITING		COUNTY BUDGET PLANNING AND IMPLEMENTATION		ACCOUNTING AND FISCAL CONTROL		PURCHASING AND CONTRACTING		REVENUE AND RECOVERY		ADMINISTRATIVE SUPPORT	
		EDP Audits Efficiency and Effectiveness Audits Fiscal and Compliance Audits Special Request Audits		Budget Analysis and Review of Major County Issues Capital Improvement Budget Preparation Centralized Program Budget Preparation Financial and Economic Analysis for Program Budget Development		Accounting, Enterprise, Special Districts, Grant, Production, Various COC Departments and Re-development Accounts Receivable Budget/Labor 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 Internal Appointment Internal Budget Preparation Payment of County Claims Proposition 4 Compliance Revenue Analysis/Forecasting Tax Apportionment		Contracted Purchasing and Contracting Inventory Maintenance of Common Property Property Redistribution and Disposal Use Items		Child and Special 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		Executive/Administrative Support to the Auditor and Controller Department Other Departmental Support Steno-typing Centralized Financial Mailings	
		Permanent	Shift Years	Permanent	Shift Years	Permanent	Shift Years	Permanent	Shift Years	Permanent	Shift Years	Permanent	Shift Years
		Senior A & C Manager 1.0 A & C Manager 1.0 EDP Audit Specialist I 2.0 Senior Auditor/Accountant 8.0 Associate Accountant 14.0 Word Processor Operator 1.0 Intermediate Clerk 1.0 Total 29.0		County Budget Director 1.0 Deletion Chief, County Budget Office 2.0 Senior County Budget Analyst 3.0 County Budget Analyst 10.0 Administrative Secretary IV 1.0 Senior Clerk 1.0 Word Processor Operator 0.75 Total 18.75		Actg. & Fin. Cont. Dir. 1.0 Senior A & C Manager 2.0 A & C Manager III 1.0 A & C Manager II 3.0 Comptroller/Systems Coordinator 2.0 A & C Compensation Specialist 1.0 Revenue & Budget Accountant 2.0 Senior Systems Analyst 1.0 Senior Auditor/Accountant 1.0 Associate Accountant 22.0 Accounting Technician 18.0 A & C Payroll Technician 8.0 Senior Account Clerk 24.0 Senior Clerk 3.0 Senior Data Entry Operator 1.0 Intermediate Account Clerk 22.0 Data Entry Operator 4.0 Intermediate Clerk 14.0 Clerk 1.0 Word Processing Operator 1.0 Sub-Total 144.0 Non-Permanent 0.5 Total 144.5		Purchasing & Contr. Director 1.0 Manager of Contracting 1.0 Manager, Procurement Mng. 1.0 Material Manager 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 OK, Buyer III 5.0 Warehouse Material Handler 3.0 Material Storekeeper I 3.0 Material Storekeeper II 2.0 Supv. Material Storekeeper 1.0 Intermediate Clerk Typist 2.0 Senior Clerk 4.0 Admn. Secretary III 1.0 Data Entry Operator 2.0 Department Computer Specialist III 1.0 Stone Delivery Driver 3.0 Sub-Total 48.0 Non-Permanent 0.0 Total 48.0		Revenue & Recovery Director 1.0 Admn. Services Mgr. II 1.0 Deletion Chief, Revenue & Recovery 4.0 Administrative Assistant I 1.0 Personnel Aide 1.0 Departmental Personnel ORE 1.0 Clerk 1.0 Section Chief, Revenue & Recovery 9.0 Revenue & Recovery Off II 22.0 Revenue & Recovery Off I 9.0 Revenue & Recovery 47.0 Other Trainee 17.0 Intermediate Account Clerk 31.0 Senior Accountant 1.0 Senior Account Clerk 8.0 Senior Payroll Clerk 1.0 Senior Clerk 1.0 Steno-typist I 1.0 Intermediate Clerk Typist 49.5 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 224.5 Non-Permanent 12.0 Total 236.5		Chief Fin. Officer/Auditor and Controller 1.0 Asst. Auditor/Controller 1.0 Admn. Services Mgr. II 1.0 Administrative Assistant III 1.0 Administrative Assistant I 1.0 Deletion Chief, Revenue & Recovery 1.0 St. Word Proc. Operator 1.0 Word Processing Operator 2.0 Mail Processing Technician 2.0 Steno-typist I 1.0 Senior Clerk 1.0 Principal Clerk 1.0 Admn. Secretary III 1.0 Intermediate Clerk Typist 2.0 A&C Payroll Technician 1.0 Sub-Total 18.0 Non-Permanent 0.5 Total 18.5	

PROGRAM: Auditing

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81802

ORGANIZATION #: 1050

MANAGER: Robert Booker, Ed.D.

REFERENCE: 1995-96 Proposed Budget - Pg. 33-3

AUTHORITY: This program carries out Auditor responsibilities mandated in Government Code Sections 26883, 26900, 26909 and 26910 and County Charter Section 801.1

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,567,288	\$1,531,422	\$1,403,146	\$1,521,984	\$1,502,400	(1.3)
Services & Supplies	23,057	35,177	22,735	24,923	21,626	(13.2)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	7,278	0	0	0.0
TOTAL DIRECT COST	\$1,590,345	\$1,566,599	\$1,433,159	\$1,546,907	\$1,524,026	(1.5)
PROGRAM REVENUE	(180,996)	(200,979)	(133,810)	(206,250)	(161,250)	(21.8)
NET GENERAL FUND CONTRIBUTION	\$1,409,349	\$1,365,620	\$1,299,349	\$1,340,657	\$1,362,776	1.6
STAFF YEARS	30.00	29.01	25.4	30.00	29.0	(3.3)

PROGRAM MISSION

To audit the various accounting and financial systems of the County of San Diego and other governmental entities, as mandated.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

No significant difference however in response to Board direction, the Audits Division undertook to help departments develop measurable outcome measures.

ACHIEVEMENT OF 1994-95 OBJECTIVES

All 1994-95 objectives were achieved.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Complete training of all County Departments in the Government Accounting Standards Board Service Efforts and Accomplishments.

Establish formalized relationship with the San Diego County Grand Jury to coordinate audit work requests.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Audits [29.00 SY; E = \$1,524,026; R = \$161,250] 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 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Fees for Auditing Services	\$95,420	\$123,750	\$138,750	15,000
Interfund Charges	38,390	82,500	22,500	(60,000)
Sub-Total	\$133,810	\$206,250	\$161,250	\$(45,000)
Total	\$133,810	\$206,250	\$161,250	\$(45,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$1,299,349	\$1,340,657	\$1,362,776	22,119
Sub-Total	\$1,299,349	\$1,340,657	\$1,362,776	\$22,119
Total	\$1,299,349	\$1,340,657	\$1,362,776	\$22,119

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues decreased in 1994-95 budget relative to changes in the interfund charges due to Board direction.

Revenues are also expected to decrease in the collections of fees for auditing services for 1995-96 due to uncollectible charges for micro-automation fees.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
NUMBER OF AUDITS SCHEDULE					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Planned audits	125	114	110	110	110
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of completion of planned audits	100%	100%	100%	100%	100%
<u>OUTPUT (Service or Product)</u>					
Completed audits	125	114	111	110	110
<u>EFFICIENCY (Input/Output)</u>					
Fees/charges for Audits services collected	\$180,996	\$200,979	\$133,810	\$206,250	\$161,250

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0310	Senior Auditor & Controller Mgr	1	1.00	1	1.00	\$63,389	\$63,143
0311	Auditor & Controller Mgr	1	1.00	1	1.00	52,156	51,954
2507	EDP Audit Specialist II	2	2.00	2	2.00	119,016	118,550
2506	EDP Audit Specialist I	3	3.00	3	3.00	156,468	155,862
2501	Senior Auditor/Accountant	5	5.00	6	6.00	229,800	274,686
2425	Associate Accountant	15	15.00	14	14.00	519,156	473,166
2700	Intermediate Clerk Typist	2	2.00	1	1.00	39,856	17,837
3009	Word Processor Operator	1	1.00	1	1.00	22,716	23,646
Total		30	30.00	29	29.00	\$1,202,557	\$1,178,844
Salary Adjustments:						0	1
ILP						0	0
Premium/Overtime Pay:						22,089	22,089
Employee Benefits:						342,921	374,764
Salary Savings:						(45,583)	(73,298)
Total Adjustments						\$319,427	\$323,556
Program Totals		30	30.00	29	29.00	\$1,521,984	\$1,502,400

Changes:

Moved accounting and clerical staff to proper physical locations. One staff position down in proposed staffing to compensate the correcting of their physical location. The 1994-95 actuals for staff years 25.40 is due to numerous vacancies in division not filled until later portion of year.

AUTHORITY: This program carries out budgetary and economic oversight responsibilities in County Charter Sections 703.4 and 800 and Administrative Code Article VII.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$1,000,339	\$1,018,569	\$1,247,913	22.5
Services & Supplies	0	0	13,603	29,074	29,074	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	9,199	2,400	0	(100.0)
TOTAL DIRECT COST	\$0	\$0	\$1,023,141	\$1,050,043	\$1,276,987	21.6
PROGRAM REVENUE	(0)	(0)	(81,825)	(81,825)	(70,289)	(14.1)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$941,316	\$968,218	\$1,206,698	24.6
STAFF YEARS	0.00	0.00	15.85	16.0	18.75	17.2

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Total direct costs for FY 1994-95 are projected to be within budgeted levels. Salary and benefit expenditures are estimated to be under budgeted levels as a result of vacant positions which were not filled during the fiscal year. Total revenues were realized in accordance with the budgeted levels.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achievement of 1994-95 objectives included the following:

1. Developed a County Budget for FY 1994-95 that was fundamentally sound and was achievable in terms of resources and outputs approved. This included the completion of 7 major budget documents used to guide the County's budget process.
2. Provided management reports and recommendations necessary to successfully complete the fiscal year with a positive fund balance and met all payroll and other fiscal obligations.
3. Implemented the input/ideas gathered from debriefing sessions with principal budget participants in order to improve the satisfaction with the budget process.
4. Successful participation in the Government Finance Officer's Award Program for Distinguished Budget Presentation earning this award for the fifth year.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. The County Budget, developed and adopted annually, is achievable in terms of resources and outputs approved, and is fundamentally sound with a variance between adopted and actual discretionary revenue of less than 2%.
 - a. In addition to the Proposed Budget document, produce 7 major budget decision documents which are related to the County's budget outlook, Federal and State budgets, changes to the Proposed Budget, budget deliberations recommendations, etc.; and which continually update revenue and expenditure projections, and related issues.

2. With reserves of less than 0.3% of the budget, complete the fiscal year with a positive fund balance and meet all payroll and other fiscal obligations.
 - a. Complete 8 major documents/studies/reports during the fiscal year that guide budget management processes and utilization of reserves.
3. Principal budget participants will rate their satisfaction with the budget process as good, and continually improving, despite resource availability that is typically \$100 million to \$200 million less than needs identified by department officials.
 - a. Debriefing sessions following budget adoption, and Board Policy direction reports and meetings will guide in adjusting processes to the desires of the participants.
4. Participate in the Government Finance Officer's Award Program for Distinguished Budget Presentation in order to continually improve the budget by meeting established quality criteria related to the budget as a policy statement, communications device, operations guide, and financial plan.
 - a. Compile and produce budget document for 60 County department units and 142 corresponding programs, including the reconciliation of line-item processes and totals to meet State requirements.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. County Budget Planning and Implementation [18.75 SY; E = \$1,276,987; R = \$70,289] including support personnel is:
 - o Mandated/Discretionary Service Level
 - o Responsible for developing the County's annual Program Budget, administering budget development processes (instructions, calendars, hearings and deliberations, budget documents and budget control totals.), exercising economic oversight and control of County revenues and expenditures, and management of the adopted budget throughout the fiscal year.
 - o Increased \$38,224 for changes in retirement, step changes, and workers' compensation.
 - o Decreased \$7,038 and 0.25 staff years as a result of recommended expenditure reductions to balance FY 1995-96 budget.
 - o Increased by 3.00 staff years as a result of an internal reorganization within the Auditor & Controller/Chief Financial Officer which transferred professional staff from the Fiscal Control program. The County Budget Office will assume the primary responsibility for the completion of Quarterly Fund Balance reporting, revenue analysis and agenda review. The net department impact of this action on staffing and costs is zero as a result of a commensurate decrease in the Fiscal Control Program.
 - o 5.5% offset by program revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Interfund Charges	\$81,825	\$81,825	\$70,289	(11,536)
Sub-Total	\$81,825	\$81,825	\$70,289	\$(11,536)
Total	\$81,825	\$81,825	\$70,289	\$(11,536)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND CONTRIBUTION:	\$941,316	\$968,218	\$1,206,698	238,480
Sub-Total	\$941,316	\$968,218	\$1,206,698	\$238,480
Total	\$941,316	\$968,218	\$1,206,698	\$238,480

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues in this program vary annually based on normal variations in the A-87 cost recovery program. FY 1995-96 revenue for this program is reduced below the FY 1994-95 adopted budget level as result of the cancellation of revenue from the Solid Waste Fund. The increase in the general fund contribution for this program is a result of the transfer of 3.00 staff years from the Fiscal Control Program. The net department impact of this internal reorganization is zero.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: BUDGET DEVELOPMENT					
% OF RESOURCES: 75%					
<u>OUTCOME (Planned Result)</u>					
Sound/Achievable Budget			1	1	1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Discretionary Revenue Variance			2% or less	2% or less	2% or less
<u>OUTPUT (Service or Product)</u>					
Major decision budget documents			7	7	7
<u>EFFICIENCY (Input/Output)</u>					
Decision documents/Staffing level			.39	.37	.37
 ACTIVITY B: BUDGET MANAGEMENT					
% OF RESOURCES: 25%					
<u>OUTCOME (Planned Result)</u>					
Successful Budget Management			1	1	1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Reserves as a % of total budget			0.261%	0.261%	0.253%
<u>OUTPUT (Service or Product)</u>					
Major mgmt. documents/studies/reports			8	8	8
<u>EFFICIENCY (Input/Output)</u>					
Reports per staffing level			.44	.42	.42

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2165	County Budget Office Director (2161)	1	1.00	1	1.00	\$86,570	\$86,570
0359	Div Chief, County Budget Office	1	1.00	2	2.00	65,001	124,923
2392	County Budget Analyst	7	7.00	10	10.00	346,556	493,149
2393	Senior County Budget Analyst	4	4.00	3	3.00	222,514	171,909
2746	Confidential Office Assistant	1	1.00	0	0.00	22,052	0
2759	Administrative Secretary IV	1	1.00	1	1.00	33,135	33,005
2730	Senior Clerk	0	0.00	1	1.00	0	22,530
3009	Word Processor Operator	1	1.00	1	.75	20,016	15,382
Total		16	16.00	19	18.75	\$795,844	\$947,468
Salary Adjustments:						(3,137)	(677)
Premium/Overtime Pay:						0	0
Employee Benefits:						236,989	323,219
Salary Savings:						(11,127)	(22,097)
Total Adjustments						\$222,725	\$300,445
Program Totals		16	16.00	19	18.75	\$1,018,569	\$1,247,913

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,408,966	\$6,548,922	\$5,152,460	\$5,700,048	\$5,490,559	(3.7)
Services & Supplies	178,100	183,705	47,494	178,515	72,831	(59.2)
Other Charges	880	445	4,036	5,250	5,250	0.0
Fixed Assets	25,828	10,175	42,338	6,849	0	(100.0)
TOTAL DIRECT COST	\$5,613,774	\$6,743,247	\$5,246,328	\$5,890,662	\$5,568,640	(5.5)
PROGRAM REVENUE	(2,365,402)	(2,698,939)	(2,239,852)	(2,016,441)	(1,894,767)	(6.0)
NET GENERAL FUND CONTRIBUTION	\$3,248,372	\$4,044,308	\$3,006,476	\$3,874,221	\$3,673,873	(5.2)
STAFF YEARS	130.25	146.26	129.11	147.50	144.50	(2.0)

PROGRAM MISSION

To prescribe and control the various accounting and financial systems of the County of San Diego and other governmental entities, as mandated.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Little significant variance in the program. Staffing was under budgeted levels due to underfilling positions until late in the fiscal year to achieve salary savings.

ACHIEVEMENT OF 1994-95 OBJECTIVES

All objectives were achieved.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Prioritization of welfare warrant distribution to substantially reduce the number of warrants issued so to reduce the possibility of fraud.
2. Monitor expenditures and revenues to assure that the County closes its fiscal year in a non-deficit condition.
3. Continue to provide assistance to County departments regarding their fiscal and analytical needs.
4. 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.
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.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Revenue and Budget Management [7.00 SY; E = \$404,359; R = \$55,820] 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 14% offset by program revenues.

2. Property Tax Services [20.00 SY; E = \$872,068; R = \$495,000] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for preparation of property tax bills and apportionment of tax revenues.
 - o 57% offset by program revenues.

3. Controller Branch Office [36.00 SY; E = \$1,318,855; R = \$861,575] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for accounting services to several County departments, special districts and enterprise funds.
 - o 65% offset by program revenues.

4. Probation Accounting [20.00 SY; E = \$661,221; 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 \$41,391 and 1.00 staff years for mandated Title IV Claims processing approved at mid-year 1994-95 and Welfare and Institutions Code Billings.
 - o 3% offset by program revenues.

5. Other Fiscal Control Subactivities [61.5 SY; E = \$2,312,137; R = \$465,381] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for General Accounting, Payroll and Travel Accounting and Accounts Payable.
 - o 20% offset by program revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES AND FEES:				
Fees for Various Accounting Services	\$1,163,342	\$ 927,091	\$927,091	0
Interfund Charges	1,076,510	1,089,350	967,676	(121,674)
Sub-Total	\$2,239,852	\$2,016,441	\$1,894,767	\$(121,674)
Total	\$2,239,852	\$2,016,441	\$1,894,767	\$(121,674)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND CONTRIBUTION:	\$3,006,476	\$3,874,221	\$3,673,739	(200,482)
Sub-Total	\$3,006,476	\$3,874,221	\$3,673,739	\$(200,482)
Total	\$3,006,476	\$3,874,221	\$3,673,739	\$(200,482)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues decreased 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. OCB 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.

A total of \$121,674 in revenue from the Solid Waste Enterprise Fund are no longer included by Board direction.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: DEPOSIT PERMITS					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Number of deposit permits to be processed	23,500	23,134	25,000	25,000	25,000
<u>EFFECTIVENESS/OUTPUT (Service or Product)</u>					
Actual number of deposit permits processed	24,363	24,161	23,814	24,828	25,000
<u>EFFICIENCY (Input/Output)</u>					
% increase/decrease in processed deposit permits	+4%	+4%	-5%	-.6%	0%
ACTIVITY B: FIXED ASSET PROPERTY NUMBERS PROCESSED					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Number of Fixed Asset Numbers to be assigned	25,000	25,000	67,000	67,000	13,000
<u>EFFECTIVENESS/OUTPUT (Service or Product)</u>					
Actual number of Fixed Asset Numbers assigned	24,734	64,628	13,253	12,641	13,000
<u>EFFICIENCY (Input/Output)</u>					
% increase/decrease in assigned Fixed Asset Numbers	-1%	+61%	-406%	-430%	0%
ACTIVITY C: GENERAL CLAIMS					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Number of General Claims to be processed	165,000	165,000	150,000	150,000	145,000
<u>EFFECTIVENESS/OUTPUT (Service or Product)</u>					
Actual number of General Claims processed	165,299	138,800	147,000	145,000	145,000
<u>EFFICIENCY (Input/Output)</u>					
% increase/decrease in processed Claims	+ .18%	-18%	-2%	-3%	0%

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY D: PROBATION ACCOUNT TRANSACTIONS					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Number of Probation Account Transactions to be processed	450,000	491,800	484,317	484,217	235,000
<u>EFFECTIVENESS/OUTPUT (Service or Product)</u>					
Actual number of Probation Account Transactions processed	447,463	437,564	234,383	231,691	235,000
<u>EFFICIENCY (Input/Output)</u>					
% increase/decrease in processed Probation Account Transactions	- .6%	-12%	-107%	-108%	0%
ACTIVITY E: PROPERTY TAX SERVICES TRANSACTIONS					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Number of Property Tax Services Transactions to be processed	4,470,500	4,474,832	4,543,470	4,543,470	4,543,470
<u>EFFECTIVENESS/OUTPUT (Service or Product)</u>					
Actual number of Property Tax Services Transactions processed	4,372,450	4,432,786	4,499,609	4,543,295	4,543,470
<u>EFFICIENCY (Input/Output)</u>					
% increase/decrease in processed Property Tax Services Transactions	-2%	-1%	-1%	-.004%	0%
ACTIVITY F: REDEVELOPMENT PROJECT REPORTS					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Number of Redevelopment Project Reports processed	44	45	47	45	45
<u>EFFECTIVENESS/OUTPUT (Service or Product)</u>					
Actual number of Redevelopment Reports processed	44	45	47	45	45
<u>EFFICIENCY (Input/Output)</u>					
% increase/decrease in processed Redevelopment Reports	0%	0%	4%	0%	0%

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY G: WARRANTS ISSUED (COUNTY & SCHOOL DISTRICTS)					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Number of warrants issued	3,090,750	3,091,636	3,400,000	3,400,000	3,175,000
<u>EFFECTIVENESS/OUTPUT (Service or Product)</u>					
Actual number of warrants issued	3,378,693	3,169,310	3,060,987	3,172,858	3,175,000
<u>EFFICIENCY (Input/Output)</u>					
% increase/decrease in warrants issued	9%	+2%	-11%	-7%	0%
ACTIVITY H: WORK AUTHORIZATIONS					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Number of work authorizations processed	40,000	35,100	31,000	31,000	31,000
<u>EFFECTIVENESS/OUTPUT (Service or Product)</u>					
Actual number of work authorizations processed	42,200	30,900	30,600	30,985	31,000
<u>EFFICIENCY (Input/Output)</u>					
% increase/decrease in processed work authorizations	+5%	-13%	-1%	-.048%	0%

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2168	Accounting and Fiscal Control Director	1	1.00	1	1.00	\$ 75,480	\$ 76,858
0310	Senior Auditor & Controller Mgr	3	3.00	2	2.00	202,287	135,194
0311	Auditor & Controller Mgr	2	2.00	0	0.00	120,726	0
2496	Auditor/Controller Mgr. II (0311)	1	1.00	3	3.00	57,483	171,115
2498	Auditor/Controller Mgr. III (0310)	0	0.00	1	1.00	0	66,312
2415	Auditor/Controller Comp Spec	1	1.00	1	1.00	49,672	49,481
2429	Revenue & Budget Accountant	2	2.00	2	2.00	99,016	98,628
2525	Senior Systems Analyst	1	1.00	1	1.00	54,747	54,533
2335	Compensation/Systems Coord.	2	2.00	2	2.00	99,344	98,962
2501	Senior Auditor/Accountant	14	14.00	13	13.00	638,700	593,216
2425	Associate Accountant	20	20.00	22	22.00	706,096	754,060
2480	A/C Payroll Technician	9	9.00	8	8.00	247,216	217,613
2403	Accounting Technician	19	18.00	18	18.00	466,310	470,863
2510	Senior Account Clerk	24	24.00	24	24.00	555,848	551,021
2730	Senior Clerk	2	2.00	3	3.00	46,649	69,434
2430	Cashier	0	0.00	1	1.00	0	19,236
3009	Word Processing Operator	0	0.00	1	1.00	0	20,489
2493	Intermediate Account Clerk	22	22.00	22	22.00	437,300	432,188
2700	Intermediate Clerk Typist	15	15.00	14	14.00	286,105	262,877
3030	Data Entry Operator	4	4.00	4	4.00	82,680	76,846
3069	Senior Data Entry Operator	1	1.00	1	1.00	22,257	22,167
2412	Analyst III	3	3.00	0	0.00	138,489	0
2725	Principal Clerk	1	1.00	0	0.00	31,465	0
2745	Supervising Clerk	1	1.00	0	0.00	24,130	0
9999	Extra Help	13	.50	13	.50	11,688	4,725
Total		161	147.50	157	144.50	\$4,453,688	\$4,245,818
Salary Adjustments:						0	156
ILP						0	0
Premium/Overtime Pay:						3,150	0
Employee Benefits:						1,399,998	1,509,098
Salary Savings:						(156,788)	(264,513)
Total Adjustments						\$1,246,360	\$1,244,741
Program Totals		161	147.50	157	144.50	\$5,700,048	\$5,490,559

Changes:

Moved accounting and clerical staff to proper physical locations. Accounting and Fiscal Control Director is accounted in the 1051 org of Administrative Support but accounted for in Accounting and Fiscal Control program. After moving staff around to correct divisions, we are one (1) staff down in proposed staffing. The 1994-95 actuals for staff years 129.11 is due to numerous vacancies within the divisions not filled until later portion of the year.

In the final budget, class differences were adjusted in agreement with line-item worksheets for class 0310, 0311, 2496, and 2498.

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,121,388	\$1,834,361	\$1,773,537	\$1,937,898	\$1,948,141	0.5
Services & Supplies	85,742	73,877	111,920	89,812	89,812	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	24,604	0	87,000	100.0
TOTAL DIRECT COST	\$2,207,130	\$1,908,238	\$1,910,061	\$2,027,710	\$2,124,953	4.8
PROGRAM REVENUE	(521,467)	(561,813)	(633,829)	(681,812)	(530,585)	(22.2)
NET GENERAL FUND CONTRIBUTION	\$1,685,663	\$1,346,425	\$1,276,232	\$1,345,898	\$1,594,368	18.5
STAFF YEARS	49.28	44.01	48.00	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, to provide county-wide cooperative purchasing and disposal sales for other county municipalities and agencies on a reimbursable basis.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The Purchasing program completed the year within the 1994-95 budgeted expenditure levels. Staffing was under budgeted levels due to underfilling positions and the delayed filling of positions to achieve salary savings.

ACHIEVEMENT OF 1994-95 OBJECTIVES

All 1994-95 objectives were achieved.

1995-96 ADOPTED PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Expand the Phase II (County commodity code) automated purchasing system beyond the initial pilot test departments and maximize its use. Purchase fixed assets of automation equipment and software.
2. Pilot test automated requests for quotation to vendors via the County Electronic Bulletin Board and commercial mailbox systems.
3. Reduce the use of hard copy Requests for Quotation (RFQ) and the associated FAX and mailing costs.
4. Make the County more accessible to its business base of suppliers and simplify the process for those suppliers wanting to participate in County business opportunities.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Purchasing/Contracting [32.0 SY; E = \$1,617,831; R = \$401,310] 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 Purchase fixed assets of automation equipment and software to expand automated purchasing system to its maximum use.
2. Stores/Property Disposal [16.0 SY; E = \$507,122; R = \$129,275] including support personnel is:
- o Discretionary/Discretionary Service Level.
 - o Responsible for the receipt, storage, issuance and delivery of \$6.1 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICE:				
Road Fund	\$179,289	\$184,838	\$184,838	0
Air Pollution Control District	57,830	57,830	57,830	0
Internal Service Fund	86,660	86,660	86,660	0
Airport Enterprise Fund	12,752	11,390	11,390	0
Liquid Waste Fund	42,092	45,560	45,560	0
Solid Waste Fund	121,657	151,227	0	(151,227)
Library Fund	15,032	15,032	15,032	0
Sub-Total	\$515,312	\$552,537	\$401,310	\$(151,227)
OTHER REVENUE:				
Purchasing fees from other government agencies	\$230	\$0	\$0	0
Recovered expenses (auction sales)	64,723	78,000	78,000	0
Sale of surplus/scrap material (nontaxable)	50,930	48,275	48,275	0
Sale of surplus/scrap material (taxable)	2,809	3,000	3,000	0
Use of money and property	15			
Work auth-excess cost	(190)			
Sub-Total	\$118,517	\$129,275	\$129,275	\$0
Total	\$633,829	\$681,812	\$530,585	\$(151,227)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$1,276,232	\$1,345,898	\$1,594,368	248,470
Sub-Total	\$1,276,232	\$1,345,898	\$1,594,368	\$248,470
Total	\$1,276,232	\$1,345,898	\$1,594,368	248,470

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue projections for the 1995-96 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. A significant change is the loss of revenue from the discontinued activity of the Solid Waste fund.

FIXED ASSETS

Category	Total Cost
Purchase fixed assets of automation equipment and software to expand automated purchasing system.	\$87,000
Total	\$87,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: PURCHASING & CONTRACTING					
% OF RESOURCES: 74.5XX					
<u>OUTCOME (Planned Result)</u>					
Number of purchase orders to be processed	0	18,194	13,410	15,000	14,500
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of requisitioned line items purchased within 21 days	0	67%	67%	30%	60%
<u>OUTPUT (Service or Product)</u>					
Actual number of purchase orders	0	18,509	15,069	15,624	14,500
<u>EFFICIENCY (Input/Output)</u>					
Cost to operate Purchasing/Contracting per \$100 of purchases	0	1.16	1.36	1.39	1.61
 ACTIVITY B: STORES/PROPERTY DISPOSAL					
% OF RESOURCES: 25.5X					
<u>OUTCOME (Planned Result)</u>					
Number of line items to be issued	0	54,600	50,600	50,000	40,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of orders filled from stock (no back orders)	0	86%	87%	90%	90%
<u>OUTPUT (Service or Product)</u>					
Line items issued	0	59,803	37,780	50,000	40,000
<u>EFFICIENCY (Input/Output)</u>					
Cost to operate stores per \$100 in issues	0	7.02	8.39	8.70	8.70

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2166	Purchasing and Contracting Director	1	1.00	1	1.00	\$70,366	\$75,192
2621	Manager of Contracting (0285)	1	1.00	1	1.00	60,470	54,498
2618	Manager, Procurement Planning (0965)	1	1.00	1	1.00	48,464	48,297
2653	Materiel Manager (0964)	1	1.00	1	1.00	45,641	42,329
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,562
2412	Analyst II	2	2.00	2	2.00	70,912	70,514
2493	Int. Acct. Clerk	1	1.00	1	1.00	18,065	17,960
2510	Senior Account Clerk	1	1.00	1	1.00	23,949	23,853
2610	Buyer II	10	10.00	10	10.00	307,526	302,486
2622	Procurement Contracting Officer	5	5.00	5	5.00	220,375	219,515
2640	Buyer III	2	2.00	3	3.00	72,872	103,201
2651	Warehouse Material Handler	3	3.00	3	3.00	63,894	63,385
2665	Materiel Storekeeper I	2	2.00	2	2.00	44,078	40,732
2667	Materiel Storekeeper III	2	2.00	2	2.00	54,288	50,466
2668	Supv. Material Storekeeper	1	1.00	1	1.00	27,175	27,021
2700	Intermediate Clerk Typist	2	2.00	2	2.00	38,611	40,287
2730	Senior Clerk	4	4.00	4	4.00	95,796	95,205
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,653
3030	Data Entry Operator	2	2.00	2	2.00	41,340	41,172
3035	Data Entry Supervisor	1	1.00	0	0.00	21,591	0
3120	Dept. Computer Specialist III	1	1.00	1	1.00	41,842	41,678
7515	Stores Delivery Driver	3	3.00	3	3.00	72,824	69,362
9999	Temporary Extra Help	7	0.00	7	0.00	3,000	3,000
Total		55	48.00	55	48.00	\$1,500,519	\$1,487,368
Salary Adjustments:						0	1,160
ILP						0	0
Premium/Overtime Pay:						17,473	17,473
Employee Benefits:						467,619	519,235
Salary Savings:						(47,713)	(77,095)
Total Adjustments						\$437,379	\$460,773
Program Totals		55	48.00	55	48.00	\$1,937,898	\$1,948,141

Changes:

In the final budget, class differences were adjusted in agreement with line-item worksheets for class 0285, 0964, 0965, 2618, 2621, and 2653.

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).

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,621,119	\$7,477,093	\$7,209,332	\$8,196,387	\$7,653,985	(6.6)
Services & Supplies	469,381	358,709	436,635	315,474	314,583	(0.3)
Other Charges	0	0	0	0	0	0
Fixed Assets	221,314	3,119	31,891	23,700	0	(100.0)
TOTAL DIRECT COST	\$8,311,814	\$7,838,921	\$7,677,858	\$8,535,561	\$7,968,568	(6.6)
PROGRAM REVENUE	(368,470)	(898,939)	(382,426)	(259,551)	(213,851)	(17.6)
NET GENERAL FUND CONTRIBUTION	\$7,943,344	\$6,939,982	\$7,295,432	\$8,276,010	\$7,754,717	(6.3)
STAFF YEARS	226.10	219.81	217.83	254.50	238.50	(6.3)

PROGRAM MISSION

To provide professional collections and revenue recovery services to maximize recovery of monies due and owing the County of San Diego.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The Revenue and Recovery Program completed the fiscal year within the budgeted expenditure levels. Staffing was under budgeted levels due to underfilling positions and delayed filling of positions associated with the Civil Assessment Program. Services and Supplies expenditures exceeded budgeted levels due to the use of contract help to assist permanent staff.

ACHIEVEMENT OF 1994-95 OBJECTIVES

The Revenue and Recovery Program exceeded its program objectives by collecting \$127,323,750 at a cost of 8.7 cents per dollar collected. The goal for 1994-95 had been \$109 million in collections at a cost of no more than 10.5 cents per dollar collected.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Collect \$124,000,000 in monies owed to the County and individuals for all types of collection accounts.
 - a. Mail 1,500,000 statements.
 - b. Process 425,000 receipts.
 - c. Record 20,000 liens.
2. Increase child support collections by \$3,000,000.
 - a. Open 12,000 new support accounts.
 - b. Process 7,500 wage assignments.
 - c. Respond within two working days to telephone inquiries regarding child support collections.
3. Increase welfare fraud collections by 10%.
 - a. Open 1,000 new welfare fraud accounts.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Accounts Receivable Collections [238.50 SY; E = \$7,968,568; R = \$213,851] 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 \$93,541 for normal fluctuations in salaries and benefits, retirement, step changes, and workers' compensation.
 - o Decreased \$660,534 and 21.00 staff years for discontinuation of the civil assessment collections sub-program.
 - o Decreased revenues \$45,700 from Solid Waste Enterprise Fund.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Solid Waste Collection Fees	\$45,700	\$45,700	\$0	(45,700)
Adult Probation Restitution Administrative Fee	223,681	113,851	113,851	0
Collection Fees - Administrative Costs	1,544	0	0	0
Sub-Total	\$270,925	\$159,551	\$113,851	\$(45,700)
OTHER REVENUE:				
Court Fees and Costs - Court Appointed Attorneys	\$100,000	\$100,000	\$100,000	0
Return Check Fees	11,200	0	0	0
Other Miscellaneous	301	0	0	0
Sub-Total	\$111,501	\$100,000	\$100,000	\$0
Total	\$382,426	\$259,551	\$213,851	\$(45,700)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$7,295,432	\$8,276,010	\$7,754,717	\$(521,293)
Total	\$7,295,432	\$8,276,010	\$7,754,717	\$(521,293)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1995-96 Proposed Budget for Solid Waste Collection Fees is decreasing \$45,700 to zero.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
Collections of Accounts Receivable					
% OF RESOURCES: 100.0%					
WORKLOAD					
County Receivable	\$183,483,000	\$178,307,646	\$178,848,306	\$203,000,000	\$202,000,000
IV-D Receivable	\$234,022,000	\$280,006,342	\$353,351,867	\$285,000,000	\$400,000,000
Ending Accounts (Number)	220,327	250,000	281,921	240,000	325,000
EFFICIENCY/OUTPUT					
Unit Cost (Total Costs with overheads/Collections)	\$0.092	\$0.089	\$0.087	\$0.105	\$0.100
EFFECTIVENESS/OUTCOME					
Collections	\$113,220,617	\$127,355,730	\$127,323,751	\$109,000,000	\$124,000,000

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2167	Revenue and Recovery Director	1	1.00	1	1.00	\$82,181	\$87,007
2369	Administrative Services Mgr II	1	1.00	1	1.00	54,747	54,533
0900	Division Chief, Rev. & Recovery	4	4.00	4	4.00	201,780	201,193
2304	Administrative Assistant I	1	1.00	1	1.00	35,269	35,131
2320	Personnel Aide	1	1.00	1	1.00	27,622	27,512
2328	Departmental Personnel Off. II	1	1.00	1	1.00	46,163	45,983
2430	Cashier	7	6.00	6	6.00	131,669	129,356
2475	Section Chief, Rev. & Recov.	10	10.00	9	9.00	379,510	342,351
2477	Revenue and Recovery Off. III	24	24.00	22	22.00	718,050	657,279
2478	Revenue and Recovery Off. I	9	9.00	9	9.00	210,448	210,321
2479	Revenue and Recovery Off. II	55	55.00	47	47.00	1,427,715	1,219,757
2483	Rev. & Recov. Officer Trainee	19	19.00	17	17.00	381,265	352,599
2493	Intermediate Account Clerk	31	31.00	31	31.00	625,202	613,161
2505	Senior Accountant	1	1.00	1	1.00	45,081	44,905
2510	Senior Account Clerk	6	6.00	6	6.00	143,694	143,118
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	24,957
2513	Senior Cashier	1	1.00	1	1.00	24,556	24,481
2660	Storekeeper I	1	1.00	1	1.00	22,490	22,401
2700	Intermediate Clerk Typist	54	51.50	50	48.50	1,017,232	955,196
2709	Departmental Clerk	2	2.00	2	2.00	33,496	31,138
2730	Senior Clerk	1	1.00	1	1.00	21,094	22,107
2745	Supervising Clerk	1	1.00	1	1.00	24,130	25,807
2758	Administrative Secretary III	1	1.00	1	1.00	30,634	30,653
2903	Legal Procedures Clerk I	1	1.00	1	1.00	19,820	20,762
2906	Legal Procedures Clerk III	2	2.00	2	2.00	54,452	54,234
2907	Legal Procedures Clerk II	4	4.00	4	4.00	92,484	89,518
3039	Mail Clerk Driver	1	1.00	1	1.00	20,713	20,629
3119	Dept. Computer Specialist II	1	1.00	1	1.00	35,269	30,429
5717	Senior Field Investigator	1	1.00	1	1.00	40,760	40,601
5719	Field Investigator	3	3.00	3	3.00	110,187	103,599
9999	Extra Help	52	12.00	52	12.00	195,129	195,129
Total		298	254.50	280	238.50	\$6,277,898	\$5,855,847
Salary Adjustments:						1,771	(171)
Premium/Overtime Pay:						4,770	4,770
Employee Benefits:						2,096,638	2,092,170
Salary Savings:						(184,690)	(298,631)
Total Adjustments						\$1,918,489	\$1,798,138
Program Totals		298	254.50	280	238.50	\$8,196,387	\$7,653,985

PROGRAM: Administrative Support

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 92101

ORGANIZATION #: 1050

MANAGER: Robert Booker, Ed.D.

REFERENCE: 1995-96 Proposed Budget - Pg. 33-29

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$986,989	\$864,395	\$862,283	\$510,383	\$891,162	74.6
Services & Supplies	174,141	148,579	433,876	212,171	349,037	64.5
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	23,376	233,450	0	213,000	100.0
TOTAL DIRECT COST	\$1,161,130	\$1,036,350	\$1,529,609	\$722,554	\$1,453,199	101.1
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(25,000)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$1,161,130	\$1,036,350	\$1,529,609	\$722,554	\$1,428,199	97.7
STAFF YEARS	25.25	15.69	19.97	17.50	18.5	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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Significant department-wide automation was initiated in the furtherance of reorganization efforts and finalized with consolidation of Purchasing and Contracting, Revenue and Recovery, and County Budget.

ACHIEVEMENT OF 1994-95 OBJECTIVES

The 1994-95 objectives were achieved.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Optimize collections efforts for the County via competitization and consolidation of Child Support with the District Attorney. Privatization of Revenue and Recovery will continue to be investigated as directed by the Board. Conduct feasibility analysis for consolidating responsibilities of the Treasurer-Tax Collector within the department as directed by the Board. Purchase fixed assets of automation equipment and software for replacing antiquated equipment and utilize computer technology where possible to improve fiscal information for decision makers.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [18.5 SY; E = \$1,453,199; R = \$25,000] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for department management, budgeting, personnel, payroll, clerical, and warrant control services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Proceeds - long term debt	\$0	\$0	\$25,000	25,000
Sub-Total	\$0	\$0	\$25,000	\$25,000
Total	\$0	\$0	\$25,000	\$25,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND CONTRIBUTION:				
	\$1,529,609	\$722,554	\$1,428,199	705,645
Sub-Total	\$1,529,609	\$722,554	\$1,428,199	\$705,645
Total	\$1,529,609	\$722,554	\$1,428,199	\$705,645

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is 100% net County cost.

For 1995-96, \$25,000 in revenue was obtained from Change Letter requests for major maintenance project to construct an executive conference room for CFO/Auditor and Controller.

Note: The Program Revenue of \$19,500 for Accts #9693 "Other Assmt and Tax Collection Fees" and Acct #9713 "Return Check Fees" are actually collected and accounted for through other divisions. They were moved to the Accounting and Fiscal Control Program.

FIXED ASSETS

Category	Total Cost
Purchase fixed assets of automation equipment and software for replacing antiquated equipment and utilize computer technology to improve fiscal information for decision makers.	\$213,000
Total	\$213,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
TOTAL PIECES PROCESSED FOR CONTROLLED MAILING					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Total pieces processed for controlled mailing	6,118,969	6,380,225	6,478,999	6,589,817	7,574,360
<u>EFFECTIVENESS (Input/Outcome)</u>					
Daily average of pieces of controlled mailings on a 260 work day period	23,535	24,540	24,919	25,346	29,132
<u>OUTPUT (Service or Product)</u>					
Average cost of postage	25¢	19¢	27¢	25¢	29¢
<u>EFFICIENCY (Input/Output)</u>					
Cost of annual postage	\$1,501,067	\$1,208,293	\$1,728,309	\$1,627,544	\$2,157,543

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2106	Chief Financial Officer/ Auditor and Controller	1	1.00	1	1.00	\$110,937	110,510
2203	Ass't Auditor & Controller	1	1.00	1	1.00	97,319	96,943
2369	Admin. Services Mgr. II	1	1.00	1	1.00	54,747	46,127
2302	Administrative Assistant III	1	1.00	1	1.00	46,163	45,983
2304	Administrative Assistant I	1	1.00	1	1.00	34,147	34,906
2759	Administrative Secretary IV	1	1.00	1	1.00	33,135	33,005
3008	Sr. Word Proc. Operator	1	1.00	1	1.00	25,602	25,502
3009	Word Processing Operator	2	2.00	1	1.00	45,432	22,833
3076	Mail Processing Technician	3	3.00	3	3.00	66,156	63,867
2658	Storekeeper II	1	1.00	1	1.00	24,783	24,686
2730	Senior Clerk	2	2.00	1	1.00	45,399	23,853
2758	Administrative Secretary III	0	0.00	1	1.00	0	25,843
2725	Principal Clerk	0	0.00	1	1.00	0	31,346
2700	Intermediate Clerk Typist	0	0.00	2	2.00	0	41,172
2480	A&C Payroll Technician	0	0.00	1	1.00	0	24,957
2430	Cashier	1	1.00	0	0.00	19,347	0
2761	Group Secretary I	1	1.00	0	0.00	25,474	0
9999	Extra Help	7	.50	7	.50	4,062	11,025
Total		24	17.50	25	18.50	\$632,703	\$662,558
Salary Adjustments:						(261,545)	38,244
ILP						0	0
Premium/Overtime Pay:						7,875	7,875
Employee Benefits:						181,284	253,821
Salary Savings:						(49,934)	(71,336)
Total Adjustments						\$(122,320)	\$228,604
Program Totals		24	17.50	25	18.50	\$510,383	\$891,162

Changes:

The changes were made to reflect the physical location of staff and reporting purposes due to decentralization of Administrative Services. Also the Accounting and Fiscal Control Director is shown in the Budget Unit Worksheets as being in the 1051 org, when it is actually accounted for in the Accounting and Fiscal Control Program. These changes have direct affect on the proposed/amended budget costs, the FY 94/95 budget staff years and positions, as well as the vacancies in the divisions which have occurred and either have recently been filled or still remain open. One staff position for supervising clerk has been deleted for FY 94/95 and FY 95/96.

Note: Due to changes in relocation of staff, \$813 was subtracted from the Word Processor Operator's salary of \$23,646 for a total of \$22,833 shown in FY 95-96 CAO Proposed Cost for reconciliation purposes.

BOARD OF SUPERVISORS, DISTRICT 1

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
District #1	\$470,281	\$494,782	\$457,180	\$476,337	\$499,000	22,663	4.8
TOTAL DIRECT COST	\$470,281	\$494,782	\$457,180	\$476,337	\$499,000	\$22,663	4.8
PROGRAM REVENUE	(0)	(226)	(1,112)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$470,281	\$494,556	\$456,068	\$476,337	\$499,000	\$22,663	4.8
STAFF YEARS	7.00	7.40	6.37	8.00	10.00	2.00	25.0

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT 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.

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$465,910	\$488,596	\$424,013	\$461,337	\$484,000	4.9
Services & Supplies	4,371	6,186	23,741	15,000	15,000	0.0
Fixed Assets	0	0	9,426	0	0	0.0
TOTAL DIRECT COST	\$470,281	\$494,782	\$457,180	\$476,337	\$499,000	4.8
PROGRAM REVENUE	(0)	(226)	(1,112)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$470,281	\$494,556	\$456,068	\$476,337	\$499,000	4.8
STAFF YEARS	7.00	7.40	6.37	8.00	10.00	25.0

PROGRAM MISSION

See department mission on the green sheet.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Expenditures were within budget.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$76,200	\$78,192
0372	Confidential Investigator I	6	1.00	0	0.00	23,534	0
0373	Confidential Investigator II	6	6.00	7	7.00	268,081	271,386
9999	Temporary Extra Help	2	0.00	2	2.00	0	21,140
Total		15	8.00	10	10.00	\$367,815	\$370,718
Salary Adjustments:						\$(16,995)	\$(4,279)
Employee Benefits:						110,517	117,561
Salary Savings:						(0)	(0)
Total Adjustments						\$93,522	\$113,282
Program Totals		15	8.00	10	10.00	\$461,337	\$484,000

BOARD OF SUPERVISORS, DISTRICT 2

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
District #2	\$492,044	\$467,128	\$432,496	\$518,740	\$518,740	0	0.0
TOTAL DIRECT COST	\$492,044	\$467,128	\$432,496	\$518,740	\$518,740	\$0	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$492,044	\$467,128	\$432,496	\$518,740	\$518,740	\$0	0.0
STAFF YEARS	8.75	7.19	6.85	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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT 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.

PROGRAM: Legislative, District 2

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0020

MANAGER: Supervisor Dianne Jacob

REFERENCE: 1995-96 Proposed Budget - Pg. 35-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$481,340	\$458,661	\$415,630	\$506,710	\$506,710	0.0
Services & Supplies	10,704	8,467	14,094	12,030	12,030	0.0
Fixed Assets	0	0	2,772	0	0	0.0
TOTAL DIRECT COST	\$492,044	\$467,128	\$432,496	\$518,740	\$518,740	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$492,044	\$467,128	\$432,496	\$518,740	\$518,740	0.0
STAFF YEARS	8.75	7.19	6.85	10.00	10.00	0.0

PROGRAM MISSION

See department mission on the green sheet.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Expenditures were within budget.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$76,193	\$78,192
0372	Confidential Investigator I	0	4.00	0	0.00	107,193	0
0373	Confidential Investigator II	12	5.00	9	9.00	238,421	332,077
9999	Temporary Extra Help	4	0.00	0	0.00	0	0
Total		17	10.00	10	10.00	\$421,807	\$410,269
Salary Adjustments:						\$(40,743)	\$(39,732)
Employee Benefits:						125,646	136,173
Salary Savings:						(0)	(0)
Total Adjustments						\$84,903	\$96,441
Program Totals		17	10.00	10	10.00	\$506,710	\$506,710

BOARD OF SUPERVISORS, DISTRICT 3

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
District #3	\$472,487	\$445,281	\$517,205	\$520,718	\$540,388	19,670	3.8
TOTAL DIRECT COST	\$472,487	\$445,281	\$517,205	\$520,718	\$540,388	\$19,670	3.8
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$472,487	\$445,281	\$517,205	\$520,718	\$540,388	\$19,670	3.8
STAFF YEARS	8.16	7.59	8.30	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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT 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.

PROGRAM: Legislative, District 3

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0030

MANAGER: Supervisor Pamela Slater

REFERENCE: 1995-96 Proposed Budget - Pg. 36-3

AUTHORITY: California Constitution Article XI, Section 4, Government Code Section 25000 - 26490; County Charter Section 500 & 501.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$462,043	\$435,120	\$488,903	\$510,047	\$529,717	3.9
Services & Supplies	10,444	10,161	28,302	10,671	10,671	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$472,487	\$445,281	\$517,205	\$520,718	\$540,388	3.8
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$472,487	\$445,281	\$517,205	\$520,718	\$540,388	3.8
STAFF YEARS	8.16	7.59	8.30	10.00	10.00	0.0

PROGRAM MISSION

See department mission on the green sheet.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Expenditures were within budget.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$76,200	\$78,192
0372	Confidential Investigator I	0	4.00	0	0.00	115,596	0
0373	Confidential Investigator II	12	5.00	9	9.00	189,575	306,188
9999	Temporary Extra Help	1	0.00	0	0.00	0	0
Total		14	10.00	10	10.00	\$381,371	\$384,380
Salary Adjustments:						\$14,027	\$16,342
Employee Benefits:						114,649	128,995
Salary Savings:						(0)	(0)
Total Adjustments						\$128,676	\$145,337
Program Totals		14	10.00	10	10.00	\$510,047	\$529,717

BOARD OF SUPERVISORS, DISTRICT 4

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
District #4	\$485,418	\$505,520	\$508,722	\$460,669	\$537,864	77,195	16.8
TOTAL DIRECT COST	\$485,418	\$505,520	\$508,722	\$460,669	\$537,864	\$77,195	16.8
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$485,418	\$505,520	\$508,722	\$460,669	\$537,864	\$77,195	16.8
STAFF YEARS	7.95	7.83	7.27	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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT 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.

PROGRAM: Legislative, District 4

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0040

MANAGER: Supervisor Ron Roberts

REFERENCE: 1995-96 Proposed Budget - Pg. 37-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 24690; County Charter Sections 500 & 501.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$479,002	\$497,580	\$483,862	\$454,665	\$513,164	12.9
Services & Supplies	6,416	7,940	19,836	6,004	15,000	149.8
Other Charges	0	0	0	0	5,600	100.0
Fixed Assets	0	0	5,024	0	4,100	100.0
TOTAL DIRECT COST	\$485,418	\$505,520	\$508,722	\$460,669	\$537,864	16.8
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$485,418	\$505,520	\$508,722	\$460,669	\$537,864	16.8
STAFF YEARS	7.95	7.83	7.27	10.00	10.00	0.0

PROGRAM MISSION

See department mission on the green sheet.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Due to inadequate funding for office operations, two transfers of appropriations of \$24,950 and \$30,000 were required.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$76,200	\$78,192
0372	Confidential Investigator I	0	3.00	0	0.00	78,658	0
0373	Confidential Investigator II	12	6.00	9	9.00	300,979	303,460
9999	Temporary Extra Help	4	0.00	0	0.00	0	0
Total		17	10.00	10	10.00	\$455,837	\$381,652
Salary Adjustments:						\$(133,721)	\$1,047
Employee Benefits:						132,549	130,465
Salary Savings:						(0)	(0)
Total Adjustments						\$(1,172)	\$131,512
Program Totals		17	10.00	10	10.00	\$454,665	\$513,164

BOARD OF SUPERVISORS, DISTRICT 5

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
District #5	\$513,391	\$483,805	\$527,910	\$533,909	\$541,264	7,355	1.4
TOTAL DIRECT COST	\$513,391	\$483,805	\$527,910	\$533,909	\$541,264	\$7,355	1.4
PROGRAM REVENUE	(0)	(1,368)	(1,108)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$513,391	\$482,437	\$526,802	\$533,909	\$541,264	\$7,355	1.4
STAFF YEARS	8.46	7.69	7.82	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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT 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.

PROGRAM: Legislative, District 5

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0050

MANAGER: Supervisor Bill Horn

REFERENCE: 1995-96 Proposed Budget - Pg. 38-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$511,981	\$481,147	\$483,984	\$521,979	\$529,334	1.4
Services & Supplies	1,410	2,658	21,388	11,930	11,930	0.0
Fixed Assets	0	0	22,538	0	0	0.0
TOTAL DIRECT COST	\$513,391	\$483,805	\$527,910	\$533,909	\$541,264	1.4
PROGRAM REVENUE	(0)	(1,368)	(1,108)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$513,391	\$482,437	\$526,802	\$533,909	\$541,264	1.4
STAFF YEARS	8.46	7.69	7.82	10.00	10.00	0.0

PROGRAM MISSION

See department mission on the green sheet.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Expenditures were within budget.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$76,200	\$78,192
0372	Confidential Investigator I	6	4.00	0	0.00	97,469	0
0373	Confidential Investigator II	6	5.00	9	9.00	237,290	308,475
9999	Extra Help	3	0.00	0	0.00	0	0
Total		16	10.00	10	10.00	\$410,959	\$386,667
Salary Adjustments:						\$(12,602)	\$8,202
Employee Benefits:						123,622	134,465
Salary Savings:						(0)	(0)
Total Adjustments						\$111,020	\$142,667
Program Totals		16	10.00	10	10.00	\$521,979	\$529,334

BOARD OF SUPERVISORS, GENERAL OFFICE

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
General Office	\$117,947	\$124,297	\$120,919	\$133,355	\$135,686	2,331	1.8
TOTAL DIRECT COST	\$117,947	\$124,297	\$120,919	\$133,355	\$135,686	\$2,331	1.8
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$117,947	\$124,297	\$120,919	\$133,355	\$135,686	\$2,331	1.8
STAFF YEARS	3.90	3.00	2.69	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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Provide reception and support to the Board of Supervisors and the public.
 - a. Continue to provide efficient administrative/office support that includes reception and payroll fiscal functions to the five offices of the County Board of Supervisors; and timely processing of payroll 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: 1995-96 Proposed Budget - Pg. 39-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000-26490; County Charter Section 500 & 501.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$95,769	\$107,198	\$98,034	\$108,468	\$110,954	2.3
Services & Supplies	22,178	17,099	22,885	24,887	24,732	(0.6)
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$117,947	\$124,297	\$120,919	\$133,355	\$135,686	1.7
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$117,947	\$124,297	\$120,919	\$133,355	\$135,686	1.7
STAFF YEARS	3.90	3.00	2.69	3.00	3.00	0.0

PROGRAM MISSION

See Department Mission on the green sheet.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

No significant variance between estimated actual and budget.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See Department Objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0372	Confidential Investigator I	2	2.00	2	2.00	\$50,173	\$47,032
0373	Confidential Investigator II	1	1.00	1	1.00	31,547	31,423
9999	Extra Help	0	0.00	0	0.00	0	0
Total		3	3.00	3	3.00	\$81,720	\$78,455
Salary Adjustments:						2	4,567
Employee Benefits:						26,746	27,932
Salary Savings:						(0)	(0)
Total Adjustments						\$26,748	\$32,499
Program Totals		3	3.00	3	3.00	\$108,468	\$110,954

CHIEF ADMINISTRATIVE OFFICE

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Central County Administration	\$5,742,510	\$4,452,776	\$4,627,482	\$4,566,888	\$5,751,787	1,184,899	25.9
CAO Special Projects	1,190,272	676,989	558,375	638,644	808,278	169,634	26.6
Disaster Preparedness	550,087	581,620	647,188	582,306	567,644	(14,662)	(2.5)
Memberships, Audits & Other Charges	884,870	919,127	1,023,350	1,206,243	648,201	(558,042)	(46.3)
Regional Urban Information System (RUIS)	480,481	388,219	341,568	409,922	363,697	(46,225)	(11.3)
Citizen's Law Enforcement Review Board	291,426	303,588	290,498	308,585	158,000	(150,585)	(48.8)
TOTAL DIRECT COST	\$9,139,646	\$7,322,319	\$7,488,461	\$7,712,588	\$8,297,607	\$585,019	7.6
PROGRAM REVENUE	(1,464,697)	(1,268,968)	(1,384,114)	(1,029,233)	(2,326,582)	(1,297,349)	126.1
NET GENERAL FUND COST	\$7,674,949	\$6,053,351	\$6,104,347	\$6,683,355	\$5,971,025	\$(712,330)	(10.7)
STAFF YEARS	100.86	76.96	71.50	76.50	75.00	(1.50)	(2.0)

MISSION

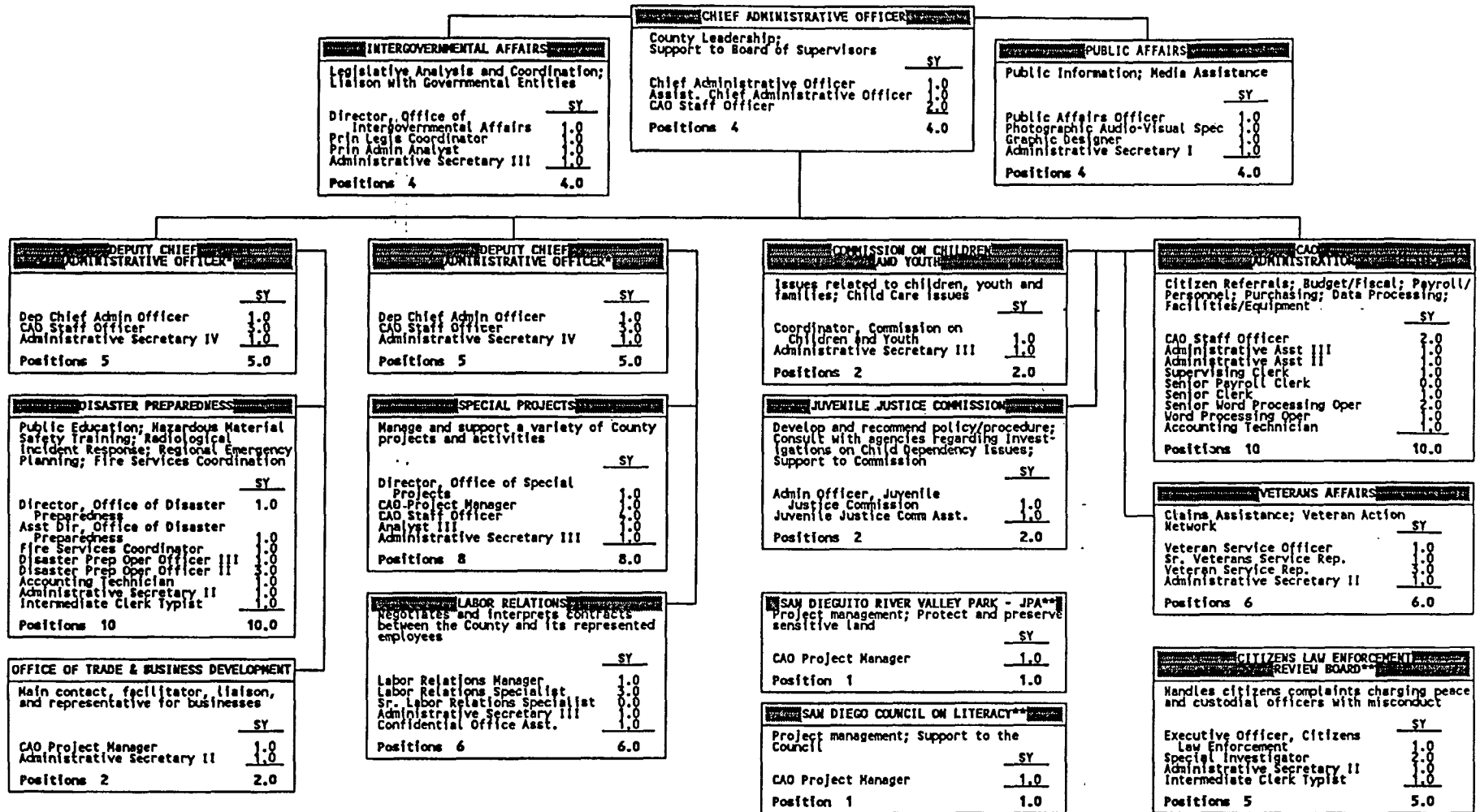
The Chief Administrative Office (CAO) implements the policy direction of the Board of Supervisors and coordinates day-to-day operations and functions of the County government. The CAO performs this mission by guiding and administering the effective and efficient operation and expenditure of County resources.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Restructure the Chief Administrative Office (CAO) to support the Board of Supervisors policy goals.
 - a. Conduct a skills and duties survey of staff in the CAO's central office. Evaluate the staffing needs of the CAO's central office. Compare staffing needs to survey results and redesign the CAO's organization to include appropriate work assignments.
 - b. Conduct evaluations of the Public Affairs Office and the Office of Intergovernmental Affairs using outside, independent evaluators. Based on the recommendations of the evaluators, redesign the offices to effectively meet the Board of Supervisors' need for proactive public information and legislative functions.
2. Implement the Board of Supervisors' strategic planning goals.
 - a. Convene a task force of department heads to identify objectives and prepare an implementation plan for your Board's strategic planning goals.
 - b. Obtain Board approval of the plan.
 - c. Carry out the plan.
3. Implement, in cooperation with department heads, measures to improve County operations which will result in a more efficient and highly productive County organization.
 - a. Reactivate the Department Heads Operational Streamlining Task Force to continue work on identifying areas for improvement and simplification of County operations.
 - b. Develop implementation plans and timeline.
4. Institute a performance-based compensation system for County management with quantifiable outcomes.
 - a. Develop a plan and timeline for implementation.

5. Identify County programs and services for evaluation of economy and efficiency with the non-profit or private sector.
 - a. Develop a program to competitivize County services.
 - b. Develop a system to measure economy and efficiency.
 - c. Devise system to include the non-profit and private sector in the development of this program.
 - d. Develop a method to compare overhead/indirect costs between county program and private businesses.
 - e. Develop a list and schedule of programs to competitively bid.
7. Establish a program to reduce department external and internal overhead by a specified percentage.
 - a. Review department budgets for current levels of administration.
 - b. Review and overhaul the A-87 process by August 1.

CHIEF ADMINISTRATIVE OFFICE



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* Administrative Oversight, Policy Direction and Budget Implementation for County Departments
 ** Showing for budget purposes only. Two CAO Project Managers serve as Executive Directors of the San Dieguito JPA and the San Diego Council on Literacy. The Citizens Law Enforcement Review Board does not report directly to the Chief Administrative Officer.

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,934,942	\$3,449,578	\$3,183,363	\$3,343,404	\$3,411,433	2.0
Services & Supplies	805,250	1,003,198	1,399,531	1,217,484	2,337,354	92.0
Other Charges	0	0	0	0	0	0
Fixed Assets	2,318	0	44,588	6,000	3,000	(50.0)
TOTAL DIRECT COST	\$5,742,510	\$4,452,776	\$4,627,482	\$4,566,888	\$5,751,787	25.9
PROGRAM REVENUE	(499,691)	(474,620)	(836,734)	(529,140)	(1,691,458)	219.7
NET GENERAL FUND CONTRIBUTION	\$5,242,819	\$3,978,156	\$3,790,748	\$4,037,748	\$4,060,329	0.6
STAFF YEARS	75.75	52.94	49.50	53.00	52.00	(1.9)

PROGRAM MISSION

1. To take a leadership role in identifying and addressing the needs of children, youth and families who are in the public charge, as well as children, youth and families whose safety and welfare may be at risk.
2. To implement the legislative program of the Board of Supervisors.
3. To assist with the retention, expansion or attraction of businesses in the unincorporated portion of San Diego County by working in a coordinated effort with County, State and Federal agencies, while acting as a liaison and representative to and for businesses.
4. 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.
5. 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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

- o A savings of \$160,041 in salaries and benefits is due to vacant positions not filled.
- o Actual expenditures in services and supplies is higher than budget due to prior year expenditures of \$181,636.
- o One time monies to purchase fixed assets approved in FY 1993-94 were added to FY 1994-95 appropriations in July, 1995, hence an over expenditure in fixed assets.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Maximize Public Awareness. Public awareness and understanding of the role of the County government is an on-going activity.
2. Continue information program. The multi-faceted information program which addresses needs of employees and enhances understanding of County government is an ongoing activity.
3. Maintain County's cooperative strategies. The County's involvement in the development and implementation of strategies in Sacramento and Washington, DC is an ongoing process.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Administer programs in seven AB1741 Youth Pilot sites, allowing each site to develop plans specific to the needs of their community.
 - a. Develop and monitor 7 contracts and contract amendments.
 - b. Hold 96 meetings with community representatives.
 - c. Plan for and provide 6 trainings for pilot communities.
2. Advocate the Board of Supervisors' 1995 federal and state legislative program.
 - a. Prepare 10 issue papers and related background materials for Board's legislative priorities and other issues of concern to the County, and provide logistical support for legislative travel to Washington, DC and Sacramento.
 - b. Pursue enactment of 12 State legislative sponsorship proposals.
 - c. Prepare analyses of and advocate the Board of Supervisors' position on 75 pending State and Federal bills and issues.
 - d. Screen 3,000 State bills and 1,000 amendments annually to identify important County issues for referral to departments.
3. Secure 7 letters of commitment from businesses for relocation into San Diego County or expansion of existing business in unincorporated area.
 - a. Distribute 500 flow charts relaying permit process through departments.
 - b. Develop and market an expanded Early Assistance Program and assist 25 potential applicants.
 - c. Develop list of incentives for Board of Supervisors approval and subsequently market incentives to 200 people.
 - d. Distribute 100 marketing packages relaying business opportunities and industrial land in unincorporated area.
 - e. Train 30 management staff to develop business friendly attitude.
4. Support the Board of Supervisors at 75 public meetings.
 - a. Review, revise and docket 1,888 board letters/agenda items.
 - b. Assign and coordinate 462 board/agenda referrals.
 - c. Attend 75 Board meetings.
5. Provide payroll, personnel services, purchasing, word processing to the Chief Administrative Office (CAO), Department of Human Resources (DHR) and Equal Opportunity Management Office (EOMO) for \$14,612,319 in County appropriation.
 - a. Process payroll claims for 215 employees.
 - b. Process 1,550 requisitions, sub-orders and claims.
6. Obtain a monetary or medical (USDVA or DOD) benefit for 340,000 veterans.
 - a. Process 14,500 applications which converts to workload units.

7. Provide public information to 2.7 million citizens of San Diego County.
 - a. Produce and distribute 17,000 issues of "County News" monthly to employees.
 - b. Increase production of "News Conference" cable TV program to twice monthly, and take production in-house to save money.
 - c. Process 400 requests for photographic and audio-visual services.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Executive Office [20.00 SY; E = \$1,847,306; R = \$173,343] 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 1.00 staff year [CAO Project Manager].
 - o Offset 9.7% 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 = \$970,047; 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 1994-95 staffing level.
 - o Preparing the County legislative program and positions on legislation.
3. Office of Public Affairs [4.00 SY; E = \$287,702; 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 35.5% by revenue.
 - o Remaining at FY 1994-95 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.
4. Veterans Affairs [6.00 SY; E = \$296,279; R = \$198,000] provides direct services to the veteran population in San Diego County. This activity is:
 - o Discretionary Activity/Discretionary Service level.
 - o Remaining at FY 1994-95 staffing level.
 - o Serving a veteran population of approximately 340,000 persons (up 30,000 from FY 1994-95).
 - o Offset 67.1% 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.

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5. Administrative Services [6.00 SY; E = \$296,350; R = \$0] includes support personnel. This activity is:
- o Discretionary Activity/Discretionary Service Level.
 - o Remaining at FY 1994-95 staffing level.
 - 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 = \$1,267,066; R = \$1,165,361] including an Executive Officer and clerical staff. This activity is:
- o Discretionary Activity/Discretionary Service Level.
 - o Remaining at FY 1994-95 staffing level.
 - 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 = \$113,725; R = \$0] including administrative and clerical staff to the Commission. This activity is:
- o Discretionary Activity/Discretionary Service Level.
 - o Remaining at FY 1994-95 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 = \$504,530; R = \$23,520] including support personnel, this activity is:
- o Mandated Activity/Mandated Service Level.
 - o Remaining at 1994-95 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 4.7% by revenue.
9. Trade and Business Development [2.00 SY; E = \$168,782; R = \$29,034] including a CAO Project Manager and a clerical staff. This activity is:
- o Discretionary Activity/Discretionary Service Level.
 - o Offset 17.2% 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund	\$44,239	\$44,239	\$36,709	(7,530)
Air Pollution Control District	11,532	11,532	9,735	(1,797)
Airport Enterprise Fund	1,778	1,778	1,411	(367)
Liquid Waste	5,558	5,558	4,335	(1,223)
Solid Waste	12,800	12,800	0	(12,800)
Library Fund	10,661	10,661	6,652	(4,009)
Sub-Total	\$86,568	\$86,568	\$58,842	\$(27,726)
OTHER REVENUE:				
Recovered Expenditures	101	0	0	0
Other Miscellaneous	301,275	0	1,165,361	1,165,361
Miscellaneous Revenue - Prior Year	23,452	0	0	0
Sub-Total	\$324,828	\$0	\$1,165,361	\$1,165,361
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	\$170,832	\$150,000	\$198,000	48,000
Aid from Joint Powers Authority	84,687	85,372	78,428	(6,944)
Aid from Other Government Agency	31,739	30,000	59,593	29,593
Federal Aid - Community Block Grant	28,083	75,000	29,034	(45,966)
Federal Aid - SB910 Medicaid	7,797	0	0	0
Sub-Total	\$323,138	\$340,372	\$365,055	\$24,683
Total	\$836,734	\$529,140	\$1,691,458	\$1,162,318

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$3,790,337	\$4,037,748	\$4,060,329	22,581
Sub-Total	\$3,790,337	\$4,037,748	\$4,060,329	\$22,581
Total	\$3,790,337	\$4,037,748	\$4,060,329	\$22,581

EXPLANATION/COMMENT ON PROGRAM REVENUES

Changes in program revenues in FY 1994-95 are due to the following:

1. Other miscellaneous revenue received that had not been budgeted for the Fiscal year.
2. Late hiring of the Ombudsperson whose salaries and benefits costs are reimbursed by the Housing Community Block Grant.

FIXED ASSETS

Category	Total Cost
Data processing equipment	\$3,000
Total	\$3,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: COMMISSION ON CHILDREN, YOUTH AND FAMILIES AB 1741 "YOUTH PILOT PROGRAM"					
% OF RESOURCES:					
<u>OUTCOME (Planned Result)</u>					
Administer Programs in AB1741 Youth Pilot Sites	0	0	6	6	7
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per program	0	0	5,089	\$5,089	4,359
<u>OUTPUT (Service or Product)</u>					
Develop/monitor contracts and contract amendments	0	0	6	6	7
<u>EFFICIENCY (Input/Output)</u>					
Cost per contract developed & monitored	\$0	\$0	\$1,696	\$1,696	\$1,453
<u>OUTPUT (Service or Product)</u>					
Meet w/ community representatives	0	0	96	96	96
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	0	0	106	\$106	106
<u>OUTPUT (Service or Product)</u>					
Plan for & provide training for pilot communities	0	0	2	2	6
<u>EFFICIENCY (Input/Output)</u>					
Cost per training	0	0	5,089	\$5,089	1,695
ACTIVITY B: INTERGOVERNMENTAL AFFAIRS NONE					
% OF RESOURCES: 21%					
<u>OUTCOME (Planned Result)</u>					
Advocate the Board's Legislative Program	0	1	1	1	1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Staff year to accomplish	0	4.0	4.0	4.0	4.0
<u>OUTPUT (Service or Product)</u>					
Issue Papers	0	13	15	15	10
<u>EFFICIENCY (Input/Output)</u>					
Staff year to accomplish	0	0.9	0.9	0.9	0.8
<u>OUTPUT (Service or Product)</u>					
Sponsorship proposals	0	9	8	8	10

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>EFFICIENCY (Input/Output)</u>					
Staff year to accomplish	0	0.8	0.8	0.8	0.9
<u>OUTPUT (Service or Product)</u>					
Advocate Board's Position on Bills/Issues	0	79	75	75	75
<u>EFFICIENCY (Input/Output)</u>					
Staff year to accomplish	0	1.3	1.3	1.3	1.3
<u>OUTPUT (Service or Product)</u>					
Screen & Refer State Bill	0	3,000	3,000	3,000	3,000
<u>EFFICIENCY (Input/Output)</u>					
Staff year to accomplish	0	1.0	1.0	1.0	1.0
ACTIVITY C: TRADE AND BUSINESS DEVELOPMENT					
% OF RESOURCES: 3.7%					
<u>OUTCOME (Planned Result)</u>					
Secure letters of commitment for business retention/expansion	0	0	0	0	7
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/business relocation/expansion	0	0	0	0	18,083
<u>OUTPUT (Service or Product)</u>					
Distribute 500 flow charts relaying permit process	0	0	0	0	500
<u>EFFICIENCY (Input/Output)</u>					
Cost/chart distributed	0	0	0	0	16.88
<u>OUTPUT (Service or Product)</u>					
Develop & market Early Assistance Programs & assist applicants	0	0	0	0	25
<u>EFFICIENCY (Input/Output)</u>					
Cost/assisted applicant	0	0	0	0	1,350
<u>OUTPUT (Service or Product)</u>					
Develop list of incentives for Board approval & market incentives	0	0	0	0	200
<u>EFFICIENCY (Input/Output)</u>					
Cost/materials distributed	0	0	0	0	169
<u>OUTPUT (Service or Product)</u>					
Distribute marketing packages	0	0	0	0	100

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
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EFFICIENCY (Input/Output)

Cost/marketing package distributed	0	0	0	0	421.96
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OUTPUT (Service or Product)

Train management staff	0	0	0	0	30
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EFFICIENCY (Input/Output)

Cost/staff trained	0	0	0	0	281.30
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COMMENTS: An Early Assistance Program, marketing strategies and incentive programs are only in the developmental stage and in the process of seeking Board approval. This project is multiple year project. There is no existing history to substantiate the input described and consequently these are goals based on intent to perform rather than proven track records.

ACTIVITY D: EXECUTIVE OFFICE
BOARD SUPPORT

% OF RESOURCES: 7%

<u>INPUT</u>	N/A*	N/A*	\$320,764	\$320,764	\$316,862
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OUTCOME (Planned Result)

Support the Board of Supervisors at public meetings	N/A*	N/A*	75	75	75
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EFFECTIVENESS (Input/Outcome)

Cost per public meeting	N/A*	N/A*	\$4,276.85	\$4,276.85	\$4,224.83
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OUTPUT (Service or Product)

Board letters/agenda items	N/A*	N/A*	1,888	1,888	1,888
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EFFICIENCY (Input/Output)

Cost per Board letter/agenda item (CAO's Office Only)	N/A*	N/A*	\$118.93	\$118.93	\$117.48
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OUTPUT (Service or Product)

Board/agenda referrals	N/A*	N/A*	462	462	462
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EFFICIENCY (Input/Output)

Cost per Board/agenda referral	N/A*	N/A*	\$97.20	\$97.20	\$96.02
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OUTPUT (Service or Product)

Attend Board meetings	N/A*	N/A*	75	75	75
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EFFICIENCY (Input/Output)

Cost per meeting	N/A*	N/A*	\$684.30	\$684.30	\$675.97
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COMMENT: * Data not available in FY 1993-94. Cost estimates are based on salaries and benefits and the approximate amount of time spent by staff. A tracking system will be developed to ensure greater accuracy in the coming fiscal year.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY E: ADMINISTRATIVE SERVICES					
PROVIDE INTERNAL SUPPORT TO CAO, DHR & EOMO					
% OF RESOURCES: 6.5%					
<u>OUTCOME (Planned Result)</u>					
S&B/S&S appropriations administered	N/A	\$14,192,567	\$15,675,613	\$15,490,083	\$14,612,319
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/service provided	N/A	\$216	\$238	\$235	\$222
<u>OUTPUT (Service or Product)</u>					
Process payroll claims	N/A	208	215	215	215
<u>EFFICIENCY (Input/Output)</u>					
Cost/employee	N/A	\$68.95	\$66.71	\$66.71	\$66.71
<u>OUTPUT (Service or Product)</u>					
Process requisitions, sub-orders and claims	N/A	1,380	1,550	1,550	1,550
<u>EFFICIENCY (Input/Output)</u>					
Cost/requisition processed	N/	\$37.29	\$33.20	\$33.20	\$33.20
ACTIVITY F: VETERANS SERVICE OFFICE					
OUTREACH PROGRAM					
% OF RESOURCES: 3%					
<u>OUTCOME (Planned Result)</u>					
Number of veterans served	N/A	310,000	310,000	310,000	340,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/veteran	N/A	\$0.42	\$0.43	\$0.40	\$0.39
<u>OUTPUT (Service or Product)</u>					
Process applications/work load units	N/A	13,913	14,270	14,270	14,500
<u>EFFICIENCY (Input/Output)</u>					
Cost per application/work load units	\$n?A	\$9.44	\$9.26	\$9.11	\$9.08

COMMENTS: *"Workload Unit" is defined as; any documentable form(s) submitted by the County Veteran Service Office which has a reasonable chance of obtaining a monetary or medical (USDVA or DOD) benefit for a veteran, their dependent(s), widow/widower or survivor.

*Estimated revenue projection for FY 95-96 is \$198,000. This figure is based on projected workload units.

*The California Department of Veteran Affairs fiscal data shows total federal benefit payments obtained for veterans by the San Diego County Veteran Service Office for FY1993-94 to be \$4,567,980. Using the State Department of Finance estimating techniques, acquisition of these funds for use by or eligible veterans created an increase in the County's general fund of over \$700,000

* County Veteran Service Office FY1995-96 budget is \$295,279.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
<u>Executive and Administrative Services</u>							
0347	CAO Project Manager	3	3.00	2	2.00	229,661	155,915
0348	CAO Staff Officer	10	10.00	10	10.00	554,720	552,539
2104	Deputy Chief Admin. Officer	3	3.00	2	2.00	329,406	219,542
2109	Chief Admin. Officer	1	1.00	1	1.00	135,447	134,928
2206	Asst. Chief Admin. Officer	0	0.00	1	1.00	0	108,578
2302	Administrative Assistant III	0	0.00	1	1.00	0	37,834
2303	Admin. Assistant II	1	1.00	1	1.00	41,842	41,678
2403	Accounting Technician	1	1.00	1	1.00	23,949	23,853
2511	Senior Payroll Clerk	1	1.00	0	0.00	25,056	0
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,853
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,660
2759	Admin. Secretary IV	2	2.00	2	2.00	66,270	66,010
3008	Sr. Word Processor Operator	2	2.00	2	2.00	49,341	49,148
3009	Word Processor Operator	1	1.00	1	1.00	20,670	20,586
9999	Extra Help	0	0.00	0	0.00	0	52,950
Sub-Total		27	27.00	26	26.00	\$1,528,081	\$1,515,074
<u>Office of Intergovernmental Affairs</u>							
2276	Dir, Intergovernmental Affairs	1	1.00	1	1.00	81,014	80,702
2309	Principal Legislative Coord.	1	1.00	1	1.00	54,747	54,533
2367	Principal Admin Asst.	0	0.00	1	1.00	0	42,742
2414	Analyst IV	1	1.00	0	0.00	52,156	0
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,653
Sub-Total		4	4.00	4	4.00	\$218,691	\$208,630
<u>Juvenile Justice Commission</u>							
0368	Admin. Ofcr., Juv. Justice Com	1	1.00	1	1.00	48,483	48,294
2409	Juvenile Justice Com. Asst.	1	1.00	1	1.00	33,636	35,228
Sub-Total		2	2.00	2	2.00	82,119	\$83,522
<u>Commission on Children and Youth</u>							
0350	Coord, Com. on Children & Youth	1	1.00	1	1.00	48,234	48,047
2758	Admin. Secretary III	1	1.00	1	1.00	25,474	25,372
Sub-Total		2	2.00	2	2.00	\$73,708	\$73,419
<u>Office of Public Affairs</u>							
0349	Public Affairs Officer	1	1.00	1	1.00	67,923	67,661
2357	Photographic Audio Visual Spec.	1	1.00	1	1.00	39,800	39,644
2756	Admin. Secretary I	1	1.00	1	1.00	22,052	21,963
3816	Graphic Designer	1	1.00	1	1.00	39,800	39,644
Sub-Total		4	4.00	4	4.00	\$169,575	\$168,912
<u>Trade and Business Development</u>							
0347	CAO Project Manager	1	1.00	1	1.00	65,250	72,863
2757	Administrative Secretary II	1	1.00	1	1.00	21,486	21,991
Sub-Total		2	2.00	2	2.00	\$86,736	\$94,854

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
<u>Veterans Affairs</u>							
0351	Veteran Service Officer	1	1.00	1	1.00	54,999	54,784
2342	Senior Veteran Services Rep.	1	1.00	1	1.00	37,666	37,517
2353	Veterans Services Rep.	3	3.00	3	3.00	100,854	100,455
2757	Administrative Secretary II	1	1.00	1	1.00	20,670	24,605
Sub-Total		6	6.00	6	6.00	\$214,189	\$217,361
<u>Labor Relations Office</u>							
0355	Labor Relations Manager	1	1.00	1	1.00	70,303	70,032
0356	Labor Relations Specialist	2	2.00	3	3.00	115,004	171,531
2389	Sr. Labor Relations Specialist	1	1.00	0	0.00	57,483	0
2746	Confidential Office Assistant	0	0.00	1	1.00	0	21,963
2747	Human Resources Assistant I	1	1.00	0	0.00	22,052	0
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	26,957
Sub-Total		6	6.00	6	6.00	\$295,616	\$290,483
Total		53	53.00	52	52.00	\$2,668,715	\$2,652,255
Salary Adjustments:						(16,773)	(23,724)
Premium/Overtime Pay:						0	0
Employee Benefits:						781,448	865,383
ILP Reductions:						(0)	0
Salary Savings:						(89,986)	(82,481)
Total Adjustments						\$674,689	\$759,178
Program Totals		53	53.00	52	52.00	\$3,343,404	\$3,411,433

AUTHORITY: 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 within 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). Board action on September 20, 1994 (47) directed the CAO to oversee a regional effort to secure Federal Crime Bill funding. On May 31, 1995, the Board directed the CAO to establish a Juvenile Placement Task Force to recommend reduction in placements.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$691,137	\$617,915	\$511,518	\$548,154	\$570,288	4.0
Services & Supplies	498,948	59,074	45,376	88,490	237,990	168.9
Other Charges	187	0	0	0	0	0.0
Fixed Assets	0	0	1,481	2,000	0	(100.0)
TOTAL DIRECT COST	\$1,190,272	\$676,989	\$558,375	\$638,644	\$808,278	26.6
PROGRAM REVENUE	(413,051)	(191,696)	(132,492)	(107,500)	(233,000)	116.7
NET GENERAL FUND CONTRIBUTION	\$777,221	\$485,293	\$425,883	\$531,144	\$575,278	8.3
STAFF YEARS	9.74	8.31	7.33	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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The 1994-95 actuals for expenditures are lower than budgeted due to conservative spending of services and supplies and staff vacancies occurring at mid year. The additional revenue is due to an increase in revenue offset activities.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Inmate Reception Center. Successfully completed all required Board of Corrections performance objectives that allowed the County to receive all 32.7 million in State Jail Bond funds for the San Diego Central Jail project (formerly known as the Inmate Reception Center).

Downtown San Diego Hall of Justice. Completed all tasks associated with the planning of the Downtown San Diego Hall of Justice Project which allowed the developer to remain on schedule and within budget.

North County Court Expansion. Due to a funding shortfall, it was not possible to complete all pre-construction planning to allow the North County Court Expansion project to solicit construction bids. However, the Central Mechanical Plant was authorized and the project reduced in scope and budget to meet available funding as directed by the Board.

East County Detention Facility. Due to limited project funding, it was not possible to complete all preconstruction planning for conversion of the East County Detention Facility to court/office uses. However, demolition work was approved and the Board directed a reduced scope of work and cost.

Kettner Street Annex. Presented alternatives, including financing plans, for development of the Kettner/Cedar site to the Board of Supervisors in February, 1995. Although the particular 6-story development project will not be pursued, at a later date the Board approved Plans and Specifications for the contamination clean-up of the Kettner property.

DPW/DPLU Building. Financing options for obtaining a new building were reviewed with Public Works. Constraints related to the departments funding sources may not allow acquisition without a General Fund contribution. The Department of Public Works will continue to explore facility and funding alternatives.

Facilities Master Plan. Transferred the Facilities Master Plan Project to the Department of General Services.

Automated Space Management System. The Facilities Inventory Module was developed, tested and implemented during FY 94/95. Work on the final phase of developing this system commenced which includes enhancements for Revenue and Acquisition Leasing.

Department Space Requests. This is an ongoing activity which assists departments in identifying solutions to space problems and allows space requests to be considered in the context of planned capital projects and requests from other programs.

Redevelopment. Continued to monitor cities proposed redevelopment projects, with emphasis on AB 1290 changes in Community Redevelopment Law. Responded to cities who are having financial and development problems within their Redevelopment Project Areas. Loss of redevelopment staffing for 6 months prevented full completion of all proposed redevelopment agreement tasks.

Gillespie Field Redevelopment. Additional actions necessary to sell bonds were taken during 1994-95, including filing of a validation court action to ensure there is no possibility of General Fund liability for debt service payments and structuring the type of financing that will be used. Documents necessary for the bond sale and closing (Master Pledge Agreement, Supplemental Pledge Agreement, Trust Agreement, Official Statement) were also drafted. A Five-Year Implementation Plan and a Plan Amendment for the project were presented to and adopted by the Board. These were necessary to meet new State law requirements.

Edgemoor Property. Provided support to the Subcommittee of the Board of Supervisors in their negotiations with the City of Santee for a Memorandum of Agreement (MOA) on the County-owned Edgemoor property. The MOA was finalized by the Board and the Santee City Council in July 1995.

Criminal Justice Planning. All proposed criminal justice planning tasks were successfully completed (e.g., worked with the U.S. Forest Service on a land exchange to resolve and mitigate problems at the Descanso Detention Facility; coordinated the County's application for Federal crime bill funding; provided support to County Counsel in Armstrong suit (jail overcrowding); and staffed the Criminal Justice Council.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Increase the resources of the Criminal Justice System.
 - a. Insure the completion of a centralized food services study.
 - b. Maximize Federal Crime Bill Funding opportunities.
 - c. Acquire U.S. Forest Service land for Descanso sewage treatment plant.
 - d. Apply for Community Punishment Plan Grant from Board of Corrections.
 - e. Develop recommendations to reduce juvenile out-of-county placements.
2. Develop and implement interim plan for County's Kettner/Cedar property.
 - a. Insure site clean-up.
 - b. Obtain State reimbursement commitment for all or a portion of the \$1.27 million in costs.
 - c. Insure/monitor restoration of historic Star Builders Warehouse and work with Centre City Development Corporation (CCDC) and Metropolitan Transit Development Board (MTDB) to construct Cedar Street improvements.
3. Proceed with pre-development planning activities on 380-acre County-owned Edgemoor property.
 - a. Preparation of environmental documentation and Town Center Specific Plan Amendment for Edgemoor property.
4. Monitor existing redevelopment agreements for receipt of revenues and legal compliance.
 - a. Analyze proposed new redevelopment projects and/or amendments.
 - b. Prepare all reports required by law to support the County's two existing redevelopment projects.
5. Complete implementation of automated space management system.
 - a. Analyze County department space requests and utilization with emphasis on the effects of staffing reductions on County facility and furniture/equipment requirements.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of Special Projects [8.00 SY; E = \$808,278; R = \$233,000] including support personnel is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Offset 29% by revenue.
 - o Responsible for special projects that serve a regional population and are undertaken due to their fiscal significance and importance to the region. These include increasing resources within the Criminal Justice System and developing vacant and underutilized County properties to generate additional discretionary revenue for basic County services. Redevelopment activities involve the monitoring of existing redevelopment agreements, analyzing proposed new redevelopment projects, and preparing reports required by law to support the County's Redevelopment Agency.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
INTERGOVERNMENTAL REVENUE:				
Redevelopment Agency	\$42,652	\$22,500	\$23,000	\$500
Sub-Total	\$42,652	\$22,500	\$23,000	\$500
CHARGES FOR CURRENT SERVICES:				
Recovered Expenditures	\$80	\$0	\$0	\$0
Interfund Charges - Charges in Capital Outlay Fund	54,002	30,000	30,000	0
Sub-Total	\$54,082	\$30,000	\$30,000	\$0
OTHER FINANCING SOURCES:				
Operating Transfers from the Edgemoor Fund	\$31,644	\$55,000	\$180,000	\$125,000
Miscellaneous Revenue Prior Year	4,114	0	0	0
Work Authorization - Express Cost	0	0	0	0
Sub-Total	\$35,758	\$55,000	\$180,000	\$125,000
Total	\$132,492	\$107,500	\$233,000	\$125,500

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$425,883	\$531,144	\$575,278	\$44,134
Total	\$425,883	\$531,144	\$575,278	\$44,134

EXPLANATION/COMMENT ON PROGRAM REVENUES

The change in revenue between the 1994-95 Budget and the 1995-96 Budget is primarily due to additional revenue from the Edgemoor Fund to offset costs for the preparation of a Supplemental Environmental Impact Report (EIR) and amendment to the Santee Town Center Specific Plan in FY 1995-96.

PERFORMANCE MEASURES

1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
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ACTIVITY

CAO SPECIAL PROJECTS: (Projects assigned by the Board of Supervisors and the Chief Administrative Officer cannot be reduced to quantifiable indicators.)

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0347	CAO Project Manager	1	1.00	1	1.00	\$58,131	\$57,904
0348	CAO Staff Officer	4	4.00	4	4.00	209,467	208,650
2136	Dir., Office of Special Proj.	1	1.00	1	1.00	88,467	88,125
2413	Analyst III	1	1.00	1	1.00	46,163	45,983
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,653
Total		8	8.00	8	8.00	\$433,002	\$431,315
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						127,065	152,578
Salary Savings:						(11,913)	(13,605)
Total Adjustments						\$115,152	\$138,973
Program Totals		8	8.00	8	8.00	\$548,154	\$570,288

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).

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$522,421	\$548,790	\$524,315	\$509,572	\$517,085	1.5
Services & Supplies	26,397	32,830	119,483	72,734	40,559	(44.2)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	1,269	0	3,390	0	10,000	100.0
TOTAL DIRECT COST	\$550,087	\$581,620	\$647,188	\$582,306	\$567,644	(2.5)
PROGRAM REVENUE	(350,930)	(402,624)	(414,880)	(392,593)	(402,124)	2.4
NET GENERAL FUND CONTRIBUTION	\$199,157	\$178,996	\$232,308	\$189,713	\$165,520	(12.8)
STAFF YEARS	10.42	10.75	10.41	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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures are higher due to under-budgeting for salaries and benefits, salary savings were not realized, prior year expenditure of \$35,996 and adjusted appropriation mid-year in services and supplies of \$16,300 which will be reimbursed by San Onofre in FY 95-96.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Develop plans to mitigate identified hazards.

During 1994-95, ODP staff completed the Oil Spill Response Plan, the Energy Shortage Response Plan and the San Diego County Operational Area Emergency Plan.

2. Develop and test disaster response and recovery plans.

ODP developed and conducted two Full-Scale County-Wide exercises during 1994-95, and assisted the cities of Imperial Beach, La Mesa and Santee in their development of Table-Top Exercises. The focus of these exercises included the care and shelter of evacuees, and communication and coordination among various public agencies and cities.

3. Maintain public information, education, alert and waiving programs and systems.

ODP staff made twenty-six presentations to private, public service, civic, community service and county employee organizations or groups. During 1994-95, addressing over 2,500 people. These presentations addressed earthquake and emergency preparedness and recovery. The office mailed and/or gave out approximately 18,700 earthquake or other emergency brochures; answered over 1,650 telephone inquiries for emergency information; responded to 199 calls from the media for information; loaned 69 disaster/emergency video tapes to public and private groups; and responded to approximately 250 walk-in individuals at our office.

The L.I.F.E. (Lifesaving Organization For Emergencies) radio system is tested monthly by ODP staff, and is used daily by the Highway Patrol for traffic/road closures or emergencies. The EBS (Emergency Broadcast System) is tested monthly by KSDO, the primary EBS station.

4. Conduct Intra-and Inter-Organizational training programs.

During 1994-95, ODP staff assisted the Sheriff's Department with an Emergency Operations Center (EOC) Training course; conducted training sessions with the Clerk of the Board and the Department of Social Services. Staff assisted three cities (La Mesa, Imperial Beach, and Santee) with exercises. Other cities will be assisted in 1995-96.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Provide Standardized Emergency Management System (SEMS) Training to 5,090 students by January 1996 as required by Senate Bill 1841.
 - a. Provide 5,100 introductory course materials to students by January, 1996.
 - b. Train and certify 90 County and unified disaster cities personnel.
 - c. Conduct three Train-the-Trainer Standardized Emergency Management System courses by January, 1996.
2. San Diego County Operational Area Emergency Plan and twenty-one hazard-specific annexes be in compliance with Federal Emergency Management Agency and Senate Office of Emergency Service requirements.
 - a. Revise twenty-one hazard-specific annexes of the Emergency Plan after 192 meetings with County departments, public safety agencies and medical support groups.
 - b. Obtain Unified Disaster Council and Board of Supervisors approval of San Diego County Operational Area Emergency Plan via four Disaster Council and one Board of Supervisors meetings.
 - c. Prepare one master copy of the Emergency Plan for printing.
 - d. Print 300 copies of the Emergency Plan.
3. Establish a Regional 800 MHz Communications System to include all public safety and public service agencies to consolidate the communications infrastructure of the County of San Diego per direction of the Board of Supervisors.
 - a. Attend 82 committee and sub-committee meetings to develop management and operational administration policies of the Regional Communication System.
 - b. Complete 52 Regional Communication System Talk Group Plan meetings so that 52 Public Safety and Public Service agencies can talk to each other utilizing 16 communications frequencies.
 - c. Attend 52 Design Development meetings to complete the Emergency Operations Center/Communications Center.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. SONGS [1.00 SY; E = \$125,325; R = \$115,325] 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 1994-95 staffing level.
2. HIRT (Hazardous Materials Incident Response Team) [1.00 SY; E = \$74,000; R = \$74,000] 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 1994-95 staffing level.
3. PLANNING [3.50 SY; E = \$156,616; R = \$100,150] 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 63.9% by revenue
- o Remaining at FY 1994-95 staffing level.

4. OPERATIONS [3.50 SY; E = \$156,616; R = \$100,149] 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 63.9% by revenue
- o Remaining at FY 1994-95 staffing level.

5. FIRE SERVICES [1.00 SY; E = \$55,087; R = \$12,500] including coordinating fire services in the County and resolving fire protection issues. This activity is:

- o Discretionary Activity/Discretionary Service Level
- o Offset 22.7% by revenue
- o Remaining at FY 1994-95 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Civil Defense Cities (44% match required)	\$90,298	\$90,299	\$90,299	0
Sub-Total	\$90,298	\$90,299	\$90,299	\$0
AID FROM OTHER GOV'T. AGENCIES:				
Civil Defense Administration (44% match required)	\$200,077	\$152,294	\$235,325	83,031
Joint Powers Authority	65,000	65,000	74,000	9,000
Sub-Total	\$265,077	\$217,294	\$309,325	\$92,031
OTHER REVENUE:				
Recovered Expenditures	\$11,237	\$10,000	\$0	(10,000)
State Grants - Other	48,268	75,000	2,500	(72,500)
Sub-Total	\$59,505	\$85,000	\$2,500	\$(82,500)
Total	\$414,880	\$392,593	\$402,124	\$9,531

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$232,308	\$189,713	\$165,520	\$(24,193)
Total	\$232,308	\$189,713	\$ 165,520	\$(24,193)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue increase of \$67,706 in aid from Government Agencies includes increases in funding from Federal Emergency Management Agency due to increase in funding to the State of California; and an increase in funding from San Onofre due to additional exercise and planning requirements.

The \$9,000 increase in Joint Powers authority funding is due to the approval of a new two-year contract to provide the HIRT (Hazardous Materials Incident Response Team) services. ODP as program manager received an increase tied to Consumer Price Index (CPI).

1994-95 was the last year for the Energy Grant, hence the loss of \$75,000. However, we did receive \$2,500 for the maintenance of the Oil Spill Plan to begin in FY 95-96.

FIXED ASSETS

Category	Total Cost
Data processing equipment	\$10,000
Total	\$10,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0380	Asst Dir, Ofc/Disaster Prep	1	1.00	1	1.00	\$48,940	\$48,748
0949	Fire Services Coordinator	1	1.00	1	1.00	41,656	41,493
2284	Dir, Ofc/Disaster Preparedness	1	1.00	1	1.00	70,574	70,302
2403	Accounting Technician	1	1.00	1	1.00	23,949	23,853
2412	Analyst II	1	1.00	0	0.00	41,842	0
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,670	20,586
2757	Administrative Secretary II	1	1.00	1	1.00	23,949	22,951
5864	Disaster Prep. Oper. Off. III	0	0.00	1	1.00	0	41,678
5865	Disaster Prep Operations Off. II	3	3.00	3	3.00	115,137	114,687
Total		10	10.00	10	10.00	\$386,717	\$384,298
Salary Adjustments:						0	0
Other Extraordinary Pay:						13,500	13,500
Employee Benefits:						119,634	131,623
Salary Savings:						(10,279)	(12,336)
Total Adjustments						\$122,855	\$132,787
Program Totals		10	10.00	10	10.00	\$509,572	\$517,085

PROGRAM: Memberships, Audits, and Other Charges

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 00001

ORGANIZATION #: 0200

MANAGER: David E. Janssen

REFERENCE: 1995-96 Proposed Budget - Pg. 40-28

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services & Supplies	880,554	917,074	1,021,367	1,198,243	640,201	(46.6)
Other Charges	4,316	2,053	1,983	8,000	8,000	0.0
Fixed Assets	0	0	0	0	0	0
TOTAL DIRECT COST	\$884,870	\$919,127	\$1,023,350	\$1,206,243	\$648,201	(46.3)
PROGRAM REVENUE	(200,000)	(200,000)	(0)	(0)	(0)	0
NET GENERAL FUND CONTRIBUTION	\$684,870	\$719,127	\$1,023,350	\$1,206,243	\$648,201	(46.3)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0

PROGRAM MISSION

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

1994-95 actual expenditures are within budgeted amounts. Management audits of Indigent Defense Departments, budgeted at \$200,000, deferred until FY 1995-96.

ACHIEVEMENT OF 1994-95 OBJECTIVES

N/A

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

N/A

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

1. Memberships, Audits, and Other Charges - [0.00 SY; E = \$648,201; R = \$0]
 - o Mandated Activity/Discretionary Service Level
 - o Costs for this program are summarized as follows:

	1994-95 Estimated Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
<u>Services and Supplies</u>				
Independent Audit	\$ 120,000	\$120,000	\$125,000	\$ 5,000
County Department Audits	525,000	525,000	200,000	(325,000)
California State Association of Counties (CSAC)	152,000	161,385	161,385	0
National Association of Counties (NACo)	31,740	41,663	0	(41,663)
San Diego Association of Governments (SANDAG)	82,517	86,210	86,210	0
Automated Regional Justice Information System	200,000	200,000	0	(200,000)
San Dieguito Joint Powers Authority	63,984	63,985	67,606	3,621
Prior Year Expenses	480,000	0	0	0
Sub-Total	\$1,655,241	\$1,198,243	\$ 640,201	\$(558,042)
<u>Other Charges</u>				
Search and Rescue	\$ 8,000	\$ 8,000	\$ 8,000	\$ 0
Sub-Total	\$ 8,000	\$ 8,000	\$ 8,000	\$ 0
Total	\$1,663,241	\$1,206,243	\$ 648,201	\$ 558,042

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	0	0	0	46,225	0	(100.0)
Services & Supplies	480,481	388,219	341,568	363,697	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	\$480,481	\$388,219	\$341,568	\$409,922	\$363,697	(11.3)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$480,481	\$388,219	\$341,568	\$409,922	\$363,697	(11.3)
STAFF YEARS	0.00	0.00	0.00	0.50	0.00	(100.0)

PROGRAM MISSION

To complete development of the RUIS, a geographic information system linking data on land, development, growth, public facilities in conjunction with the City of San Diego, and the environment into a common data base.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures for salary and benefits were applied to the Central County Administration program.

ACHIEVEMENT OF 1994-95 OBJECTIVES

- Implement a parcel maintenance process, including the development of parcel maintenance tools.
Parcel tools have been developed and implementation is pending a change in RUIS data base structure in order to accommodate multiple parcels. The required change is planned for completion in October, 1995.
- Provide support and maintenance for all existing RUIS applications.
Support and maintenance of existing RUIS applications is being provided on an ongoing basis.
- Coordinate activities between the base map maintenance organizations.
Coordination of base map maintenance organizations is an ongoing process.
- Pursue generation of revenue through the sale/sublicense of data, services and applications.
Revenue generation is an ongoing activity. On September 14, 1995, the Board of Supervisors approved the framework of a marketing program and directed the development of an implementation plan. Joint city/county sales of data are expected to generate about \$164,000 of revenue in 1995-96.
- Begin the implementation of an enhanced data storage management system, to be completed over two year period.
Evaluation and testing of the new storage management system. After review by technical staff, the base map system will be converted to ARCSTORM, the new management system. The project is currently on schedule.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Complete the parcel layer update and validation.
 - a. A completed parcel layer with the capability for ongoing maintenance by the Assessor.
2. Develop a zoning system and complete the conversion of the zoning map layer for the Department of Planning and Land Use.
 - a. Achieve the ability to automate the land use zoning, mapping, retrieval and use processes.
3. Develop a Tax Rate Area Mapping System for the Assessor and complete the conversion of the Tax Rate Areas.
 - a. Replace Assessor's mutual Tax Rate Area maps and provide necessary digital information to create various agency boundaries, e.g., school and water districts, etc.
4. Initiate the design for a new Building Permit and Inspection System for DPLU.
 - a. Modernize and lower the cost of operation of the Building Permit and Inspection System.
5. Complete the conversion of the Jurisdictional Boundary Layer.
 - a. Increase ability to report and map based on all municipal boundaries.
6. Develop a lower cost access to the RUIS data base using personal computers.
 - a. Achievement of a more flexible and widespread use of the County's investment in the system.
7. Complete the development and implementation of the enhanced data storage management system.
 - a. Increased efficiency of existing and future RUIS operations through better organization of data.

1995-96 ADOPTED SUBPROGRAM 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 [0.00 SY; E = \$363,697; 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

Public Works	1. Staff Support	4.50	\$ 321,847	
	2. Maintenance/Operations		<u>280,528</u>	
	Subtotal	4.50	\$ 602,375	(1)
Assessor	1. Staff Support	1.00	\$ 49,650	
	2. Maintenance/Operations		<u>125,000</u>	
	Subtotal	1.00	\$ 174,650	(2)
Sheriff	1. Staff Support	0.75	\$ 45,000	
	2. Maintenance/Operations		<u>106,750</u>	
	Subtotal	0.75	\$ 151,750	(2)
Health	1. Staff Support	0.10	\$ 7,500	
	2. Maintenance/Operations		<u>8,600</u>	
	Subtotal	0.10	\$ 16,100	
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	
	Subtotal	0.10	\$ 5,000	(2)
Marshal	1. Staff Support	0.20	\$ 10,000	
	Subtotal	0.20	\$ 10,000	(2)
Information Services	1. Staff Support	0.40	\$ 30,600	
	Subtotal	0.40	\$ 30,600	(2)
TOTAL DEPARTMENTAL COSTS		10.05	\$1,656,772	
DEVELOPMENT COST (CAO BUDGET)		<u>0</u>	\$ 363,697	(2)
TOTAL RUIS BUDGET		10.05	\$2,020,469	

(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.

PERFORMANCE MEASURES

1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
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ACTIVITY A:

% OF RESOURCES: %

There are no performance indicators for the RUIS Development Budget. These indicators will be found in the Departments' budgets (for example, Departments of Public Works, Planning and Land Use, Social Services and Sheriff) where the developed system is maintained and operated.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0347	CAO Project Manager	1	0.50	0	0.00	\$36,711	\$0
Total		1	0.50	0	0.00	\$36,711	\$0
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						9,514	0
ILP Reductions:						0	0
Salary Savings:						(0)	(0)
Total Adjustments						\$9,514	\$0
Program Totals		1	0.50	0	0.00	\$46,225	\$0

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$245,332	\$264,995	\$255,527	\$263,484	\$150,837	(42.8)
Services & Supplies	31,945	38,593	34,971	45,101	7,163	(84.1)
Other Charges	0	0	0	0	0	0
Fixed Assets	14,149	0	0	0	0	0
TOTAL DIRECT COST	\$291,426	\$303,588	\$290,498	\$308,585	\$158,000	(48.8)
PROGRAM REVENUE	(1,025)	(28)	(8)	(0)	(0)	0
NET GENERAL FUND CONTRIBUTION	\$290,401	\$303,560	\$290,490	\$308,585	\$158,000	(48.8)
STAFF YEARS	4.95	4.96	4.24	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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

1994-95 actual expenditures are within the budgeted amounts.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Amend investigative hearing process. Amended the investigative hearing process for complaints which require evidentiary hearings.
2. Maintain data base. Maintenance of a computerized data base of all complaints, allegations, dispositions and subject officers is an ongoing activity.
3. Investigative issues. Investigations of complaints, report production and investigative hearings are ongoing activities.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Staff Intake/Investigation Function:
 - a. Process and classify 200 complaints received;
 - b. Investigate 50% of Level I and/or II filed complaints;
 - c. Produce 65 Investigative Reports and/or Supplemental Reports;
 - d. Conduct an average of 4 interviews per complaint investigated for a total of 440 interviews;
 - e. Obtain 50 voluntary statements or issue 50 subpoenas to Investigative Interviews and or Investigative Hearings.
2. Board Support
 - a. Conduct 12 monthly Regular Public Meetings;
 - b. Conduct 8 special Investigative Hearings;
 - c. Conduct Board member trainings as needed;
 - d. Hold 65 Board Summary/Investigative Hearings;
 - e. Implement subpoena process; litigate subpoena challenges if/as needed;

- f. Produce 60 Final Reports with findings and recommendations to the parties and the Subject Department Heads;
 - g. Review department policies; develop and recommend policies for consideration by Subject Departments;
 - h. Prepare the mandated Annual Report on findings and trends.
3. Administrative Support
- o Maintain a cumulative register of filed complaints and their dispositions.
 - o Produce Monthly Reports of complaints received; filed and classified;
 - o Prepare Annual Report to the Board of Supervisors, the Sheriff and the Probation Officer summarizing the activities and recommendations of the Review Board, and addressing trends regarding complaints received and investigated;
 - o Maintain liaison with other county departments;
 - o Community outreach;
 - o Supervise investigations.
4. Office Overhead

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

1. Citizens Law Enforcement Review Board [5.00 SY; E = \$158,000; R = \$0] including support personnel is:

- o Mandated Activity/Discretionary Service Level
- o Remaining at FY 1994-95 staffing level.

CLERB Budget Allocations:

- o Staff Intake/Investigations
 - Review, process and classify citizen complaints alleging misconduct on the part of peace officers or custodial officers in the Sheriff's or Probation Department.;
 - Conduct Investigations of complaints; interview complainants and witnesses; reviews documents; research legal issues; conduct field investigations; produce Investigative and Supplemental Reports;
- o Board Support
 - Conduct monthly Regular Meetings;
 - Hold Summary and Investigative Hearings;
 - Dispose of complaints after Board Summary or Investigative Hearings;
 - Issue Final Reports on complaints investigated and make recommendations to the Subject Departments;
 - Issue monthly reports on complaints received, classified and prioritized;
- o Administrative
- o Office Overhead

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
STAFF INTAKE/INVESTIGATION					
% OF RESOURCES: 40%					
<u>OUTCOME (Planned Result)</u>					
Process complaints received	0	137	200	200	200
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to process complaints received	\$0	\$30,358	\$30,858	\$30,858	\$15,800
<u>OUTPUT (Service or Product)</u>					
Review, classify, prioritize complaints	0	137	200	200	200
<u>EFFICIENCY (Input/Output)</u>					
Cost per complaint reviewed/classified/prioritized	\$0	\$222	\$154	\$154	\$79
<u>OUTCOME (Planned Result)</u>					
Conduct investigations of complaints	0	63	106	106	60
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to investigate complaints	\$0	\$136,615	\$138,863	\$138,863	\$47,400
<u>OUTPUT (Service or Product)</u>					
Interview complaints & witnesses	N/A	N/A	N/A	N/A	N/A
<u>EFFICIENCY (Input/Output)</u>					
Cost per interview	N/A	N/A	N/A	N/A	N/A
<u>OUTPUT (Service or Product)</u>					
Review records, reports, policies, laws & caselaws	N/A	N/A	N/A	N/A	N/A
<u>EFFICIENCY (Input/Output)</u>					
Cost per investigated complaints of records/reports/policies	N/A	N/A	N/A	N/A	N/A
<u>OUTPUT (Service or Product)</u>					
Produce investigative/supplemental reports	N/A	N/A	N/A	N/A	N/A
<u>EFFICIENCY (Input/Output)</u>					
Cost per investigative/supplemental report	N/A	N/A	N/A	N/A	N/A

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0375	Special Investigator	2	2.00	2	2.00	86,925	86,584
0447	Executive Officer, CLERB	1	1.00	1	1.00	68,005	67,742
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,425	20,586
2757	Administrative Secretary II	1	1.00	1	1.00	23,883	23,853
9999	Extra Help	2	0.00	0	0.00	0	0
Total		7	5.00	5	5.00	\$199,238	\$198,765
Salary Adjustments:						\$0	\$(112,562)
Premium/Overtime Pay:						1,620	1,620
Employee Benefits:						62,626	69,296
Salary Savings:						(0)	(6,282)
Total Adjustments						\$64,246	\$(47,928)
Program Totals		7	5.00	5	5.00	\$263,484	\$150,837

CLERK OF THE BOARD OF SUPERVISORS

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
CLERK OF THE BOARD	\$1,437,188	\$1,439,978	\$1,436,983	\$1,396,665	\$1,420,379	23,714	1.7
TOTAL DIRECT COST	\$1,437,188	\$1,439,978	\$1,436,983	\$1,396,665	\$1,420,379	\$23,714	1.7
PROGRAM REVENUE	(123,293)	(133,481)	(50,068)	(82,966)	(82,966)	0	0.0
NET GENERAL FUND COST	\$1,313,895	\$1,306,497	\$1,386,915	\$1,313,699	\$1,337,413	\$23,714	1.8
STAFF YEARS	32.61	31.10	30.03	31.00	31.00	0.00	0.0

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT 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 levels by approximately 25% and at the same time has experienced a dramatic increase in the demand for services. As an example; in FY 1988-89 1,674 Assessment Appeal applications were filed. In FY 1994-95, approximately 27,000 applications were filed. An estimated increase of another 13% is anticipated for FY 1995-96. The department is committed to working to find creative ways balance 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 available resources, the department has made major advances in the automation of department functions and implementation of more efficient procedures. 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 of the department, and establishing reasonable staff size for each section to provide minimum 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 the Clerk of the Board department staff to provide quality service enables us to meet our mission to serve the people of San Diego County. The Department shall continue to:

1. 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.
2. Respond promptly to information requests regarding official records; respond to inquiries, accept, process and maintain records regarding Assessment Appeals applications in a prompt and efficient manner.
 - a. Respond to information and records requests within 24 hours.
 - b. Respond to 150,000 requests for information and referrals.
 - c. Process 28,000 Assessment Appeals applications in FY95-96.
3. 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.
4. 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.
5. Process legal publications and coordinate noticing to meet deadlines established in accordance with requirements of the Government Code.

- a. Prepare, print and distribute Board of Supervisors agenda by 5:00 p.m. Wednesday, 6 calendar days prior to following week's meetings.
 - b. 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.
 - c. Disseminate Board actions, send notices of hearing, order legal publications within 7 days after meeting.
6. Maintain updated procedure manuals utilizing Total Quality Management (TQM) principles to ensure the most effective and efficient procedures.
- a. Review and maintain on-going update of procedure manuals and department policy manual.
7. Maintain computerized index system and index, prepare, microfilm and file documents accurately.
- a. Index, prepare, microfilm and file documents as permanent records within 10 weeks after the meeting.
 - b. Maintain 275,000 official records filed annually.
 - c. Maintain 30,000 of Agenda items filed annually.
 - d. Maintain 690,000 transactions related to Agenda items annually.
8. Maintain an up-to-date Roster of Boards, Commissions and Committees and process appointments quickly and accurately.
- a. Process Board of Supervisors appointments to Boards, Commissions and Committees and update databases within 3 working days following Board action.
9. Receive, process and maintain an up-to-date Conflict of Interest, Lobbyist Registrations and Statements of Incompatible Activities in an efficient and effective manner.
- a. Record all Statements of Economic Interests (Form 721 and 730) within 2 days of receipt.
 - b. Continue timely quarterly mailouts of lobbyist information.
 - c. Prepare timely Incompatible Activities reporting once a month.
10. Process Community Enhancement applications in a timely manner.
- a. Process 120 Community Enhancement applications in FY95-96.
11. Continue study of new automation technologies, including scanning and image processing to provide the most efficient and cost-effective movement of workload; proceed with the next phase of on-line access to official documents to provide immediate availability of records to county departments and the public.
- a. Complete this fiscal year training of all department staff members in the use of Windows utilities and new Assessment Appeals software programs.
 - b. Complete on-line availability of Board Policies, Clerk of the Board Redbook, and Master Calendar to county departments and Internet connectivity.
12. Enhance information and services regarding department mission and activities.
- a. Provide information via the Department of Information-originated Bulletin Board service on various Board of Supervisors meeting documents, including the Agenda, Statement of Proceedings and meeting calendar.
 - b. Develop a library of resources for the various services offered by the Department.

Assessment Appeals Services-

- investigate alternative uses and formats of informational video, make recommendations, and implement approved recommendations;
- investigate information phone line where the caller can push a number to get specific information (i.e., "How to complete appeal form", "Information about comparables", "How to Prepare for the hearing");
- create a training video for staff on basic AAB information and inputting procedures.

Public Services-

- prepare orientation folder of materials for new Board and department staff on county, department and payroll issues (include major documents such as Charter, accessing records, employee benefits, indices for Board Policies, etc.)
- prepare an informational video and materials for staff, chairs and members of Boards, Commissions and Committees (conduct of meetings, conflicts of interest, filings, Board Policies, etc. based on available funding).

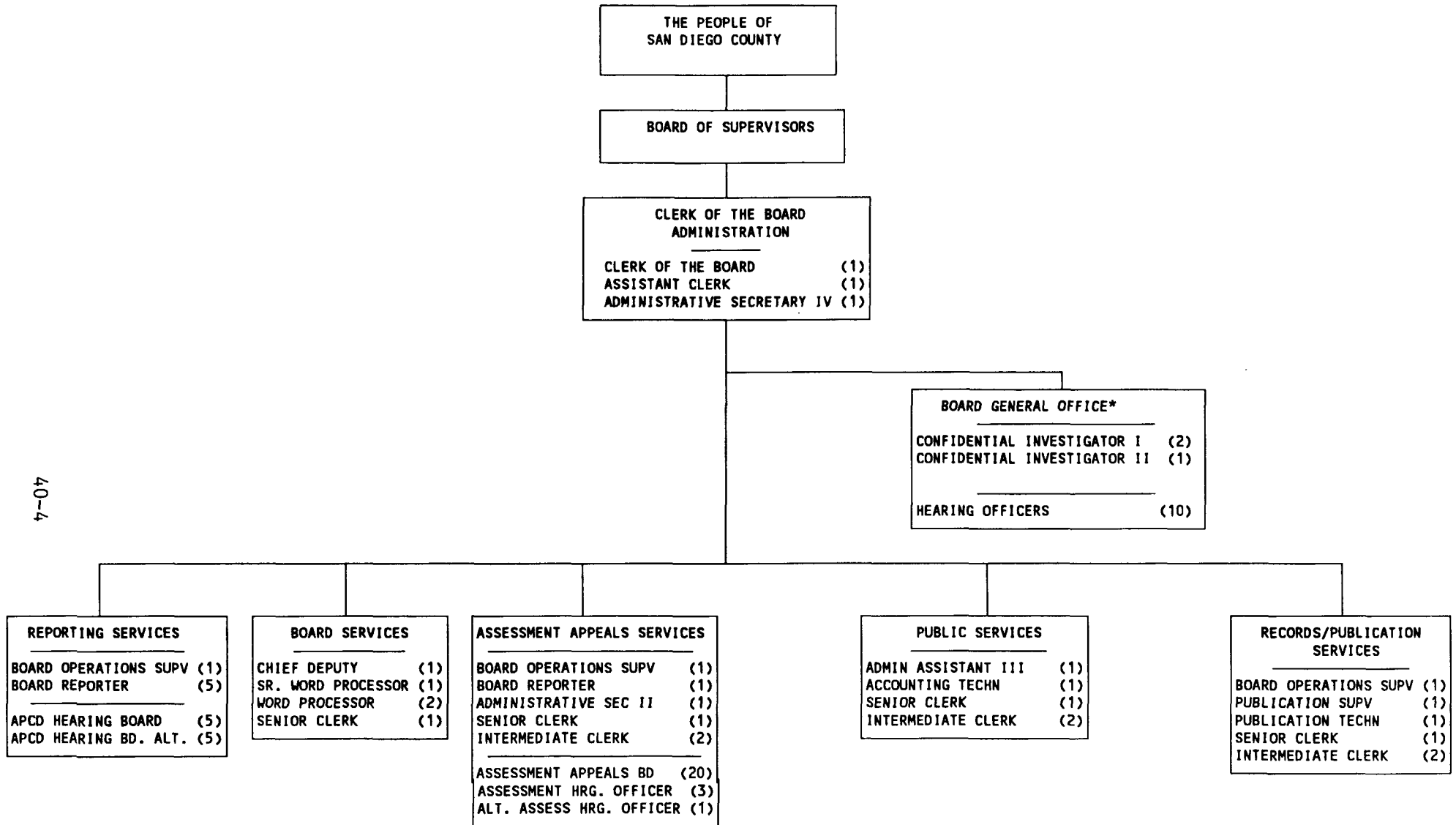
Records Management-

- prepare an information booklet on accessing documents from mainframe, LAN and hard copies;
- provide access to Board, CAO, and staff on Clerk of the Board administrative documents, such as Red Book, Commissions-Committee Roster, etc.

Board Services-

- develop a guide to number of copies to be submitted for various documents in agenda docketing, including items such as Counsel approval.
13. Use automation to provide more efficient and cost-effective service.
 - a. Study and make recommendations regarding establishing an automated system for paperless docketing process and records management system.
 - b. Create an automated tracking system for all publication requests to accurately track requests and provide a record of Publications transactions.
 14. Inventory of Department Documents and review of Destruction of Records Guidelines.
 - a. Create Department Records Management Manual pursuant to Administrative Manual 0040-9, Records Management Program, to include inventory of all documents in the Clerk's office as well as a records retention schedule.
 15. Enhance performance review process.
 - a. Begin process to establish written performance standards for job classifications in the Department.

**CLERK OF THE BOARD OF SUPERVISORS
ORGANIZATION CHART**



40-4

* 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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,329,286	\$1,322,436	1,245,993	1,279,192	1,303,004	1.9
Services & Supplies	107,902	117,542	171,960	117,473	117,375	(0.1)
Fixed Assets	0	0	19,030	0	0	0.0
TOTAL DIRECT COST	\$1,437,188	\$1,439,978	\$1,436,983	\$1,396,665	\$1,420,379	1.7
PROGRAM REVENUE	(123,293)	(133,481)	(50,068)	(82,966)	(82,966)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,313,895	\$1,306,497	\$1,386,915	\$1,313,699	\$1,337,413	1.8
STAFF YEARS	32.61	31.10	30.03	31.00	31.00	0.0

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The difference between FY94-95 Actual and FY94-95 Budget reflects a mid-year augmentation for fixed assets using Teeter funds and a carryover of prior year expenditures in the services and supplies accounts. The overall effect has been lessened due to extra salary savings.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Specific achievements of ongoing objectives are:

1. Response to information and records requests are acted upon within 24 hours.
2. The Board of Supervisors agenda is prepared, printed, and distributed 6 calendar days prior to the scheduled meeting.
3. The statement of proceedings for Tuesday Board of Supervisors meetings are completed by close of business on Thursday; 2 working days following the meeting.
4. The statement of proceedings for the Wednesday Planning & Land Use meetings are completed by close of business on Friday; 2 working days following the meeting.
5. Board actions are disseminated and legal publications are ordered within 7 working days after the meetings.
6. Original documents are indexed, prepared, microfilmed and filed within 13 weeks after the meeting. The ongoing objective is to reduce this timeframe to 10 weeks.
7. Processing of necessary paperwork for appointments to Committees, Commissions, and Boards are initiated within 1 week of notification and electronic database information is updated within 3 working days of Board action.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to department summary page (green sheet).

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program, which is Mandated/Discretionary, are summarized as follows:

1. Executive and Administrative Services [3.00 SY; E = \$204,372; R = \$10,000]
 - o Mandated/Discretionary Service Level;

- o Plans, directs and coordinates all departmental activities and programs;
 - o 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;
 - o Provides administrative support to the City Selection Committee and serves as liaison with Labor Relations Office;
 - o Co-manages the Board General Office with the Vice-Chair;
 - o Formulates policies for the protection and maintenance of official Board records;
 - o Serves as the public's clearinghouse for County business;
 - o Formulates and monitors the departmental budget;
 - o Provides internal administrative support to office staff; and,
 - o Assists other governmental agencies and the public regarding County operations.
2. Board Services [5.00 SY; E = \$235,123; R = \$6,550]
- o Mandated/Discretionary Service Level;
 - o Prepares Board of Supervisors, Special Districts and Air Pollution Control District Hearing Board agendas, Statements of Proceedings and accompanying back-up;
 - o Provides information and assistance to County staff and the public regarding various agendas;
 - o Transmits agendas and statements of proceedings to mainframe and Records/Publication Section for county-wide access;
 - o Coordinates the docketing of legislative business brought before the Board;
 - o Maintains the Board meeting calendar;
 - o Processes legal publications;
 - o Prepares proclamations;
 - o Receives and processes Air Pollution Control District Hearing Board petitions for rule variances; and,
 - o Provides word processing functions for the department.
3. Reporting Services [6.00 SY; E = \$292,292; R = \$35,350]
- o Mandated/Discretionary Service Level;
 - o Attends meetings and records the actions of the various legislative bodies;
 - o Prepares Statements of Proceedings;
 - o Responds to County staff and public inquiries regarding Board actions and processing of documents;
 - o 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;
 - o Clerks the Air Pollution Control District Hearing Board meetings; and,
 - o Proofs and certifies transcripts.
4. Assessment Appeals Services [6.00 SY; E = \$307,303; R = \$0]
- o Mandated/Discretionary Service Level;
 - o Responds to in-person and telephone inquiries regarding equalization of property taxes;
 - o Receives, screens and processes assessment appeals applications;
 - o Prepares written instructions to applicants;
 - o Receives, coordinates and processes requests for hearing resets;
 - o Schedules, provides legal notice, prepares agendas, clerks and prepares Minutes and maintains records for all appeals;
 - o Prepares statistical reports; and,
 - o Finalizes written findings, prepares Board Members' meeting schedules, maintains attendance records and provides other support to the four hearing boards.
5. Public Services [5.00 SY; E = \$186,903; R = \$19,812]
- o Mandated/Discretionary Service Level;
 - o 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;
 - o Coordinates and maintains Lobbyist Registration forms;
 - o Acts for the Board of Supervisors as Filing Official for Conflict of Interest filings;
 - o Maintains files on Incompatible Activities;
 - o Provides administrative support to County Hearing Officers for Nuisance Abatement and Taxi Cab hearings;
 - o Schedules Board Hearing and Conference Rooms and prepares the Master Calendar;
 - o Provides technical assistance in the preparation of the budget; and,
 - o Processes payroll and personnel actions for department, Board Members and Board staff.
6. Records/Publication Services [6.00 SY; E = \$194,386; R = \$11,254]

- o Mandated/Discretionary Service Level;
- o Responds to records and information inquiries from Board, County staff and public;
- o 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Legal Serv-Other Govt Agencies	\$0	\$1,800	\$1,800	0
Service to Property Owners	4,896	10,000	10,000	0
Charges in Air Pollution Control District	21,730	37,000	37,000	0
Other Services to Government	10,956	15,000	15,000	0
Other-Jury or Witness Fees				
Sub-Total	\$37,582	\$63,800	\$63,800	\$0
OTHER REVENUE:				
Rev App Pr Yr-Other Revenue	\$5,829	\$10,651	\$10,651	0
Other Sales Taxable	6,657	8,515	8,515	0
Sub-Total	\$12,486	\$19,166	\$19,166	\$0
Total	\$50,068	\$82,966	\$82,966	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$1,386,915	\$1,313,699	\$1,337,413	23,714
Total	\$1,386,915	\$1,313,699	\$1,337,413	\$23,714

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues are expected to remain static in the next fiscal year.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: LEGISLATIVE/PUBLIC SERVICES					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Provide docket agendas & backup in compliance with Government Code mandated guidelines	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Staffing cost (total) per agenda item filed.	\$56.19	\$56.19	\$53.43	\$54.35	\$55.36
<u>OUTPUT (Service or Product)</u>					
Number of agenda items filed	23,537	23,537	30,000	30,000	30,000
<u>EFFICIENCY (Input/Output)</u>					
Agenda items prepared per (total) staff year	735	735	968	968	968
<u>OUTCOME (Planned Result)</u>					
Respond to information requests and provide records within one day mandated guidelines	98%	98%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Staffing cost (total) per information request/referral	\$9.52	\$9.52	\$8.38	\$8.53	\$8.69
<u>OUTPUT (Service or Product)</u>					
Number of responses to information requests/referrals	138,900	138,900	150,000	150,000	150,000
<u>EFFICIENCY (Input/Output)</u>					
Number of responses to information requests/referrals per (total) staff year	4,341	4,341	4,839	4,839	4,839
<u>OUTCOME (Planned Result)</u>					
Excellent service ratings by voluntary customer survey cards	99.9%	99.9%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Staffing cost (total) per assessment appeal	\$62.97	\$62.97	\$50.31	\$51.17	\$52.12
<u>OUTPUT (Service or Product)</u>					
Number of assessment appeals filed	21,000	21,000	25,000	25,000	25,000

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>EFFICIENCY (Input/Output)</u>					
Number of assessment appeals per AAB staff year	3,500	3,500	4,167	4,167	4,167
<u>OUTPUT (Service or Product)</u>					
Number of transactions related to processing agenda items	538,208	538,208	690,000	690,000	690,000
<u>EFFICIENCY (Input/Output)</u>					
Number of transactions processed per (total) staff year	16,819	16,819	22,260	22,260	22,260
<u>OUTPUT (Service or Product)</u>					
Number of official records filed	241,000	241,000	275,000	275,000	275,000
<u>EFFICIENCY (Input/Output)</u>					
Number of official records filed per (total) staff year	7,531	7,531	8,871	8,871	8,871

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2110	Clerk of the Board of Supervisors	1	1.00	1	1.00	63,979	63,731
2208	Asst. Clerk of the Board	1	1.00	1	1.00	53,326	53,121
2927	Chief Dep. Clerk of Board	1	1.00	1	1.00	50,907	50,709
2302	Administrative Assist. III	1	1.00	1	1.00	46,163	45,983
2913	Board Operations Supervisor	3	3.00	3	3.00	122,562	124,089
2902	Board Reporter	6	6.00	6	6.00	203,009	203,636
2759	Administrative Secretary IV	1	1.00	1	1.00	31,888	33,005
2403	Accounting Technician	1	1.00	1	1.00	26,666	23,926
3008	Sr. Word Processor Operator	1	1.00	1	1.00	25,602	25,502
2730	Senior Clerk	4	4.00	4	4.00	92,621	91,400
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,372
3009	Word Processor Operator	2	2.00	2	2.00	47,370	47,292
2700	Intermediate Clerk Typist	6	6.00	6	6.00	124,020	121,241
3067	Publications Supervisor	1	1.00	1	1.00	28,204	29,554
3048	Publications Technician	1	1.00	1	1.00	24,241	20,990
9999	Extra Help	0	0.00	0	0.00	13,934	13,934
Total		31	31.00	31	31.00	\$979,966	\$973,485
Salary Adjustments:						121	0
Pay - Boards, Commissions, Unclassified (AAB Hearing Boards)						18,200	18,200
Employee Benefits:						309,012	340,629
Salary Savings:						(28,107)	(29,310)
Total Adjustments						\$299,226	\$329,519
Program Totals		31	31.00	31	31.00	\$1,279,192	\$1,303,004

COMMUNITY ENHANCEMENT PROGRAM

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Community Enhancement	\$1,686,091	\$1,324,005	\$1,426,044	\$1,371,712	\$1,900,000	528,288	38.5
TOTAL DIRECT COST	\$1,686,091	\$1,324,005	\$1,426,044	\$1,371,712	\$1,900,000	\$528,288	38.5
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$1,686,091	\$1,324,005	\$1,426,044	\$1,371,712	\$1,900,000	\$528,288	38.5
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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Disburse 100% of program appropriations.
 - a. Enter into agreements with 100 non-profit or public agencies to provide tourist-related or economic development services in accordance with Board Policy B-58.

NOTE: Not included in the 1994-95 budget total was the later addition of \$7,227 from prior year encumbrance savings to fund the U.S. Open Sandcastle Committee, making a final allocation of \$1,378,939 for the Community Enhancement Program for the 1994-95 fiscal year.

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	0	0	0	0.0
Other Charges	1,682,875	1,324,005	1,403,019	1,371,712	1,900,000	38.5
Operating Transfers	3,216	0	23,025	0	0	0.0
TOTAL DIRECT COST	\$1,686,091	\$1,324,005	\$1,426,044	\$1,371,712	\$1,900,000	38.5
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,686,091	\$1,324,005	\$1,426,044	\$1,371,712	\$1,900,000	38.5
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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures for fiscal year 1994-95 exceeded budget by \$54,332 due to prior year encumbrances which were expended during the 1994-95 fiscal year.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Entered into agreements with 99 non-profit and public agencies to provide tourist-related and economic development services. Disbursed allocated funding during the fiscal year as well as encumbered funds from prior years.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to Department Summary page.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Community Enhancement [0.00 SY; E = \$1,900,000; R = \$0] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Budgeted level is \$528,288 higher than in 1994-95, due to changes made to Board Policy B-58.
 - o Provides funding for approximately 100 contractors for tourism and economic development activities, in accordance with Board Policy B-58.

NOTE: Not included in the 1994-95 budget total was the later addition of \$7,227 from prior year encumbrance savings to fund the U.S. Open Sandcastle Committee, making a final allocation of \$1,378,939 for the Community Enhancement Program for the 1994-95 fiscal year.

PROGRAM: Community Enhancement Program

ORGANIZATION, PROJECT, or EVENT	1994-1995 AWARD	1995-1996 AWARD
AFRICAN AMERICAN MUSEUM OF FINE ART	\$ 44,000	\$ 0
ALPHA PHI ALPHA - MLK CORONATION PAGEANT	5,000	4,500
ALPINE CHAMBER OF COMMERCE	12,000	25,000
AMERICA'S CUP 1995	1,400	0
ANTIQUE GAS & STEAM ENGINE MUSEUM	21,000	60,000
ANZA-BORREGO DESERT ASSOCIATION	0	28,000
ATHENAEUM MUSIC AND ARTS LIBRARY	1,000	5,000
BONITA HISTORICAL MUSEUM	2,000	2,000
BORREGO SPRINGS AIRPORT IMPROVEMENT CORP	5,000	33,500
BORREGO SPRINGS COC	30,000	90,000
BORREGO SPRINGS COMMUNITY ASSOCIATION	15,600	36,000
BUENA VISTA AUDUBON SOCIETY	2,720	1,500
CABRILLO FESTIVAL	3,600	3,000
CALIF CTR FOR THE ARTS (FELICITA FOUND.)	12,000	100,000
CALIFORNIA BALLET ASSOCIATION	3,000	0
CARLSBAD CHILDREN'S MUSEUM	0	1,800
CARLSBAD CONVIS	5,600	20,000
CENTRO CULTURAL DE LA RAZA	3,600	0
CHILDREN'S MUSEUM OF SAN DIEGO	18,400	8,300
CHINESE HISTORICAL SOCIETY	2,000	0
CHRISTIAN COMMUNITY THEATER	0	10,000
CITY OF CARLSBAD ARTS OFFICE	400	1,000
EAST COUNTY ECONOMIC DEVELOPMENT COUNCIL	12,300	35,000
ENCINITAS NORTH COAST COC	5,600	11,000
FALLBROOK ART ASSOCIATION	4,000	5,500
FALLBROOK COC	38,000	98,000
FALLBROOK HISTORICAL SOCIETY	800	2,000
FALLBROOK LAND CONSERVANCY	1,600	1,800
FALLBROOK MUSIC SOCIETY	4,000	4,000
FERN ST. CIRCUS	0	1,000
GREATER DEL MAR COC/VISITOR'S COUNCIL	2,400	11,000
GREATER SD COC ECON RESEARCH BUREAU	23,300	20,000
GREATER SOLANA BEACH COC	2,400	11,000
GTR. S.D. COC BASE REALIGNMENT & CLOSURE	20,000	0
HERITAGE OF THE AMERICAS MUSEUM	16,300	25,000
HISTORICAL SHRINE FOUNDATION - WHALEY HOUSE	3,200	0
I LOVE A CLEAN SAN DIEGO	0	1,000
IMPERIAL BEACH COC	5,600	1,700
ISSACS, MCCALED & DANCERS (3'S COMPANY)	1,600	0
JULIAN CHAMBER OF COMMERCE	15,000	35,000
JULIAN HISTORIC DIST. ARCHITECTURAL	800	2,610
JULIAN HISTORICAL SOCIETY	3,800	17,600
JULIAN PIONEER MEMORIAL MUSEUM	4,000	8,000
KIDZARTZ	2,000	1,500
LA JOLLA CHAMBER MUSIC SOCIETY	5,000	15,000
LA JOLLA PLAYHOUSE	46,000	50,000

PROGRAM: Community Enhancement Program

ORGANIZATION, PROJECT, or EVENT	1994-1995 AWARD	1995-1996 AWARD
LA JOLLA STAGE CO.	0	12,000
LAKESIDE CHAMBER OF COMMERCE	23,000	25,000
LINDA VISTA MULTI-CULTURAL FAIR	5,000	4,500
LIVE OAK PARK COALITION	0	5,000
MAINE AVENUE REVITALIZATION ASSOCIATION	0	4,293
MAINLY MOZART FESTIVAL	1,000	6,000
MINGEI FOLK ART MUSEUM	9,000	7,000
MOTHER GOOSE PARADE	10,000	10,000
MOUNTAIN EMPIRE HISTORICAL SOCIETY	2,100	4,900
MUSEUM OF CONTEMPORARY ART, SAN DIEGO	7,500	26,200
MUSEUM OF PHOTOGRAPHIC ARTS	20,000	12,500
NORTH COUNTY TOURISM MARKETING	33,600	30,000
OCEAN BEACH MERCHANTS ASSOCIATION	4,000	0
OCEANSIDE CHAMBER OF COMMERCE	9,760	20,000
OCEANSIDE CULTURAL ARTS FOUNDATION	0	6,537
OLD BOREGO HISTORICAL SOCIETY	1,000	10,000
OLD GLOBE THEATRE	13,400	18,150
QUAIL BOTANICAL GARDENS FOUNDATION	3,000	5,000
RAMONA COC	24,000	35,000
RAMONA PIONEER MUSEUM	13,000	22,000
RAMONA TOWN HALL, INC.	4,000	0
RANCHO SANTA FE HISTORICAL SOCIETY	3,000	3,000
SAN DIEGO AEROSPACE MUSEUM	5,200	4,000
SAN DIEGO AUTOMOTIVE MUSEUM	1,200	2,000
SAN DIEGO BOWL GAME ASSOCIATION	31,400	50,000
SAN DIEGO CIVIC LIGHT OPERA - STARLIGHT	4,000	0
SAN DIEGO CONVIS	252,900	250,000
SAN DIEGO ECONOMIC DEVELOPMENT CORP	31,400	30,000
SAN DIEGO HALL OF CHAMPIONS	4,000	4,000
SAN DIEGO HISTORICAL SOCIETY	11,000	10,000
SAN DIEGO MARITIME MUSEUM ASSOCIATION	5,400	3,000
SAN DIEGO MUSEUM OF ART	78,082	0
SAN DIEGO MUSEUM OF MAN	39,000	25,000
SAN DIEGO NORTH COUNTY CONVIS	83,500	203,001
SAN DIEGO OPERA ASSOCIATION	6,250	10,050
SAN DIEGO RAILROAD MUSEUM	24,550	10,000
SAN DIEGO REPERTORY THEATRE	3,000	0
SAN DIEGO SCOTTISH HIGHLAND GAMES	5,000	5,000
SAN DIEGO SOCIETY OF NATURAL HISTORY (Museum)	48,050	25,000
SAN DIEGO SPACE AND SCIENCE FOUNDATION	2,500	2,000
SAN DIEGO SPORTFISHING COUNCIL	4,000	0
SAN DIEGO SYMPHONY ORCHESTRA	23,100	15,000
SAN DIEGO THEATRE FOUNDATION	3,000	5,000
SAN DIEGO YOUTH SYMPHONY	2,500	0
SAN ELIJO LAGOON CONSERVANCY	25,000	50,000
SAN MARCOS COC	500	8,000

PROGRAM: Community Enhancement Program

ORGANIZATION, PROJECT, or EVENT	1994-1995 AWARD	1995-1996 AWARD
SAN MARCOS COC -VISITOR INFORMATION CTR	5,600	8,000
SLEDGEHAMMER THEATRE	1,100	0
SOUTH COUNTY ECONOMIC DEVEL. COUNCIL	5,500	5,000
SOUTHEAST COMMUNITY THEATRE	4,000	0
SPRING VALLEY CHAMBER OF COMMERCE	20,000	25,000
SPRING VALLEY HISTORICAL SOCIETY	4,000	5,500
STEPHEN BIRCH AQUARIUM MUSEUM	0	26,450
SUPPORT CENTER OF SAN DIEGO	3,000	0
SUSHI PERFORMANCE, INC.	3,000	0
THEATRE EAST PRODUCTIONS	18,600	18,600
TRAVELERS AID SOCIETY OF SAN DIEGO	2,500	0
U.S. OPEN SANDCASTLE COMMITTEE *	0	2,000
URBAN CORPS OF SAN DIEGO	0	1,000
VALLEY CENTER CHAMBER OF COMMERCE	5,500	5,500
VETERAN'S MEMORIAL CENTER	0	5,000
VISTA COC - CHILI COOK-OFF	800	5,000
VISTA COC - VISITORS & INFO CENTER	5,600	15,000
VISTA ECONOMIC DEVELOPMENT ASSOCIATION	800	0
VISTA TOWN CENTER ASSOCIATION	4,800	10,000
YOUNG AUDIENCES of SAN DIEGO	0	2,500
TOTALS BUDGETED	\$1,371,712	\$1,900,000

* NOTE: Not included in the 1994-95 budget total was the later addition of \$7,227 from prior year encumbrance savings to fund the U.S. Open Sandcastle Committee, making a final allocation of \$1,378,939 for Community Enhancement funding for the 1994-95 fiscal year.

COUNTY COUNSEL

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
County Counsel	\$14,402,118	\$17,273,186	\$9,193,488	\$9,150,604	\$9,487,806	337,202	3.7
TOTAL DIRECT COST	\$14,402,118	\$17,273,186	\$9,193,488	\$9,150,604	\$9,487,806	\$337,202	3.7
PROGRAM REVENUE*	(3,046,894)	(4,184,055)	(1,714,446)	(1,878,380)	(1,182,090)	696,290	(37.1)
NET GENERAL FUND COST	\$11,355,224	\$13,089,131	\$7,479,042	\$7,272,224	\$8,305,716	\$1,033,492	14.2
STAFF YEARS	124.28	119.86	120.71	127.00	128.00	1.00	0.8

* These figures do not include revenue received or budgeted for legal services in the administration of estates, which for the 1994-95 actual was \$580,412. These amounts appear in the Public Administrator's program budget and in County Counsel's line-item budget.

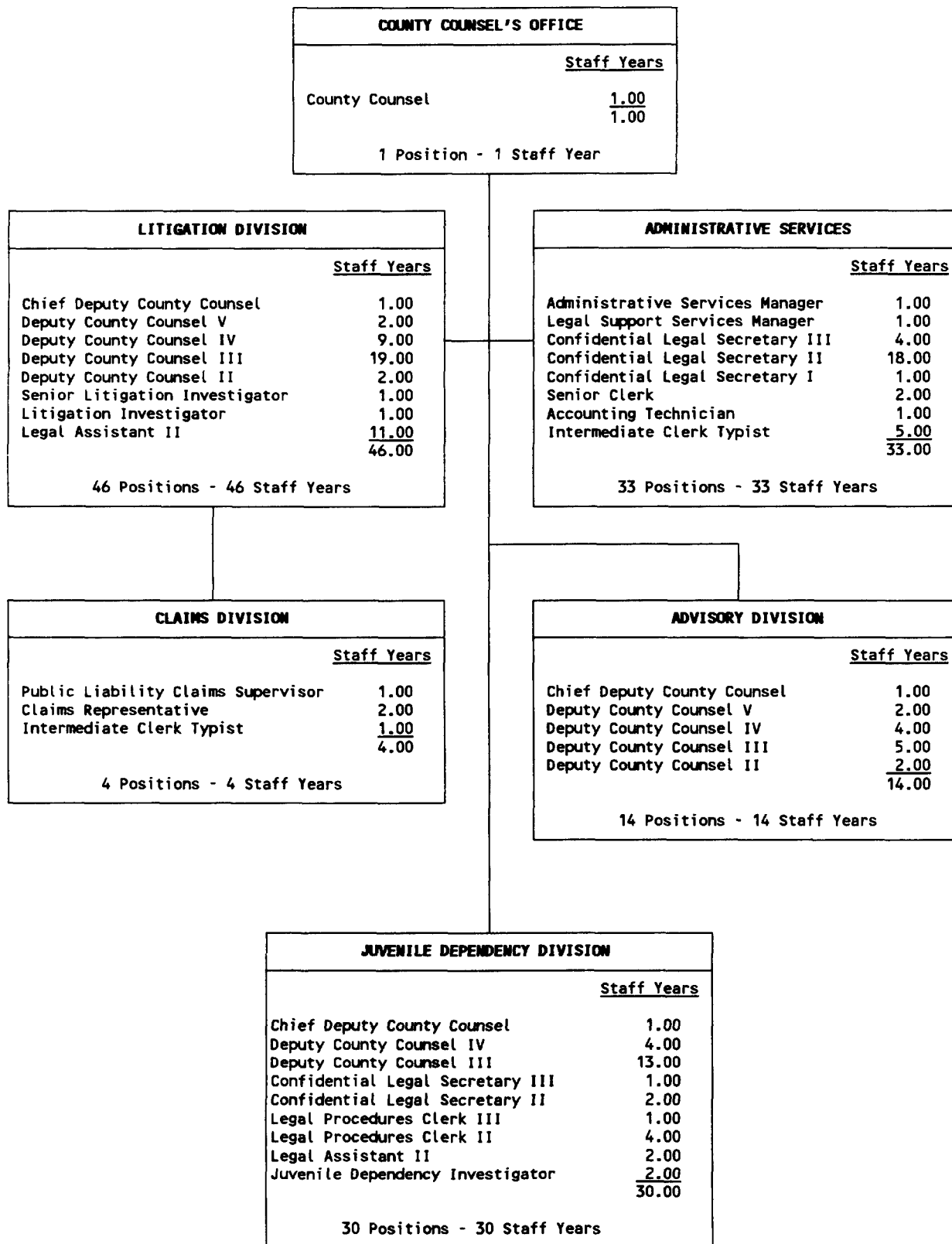
MISSION

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Improve response time for County Counsel opinions by enhancing the assignment priority system, including the establishment of a monthly reporting system to clients on status of assignments, and providing increased automated research capabilities.
 - a. Output - 80% of the County Counsel opinions which take less than 20 hours to complete will be completed in 30 days or less.
 - b. Output - County Counsel review and comments on EIR's will be completed within 30 days for each submittal to our office.
2. Attempt to reduce potential litigation by enhanced risk management efforts.
 - a. Coordinate efforts with departments with high exposure to improve their internal risk management efforts (i.e., Sheriff's Department and Department of Social Services).
 - b. Regular attendance of the Risk Manager at closed-session to increase knowledge of liability exposures to incorporate this knowledge into risk management efforts.
3. Reduce potential litigation and operational problems by providing better preventive law efforts.
 - a. Provide enhanced training of County staff in personnel and employment matters, employee discipline, contracting, subpoenas, public record requests, conflict of interest, etc.
 - b. Conduct mitigation workshop and additional training for planning staff.
 - c. Seek agreement with the Department of Social Services, making on-going social worker training mandatory no matter what the length of service.

OFFICE OF COUNTY COUNSEL



PROGRAM: County Counsel

DEPARTMENT: COUNTY COUNSEL

PROGRAM #: 81101

ORGANIZATION #: 0300

MANAGER: Lloyd M. Harmon, Jr.

REFERENCE: 1995-96 Proposed Budget - Pg. 43-3

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$8,362,262	\$8,441,480	\$8,457,525	\$8,475,017	\$8,812,633	4.0
Services & Supplies	739,872	1,164,411	706,452	675,587	675,173	(0.1)
Other Charges	5,299,984	7,644,026	0	0	0	0.0
Fixed Assets	0	23,269	29,509	0	0	0.0
TOTAL DIRECT COST	\$14,402,118	\$17,273,186	\$9,193,486	\$9,150,604	\$9,487,806	3.7
PROGRAM REVENUE*	(3,046,894)	(4,184,055)	(1,714,446)	(1,878,380)	(1,182,090)	(37.1)
NET GENERAL FUND CONTRIBUTION	\$11,355,224	\$13,089,131	\$7,479,040	\$7,272,224	\$8,305,716	14.2
STAFF YEARS	124.28	119.86	120.71	127.00	128.00	0.8

* The 1994-95 actual revenue figure does not include \$580,412 in revenue from the Administration of Estates which appears in the Public Administrator's program budget.

PROGRAM MISSION

See departmental mission.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The variance between budget and estimated actuals is due to reduction of Road Fund financing resulting from success in reducing Road Fund litigation and settlements. Staff has been shifted to General Fund areas, where litigation has increased.

ACHIEVEMENT OF 1994-95 OBJECTIVES

A client survey was conducted which indicated a high level of satisfaction with legal advisory services to our client departments. On-going training of social workers is continuing in the Dependency arena. There has been increased participation of the Risk Manager and client departments in meetings designed to reduce liability evaluation of retained experts and consultants has increased effectiveness of their use.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental outcome and output objectives.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES (See note below.)

The activities of this program are summarized as follows:

1. Litigation [46.00 SY; E = \$3,415,610; R = \$425,552] is:
 - o Mandated/Discretionary Service Level
 - o Unchanged in net staffing level.

2. Advisory [14.00 SY; E = \$1,043,659; R = \$130,030] is:
 - o Mandated/Discretionary Service Level
 - o Increased by one staff year to provide legal services to Environmental Health.

3. Claims [4.00 SY; E = \$189,757; R = \$23,641] including support personnel is:
 - o Discretionary/Discretionary Service Level
 - o Unchanged in staffing level.

4. Juvenile Dependency Division [30.00 SY; E = \$2,182,195; R = \$271,881] 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 = \$2,656,585; R = \$330,986] 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, the allocation of expenditures and revenues is based on the percentage of staffing in each division.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
License Fee - Freeway Call Box	\$8,800	\$0	\$0	0
Legal Services - Other Government Agencies	562,289	447,730	447,730	0
Legal Services - Administering Estates	580,412	400,000	400,000	0
Interfund Charges - Charges in Road Fund	442,172	983,050	483,050	(500,000)
Interfund Charges - Charge in APCD	119,926	139,397	139,397	0
Interfund Charges - Capital Outlay Fund	260	0	0	0
Charge in Airport Enterprise Fund	22,256	6,588	6,588	0
Charge in Liquid Waste Enterprise Fund	13,377	52,588	52,588	0
Charge in Transit Enterprise Fund	442	7,000	7,000	0
Charge in Solid Waste Enterprise Fund	401,593	196,290	0	(196,290)
Charge in Library Fund	593	737	737	0
Sub-Total	\$2,152,120	\$2,233,380	\$1,537,090	\$(696,290)
OTHER REVENUE:				
Third Party Recoveries	\$45,273	\$0	\$0	0
Revenue App. Prior Year - Charges Current Service	44,333	0	0	0
Revenue App. Prior Year - Other Revenue	0	0	0	0
Recovered Expenditures	45,886	40,000	40,000	0
Other - Miscellaneous	7,246	5,000	5,000	0
Sub-Total	\$142,738	\$45,000	\$45,000	\$0
Total Revenue	\$2,294,858	\$2,278,380	\$1,582,090	\$(696,290)
NON-PROGRAM REVENUE:				
Legal Services to Public Administrator*	\$(580,412)	\$(400,000)	\$(400,000)	0
Total	\$1,714,446	\$1,878,380	\$1,182,090	\$(696,290)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
General Fund Support Costs:	\$7,479,040	\$7,271,224	\$8,305,716	1,034,492
Sub-Total	\$7,479,040	\$7,271,224	\$8,305,716	\$1,034,492
Total	\$7,479,040	\$7,271,224	\$8,305,716	\$1,034,492

* 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 loss of Solid Waste revenue is the result of the decision not to charge Solid Waste for legal services. It does not reflect a workload reduction.

The reduction in Road Fund revenues has resulted from our success in better risk management resulting in reduced litigation in this area. This has permitted us to shift staff to other areas with an increase in litigation.

The General Fund contribution also increased by the cost of one Deputy County Counsel IV for Environmental Health. Revenues for that position are in Environmental Health's budget. Expenditures are in County Counsel's budget.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2327	Claims Representative II	2	2.00	2	2.00	83,684	83,356
2369	Admin. Services Manager II	1	1.00	1	1.00	54,747	54,533
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,562
2700	Intermediate Clerk Typist	6	6.00	6	6.00	121,326	120,071
2730	Senior Clerk	2	2.00	2	2.00	47,788	47,706
2771	Confidential Legal Sec. I	1	1.00	1	1.00	26,040	26,530
2772	Confidential Legal Sec. II	20	20.00	20	20.00	602,130	614,265
2773	Confidential Legal Sec. III	5	5.00	5	5.00	165,426	153,204
2774	Legal Support Svcs. Off. Mgr.	1	1.00	1	1.00	36,221	36,013
2906	Legal Procedures Clerk III	1	1.00	1	1.00	27,226	27,117
2907	Legal Procedures Clerk II	4	4.00	4	4.00	93,127	92,715
3901	Chief Deputy County Counsel	3	3.00	3	3.00	289,143	288,027
3902	County Counsel	1	1.00	1	1.00	117,844	117,390
3905	Deputy County Counsel V	4	4.00	4	4.00	368,991	367,571
3906	Deputy County Counsel IV	16	16.00	17	17.00	1,313,558	1,385,705
3907	Deputy County Counsel III	37	37.00	37	37.00	2,588,752	2,626,868
3908	Deputy County Counsel II	4	4.00	4	4.00	208,529	207,217
3930	Litigation Investigator	1	1.00	1	1.00	46,813	46,632
3933	Sr. Litigation Investigator	1	1.00	1	1.00	48,483	48,294
3932	Pub. Liability Claims Supvr.	1	1.00	1	1.00	50,257	50,060
3936	Legal Assistant II	13	13.00	13	13.00	393,702	401,768
3937	Juvenile Dependency Invest.	2	2.00	2	2.00	83,186	82,858
Total		127	127.00	128	128.00	\$6,793,639	\$6,904,462
Salary Adjustments:						74	17,880
Employee Benefits:						1,856,201	2,068,120
Salary Savings:						(174,897)	(177,829)
Total Adjustments						\$1,681,378	\$1,908,171
Program Totals		127	127.00	128	128.00	\$8,475,017	\$8,812,633

TREASURER-TAX COLLECTOR

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
TAX COLLECTION	\$2,784,379	\$2,738,344	\$2,951,045	\$3,024,855	\$2,954,251	(70,604)	(2.3)
TREASURY	1,846,463	1,931,737	1,742,937	1,882,899	2,358,586	475,687	25.3
DEPARTMENT OVERHEAD	514,530	501,505	595,667	594,486	616,042	21,556	3.6
TOTAL DIRECT COST	\$5,145,372	\$5,171,586	\$5,289,649	\$5,502,240	\$5,928,879	\$426,639	7.8
PROGRAM REVENUE	(3,679,596)	(4,040,451)	(3,036,845)	(3,082,280)	(3,584,094)	(501,814)	16.3
NET GENERAL FUND COST	\$1,465,776	\$1,131,135	\$2,252,804	\$2,419,960	\$2,344,785	\$(75,175)	(3.1)
STAFF YEARS	95.39	91.17	91.18	116.25	113.25	(3.00)	(2.6)

MISSION

To perform the duties of the County Tax Collector and Treasurer according to State law and the County Charter. The Tax Collection function collects secured and unsecured taxes for all local government taxing agencies. Treasury protects and conserves public funds by means of centralized management of banking, investment, disbursement and accountability of all funds.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Collect at least 96% of Current Secured Tax bills.
 - a. Collect 1,700,000 Secured Tax payments.
2. Achieve at least 95% collection of Current Secured Tax charge.
 - a. Collect \$1,600,000,000 in Secured taxes.
3. Collect 97.5% of all Unsecured Taxes.
 - a. Collect 105,000 Unsecured Tax bills.
4. Achieve an average rate of return on funds invested in the Pooled Money Fund of 4.5%.
 - a. Earn \$126,000,000 in interest on funds invested in the Pooled Money Fund.

TREASURER-TAX COLLECTOR DEPARTMENT

TREASURER-TAX COLLECTOR - 1201	
<u>Permanent</u>	<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 - 1201	
Budget/Fiscal; Payroll/Personnel Purchasing/Facilities/Equip. Mgt. EDP Support	
<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
Dept. Computer Spec. I	1.0
SUB TOTAL	7.0
Non-Permanent	0.42
TOTAL	7.42

TREASURY ACCOUNTING - 1211	
Investments; Accounting	
<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	
Payments; Information; Mail Proc. Records; Refunds; 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	9.0
SUB TOTAL	37.0
Non-Permanent	9.34
TOTAL	46.34

UNSECURED TAXES - 1261	
Field Collections; Records; Business Certificate Tax; Uniform Tourist Tax;	
<u>Permanent</u>	<u>Staff Years</u>
Mgr. Field Collections	1.0
Ast. Mgr. Field Collections	1.0
Field Investigator	5.0
Supervising Clerk	1.0
Senior Clerk	3.0
Admin. Secretary II	1.0
Sr. Account Clerk	3.0
Int. Account Clerk	4.0
Int. Clerk Typist	3.0
SUB TOTAL	22.0
Non-Permanent	1.0
TOTAL	23.0

CASHIERING & PAYMENT PROCESSING - 1251	
Bank Deposits; Cash Receipts; Mail Payments	
<u>Permanent</u>	<u>Staff Years</u>
Sr. Tax Pmt. Processor	1.0
Tax Payment Processor	4.0
Cashier	1.5
Photo Reduction Technician	1.0
Intermediate Clerk	1.0
SUB TOTAL	8.5
Non-Permanent	.33
TOTAL	8.83

BONDS - 1281	
Administer Improvement Bonds; Deferred Compensation Mgmt.	
<u>Permanent</u>	<u>Staff Years</u>
Supervising Clerk	1.0
Sr. Account Clerk	1.0
Int. Account Clerk	2.0
TOTAL	4.0

TAX COLLECTION ACCOUNTING - 1271	
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

AUTHORITY: This program was developed for the purpose of carrying out California Revenue and Taxation Code Section 2602 et seq.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,399,523	\$2,378,775	\$2,513,587	\$2,751,583	\$2,680,523	(2.6)
Services & Supplies	369,431	359,569	437,458	273,272	273,728	0.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	15,425	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,784,379	\$2,738,344	\$2,951,045	\$3,024,855	\$2,954,251	(2.3)
PROGRAM REVENUE	(1,913,671)	(2,133,853)	(1,214,893)	(1,129,812)	(1,129,812)	0.0
NET GENERAL FUND CONTRIBUTION	\$870,708	\$604,491	\$1,736,152	\$1,895,043	\$1,824,439	(3.7)
STAFF YEARS	71.12	68.56	68.56	89.33	87.33	(2.2)

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Direct costs were \$73,810 under budget. Salaries and Benefits were \$237,996 under budgeted appropriations. Service and Supplies expenditures were \$164,186 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.

ACHIEVEMENT OF 1994-95 OBJECTIVES

- Maintain taxpayer service levels in telephone call handling, turn-around time on information, inquiries, taxpayer requests and research assignments, without staff augmentation to meet workload increases.
 - All service levels were maintained without any addition in staffing.
- Maintain leadership position in California in the collection effectiveness of Unsecured property taxes.
 - The Unsecured Division collected 98.54% of the total charge in Unsecured taxes. This ranks in the top of all Counties in the State of California.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Achieve at least 95% collection of Current Secured Tax charge.
 - Collect \$1,600,000,000 in Secured Taxes.
- Collect at least 96% of Current Secured Tax bills.
 - Collect 1,700,000 Secured Tax payments.
- Collect 97.5% of all Unsecured Taxes.
 - Collect 105,000 Unsecured Tax bills.

1995-96 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Current Secured Tax Collection [35.90 SY; E = \$1,214,761; R = \$476,477] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 39.2% by program revenue and collects \$1,600,000,000 in taxes.
 - o Expediting deposits of collected taxes for increased investment earnings.
2. Unsecured Tax Collection [29.00 SY; E = \$980,955; R = \$181,211] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 18.5% by program revenue and collects \$79,500,000 in taxes.
 - o Incorporating on-line computer systems for improved taxpayer service and collection procedures.
3. Prior Year Tax Collection [22.43 SY; E = \$758,535; R = \$472,124] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 62.2% 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Delinquent Costs of Secured Property	\$713,396	\$690,335	\$690,335	0
Redemption Fees/Cost Recovery of Public Auctions	252,894	164,979	164,979	0
Returned Check Fees	36,907	22,000	22,000	0
Escheatment of Unclaimed Money	15,005	16,000	16,000	0
Other Miscellaneous Fees	66,222	10,000	10,000	0
Aid From Other Gov't Agency	0	16,498	16,498	0
Pooled Money Fund	130,469	210,000	210,000	0
Sub-Total	1,214,893	1,129,812	1,129,812	0
Total	\$1,214,893	\$1,129,812	\$1,129,812	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Program Cost	\$1,736,152	\$1,895,043	\$1,824,439	(70,604)
Sub-Total	\$1,736,152	\$1,895,043	\$1,824,439	\$(70,604)
Total	\$1,736,152	\$1,895,043	\$1,824,439	\$(70,604)

EXPLANATION/COMMENT ON PROGRAM REVENUES

All Revenues except Returned Check Fees and Pooled Money Fund are based on charges and fees in the California Revenue and Taxation Code and are generated primarily by collection of penalties on delinquent payments, fees and cost recovery from the sale of defaulted properties. Returned Check Fees are County imposed and Pooled Money Fund revenue is based on expenditures directly related to the investment of funds.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: CURRENT SECURED TAXES					
% OF RESOURCES: 41%					
<u>OUTCOME (Planned Result)</u>					
Tax Charge Collected	95.31%	94.90%	96.49%	95.00%	95.00%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Current Tax Bill Issued	\$0.26	\$0.19	\$0.53	\$0.55	\$0.53
<u>OUTPUT (Service or Product)</u>					
Tax Bills and Statements	1,360,987	1,288,220	1,351,719	1,400,000	1,400,000
Tax Payments	1,625,856	1,671,841	1,721,726	1,645,000	1,700,000
Refunds	29,982	42,779	55,556	30,000	40,000
Service Request	139,952	129,170	144,309	140,000	125,000
<u>EFFICIENCY (Input/Output)</u>					
Payments per Staff Hour	28.59	28.30	29.33	21.25	22.59
ACTIVITY B: PRIOR YEAR SECURED TAXES					
% OF RESOURCES: 26%					
<u>OUTCOME (Planned Result)</u>					
Prior Year Tax Charge Collected	49.70%	45.80%	47.56%	49.00%	47.00%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Prior Year Parcel	5.99	3.68	11.86	11.59	12.48
<u>OUTPUT (Service or Product)</u>					
Prior Year Parcels	37,820	42,698	38,333	42,500	38,000
Prior Year Tax Payments	15,962	25,557	24,524	24,000	23,300
<u>EFFICIENCY (Input/Output)</u>					
Payments Per Staff Hour	.62	.69	.66	.51	.49
ACTIVITY C: UNSECURED TAXES					
% OF RESOURCES: 33%					
<u>OUTCOME (Planned Result)</u>					
Tax Charge Collected	98.36%	98.53%	98.54%	97.50%	97.50%

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Tax Bill Issued	\$2.33	\$1.65	\$4.59	\$5.15	\$5.47
<u>OUTPUT (Service or Product)</u>					
Tax Bills Issued	123,440	121,004	125,720	121,532	110,000
Tax Bills Collected	120,740	117,553	118,650	113,541	105,000
<u>EFFICIENCY (Input/Output)</u>					
Tax Payments per Staff Hour	2.46	2.48	2.51	1.81	1.74

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2403	Accounting Technician	1	1.00	1	1.00	\$23,949	\$23,853
2430	Cashier	2	1.50	2	1.50	32,096	32,099
2449	Manager Field Collections	1	1.00	1	1.00	57,483	48,432
2450	Asst. Mgr. Field Collections	1	1.00	1	1.00	42,135	43,407
2454	Tax Services Division Chief	2	2.00	2	2.00	80,742	82,449
2455	Manager Secured Taxes	1	1.00	1	1.00	57,483	57,261
2456	Assistant Division Chief	2	2.00	2	2.00	64,970	63,013
2457	Tax Payment Processor	4	4.00	4	4.00	96,224	95,561
2458	Senior Tax Payment Processor	1	1.00	1	1.00	26,598	26,493
2469	Departmental EDP Coordinator	1	1.00	1	1.00	44,515	44,341
2493	Intermediate Account Clerk	19	18.00	18	17.00	352,477	336,557
2505	Senior Accountant	1	1.00	1	1.00	45,081	44,905
2510	Senior Account Clerk	12	10.00	14	12.00	236,315	283,038
2525	Senior Systems Analyst	1	1.00	1	1.00	54,747	54,533
2700	Intermediate Clerk Typist	19	14.00	19	13.00	278,474	249,749
2730	Senior Clerk	7	7.00	6	6.00	158,118	139,664
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,660
2757	Administrative Secretary II	3	3.00	3	3.00	73,788	73,743
3053	Photo Reduction Technician	1	1.00	1	1.00	24,449	24,828
3118	Dept. Computer Specialist I	1	1.00	1	1.00	25,809	26,822
5719	Field Investigator	8	6.00	7	5.00	206,962	154,230
9999	Extra Help	28	10.83	28	10.83	118,872	118,872
Total		117	89.33	116	87.33	\$2,129,057	\$2,051,510
Salary Adjustments:						0	12,901
Premium/Overtime Pay:						30,600	0
Employee Benefits:						697,339	722,994
Salary Savings:						(105,413)	(106,882)
Total Adjustments						\$622,526	\$629,013
Program Totals		117	89.33	116	87.33	\$2,751,583	\$2,680,523

PROGRAM #: 07701
 MANAGER: Norman H. Ernst

ORGANIZATION #: 1200
 REFERENCE: 1995-96 Proposed Budget - Pg. 44-10

AUTHORITY: This program was developed to carry out Government Code 53601 et seq.; Streets and Highways Codes 6400-6427, 6440-6632, and 10600-09.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$772,541	\$730,907	\$654,147	\$759,444	\$737,415	(2.9)
Services & Supplies	1,063,973	1,077,428	992,888	1,087,855	1,505,171	38.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	9,949	123,402	95,902	35,600	116,000	225.8
TOTAL DIRECT COST	\$1,846,463	\$1,931,737	\$1,742,937	\$1,882,899	\$2,358,586	25.3
PROGRAM REVENUE	(1,765,925)	(1,906,600)	(1,821,952)	(1,952,468)	(2,454,282)	25.7
NET GENERAL FUND CONTRIBUTION	\$80,538	\$25,137	\$(79,015)	\$(69,569)	\$(95,696)	37.6
STAFF YEARS	17.8	16.29	16.29	18.5	17.5	(5.4)

PROGRAM MISSION

To protect and conserve public funds by the 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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Salary and Benefit costs were \$105,297 under budgeted amounts. Service and Supplies expenditures were \$94,967 under budget. Fixed Assets expenditures were \$60,302 over budget due to the requirement to include prior year expenditures in the current year.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Earn 7% interest on monies in the Treasurer's custody.
 - Funds in the Treasurer's custody earned 4.7% for the fiscal year. While this did not completely achieve the stated objective, it did exceed the market average for investments of this type during this period.
2. Maximize investment returns in a volatile market through state-of-the-art financial services, sophisticated investment techniques, and Department generated computerized analyses, applications and executions.
 - By achieving an earnings rate of 4.7%, the market average was exceeded and this objective was achieved.
3. Maintain minimum level of services provided on General Obligation Bonds and coupon payments and collections.
 - During Fiscal Year 27,407 Bonds and Coupons were paid.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Achieve an average rate of return of 4.5% on funds invested in the Pooled Money Fund.
 - a. Earn \$126,000,000 in interest on funds invested in the Pooled Money Fund.

- b. Deposit 1,300,000 investment items.

1995-96 ADOPTED SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Treasury [13.5 SY; E = \$2,231,061; R = \$2,326,757] 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 [4.00 SY; E = \$127,525; R = \$127,525] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Maintaining bond and coupon payment activity service levels.
 - o Managing the County Deferred Compensation Program and providing information and coordination on the Hartford Program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Pooled Money Fund Service	\$1,750,093	\$1,896,568	\$2,398,382	501,814
Audit Fees Deferred Compensation	0	10,000	10,000	0
Audit Fees, Improvement Bonds	225	100	100	0
Miscellaneous	32,488	800	800	0
Collection Fees-Admin Costs	39,146	45,000	45,000	0
Sub-Total	\$1,821,952	\$1,952,468	\$2,454,282	\$501,814
Total	\$1,821,952	\$1,952,468	\$2,454,282	\$501,814

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Program Costs	\$79,015	\$(69,569)	\$(95,696)	(26,127)
Sub-Total	\$79,015	\$(69,569)	\$(95,696)	\$(26,127)
Total	\$79,015	\$(69,569)	\$(95,696)	\$(26,127)

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.

FIXED ASSETS

Category	Total Cost
Treasury computers	\$26,000
Automated Cashiering System	90,000
Total	\$116,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: TREASURY					
% OF RESOURCES: 94%					
<u>OUTCOME (Planned Result)</u>					
Avg. Rate of Return to Investment Fund	7.58%	6.10%	4.70%	7.00%	4.50%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Investment Fund Earnings/Direct Cost	125.95	139.16	79.75	87.34	78.05
<u>OUTPUT (Service or Product)</u>					
Investment Transactions	5,268	5,005	2,476	5,100	3,500
Items Deposited	1,457,000	1,397,000	1,332,796	1,400,000	1,300,000
Deposit Permits Proofed	24,200	24,150	23,815	24,200	24,100
<u>EFFICIENCY (Input/Output)</u>					
Items Deposited/Staff Hour	53.72	55.5	47.91	49.5	45.9
 ACTIVITY B: BONDS					
% OF RESOURCES: 6%					
<u>OUTCOME (Planned Result)</u>					
Bonds and Coupons Paid	31,954	23,724	27,407	23,000	29,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Bonds & Coupons Paid/Staff Hours	7.65	5.68	6.56	5.51	6.94
<u>OUTPUT (Service or Product)</u>					
Deferred Compensation Transactions	10,446	11,508	12,661	12,000	13,000
<u>EFFICIENCY (Input/Output)</u>					
Deferred Compensation Transactions/Staff Hour	5.00	5.51	6.06	5.75	6.23

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2403	Accounting Technician	1	1.00	1	1.00	\$26,666	\$26,562
2425	Associate Accountant	1	1.00	1	1.00	37,125	36,979
2430	Cashier	2	1.50	2	1.50	32,259	28,833
2457	Tax Payment Processor	1	1.00	1	1.00	24,056	23,961
2490	Assistant Investment Manager	2	2.00	2	2.00	94,742	94,298
2491	Manager Receipts & Deposits	1	1.00	1	1.00	50,240	50,043
2492	Investment Manager	1	1.00	1	1.00	85,712	85,382
2493	Intermediate Account Clerk	4	3.00	2	2.00	59,661	38,674
2505	Senior Accountant	1	1.00	1	1.00	45,081	44,905
2510	Sr. Account Clerk	2	2.00	2	2.00	47,898	47,064
2513	Senior Cashier	1	1.00	1	1.00	24,578	24,481
2700	Intermediate Clerk Typist	1	1.00	1	1.00	17,941	17,837
2745	Supervising Clerk	1	1.00	1	1.00	27,770	27,660
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,372
Total		20	18.50	18	17.50	\$599,203	\$572,051
Salary Adjustments:						0	(3,187)
Premium/Overtime Pay:						0	0
Employee Benefits:						188,337	197,040
Salary Savings:						(28,096)	(28,489)
Total Adjustments						\$160,241	\$165,364
Program Totals		20	18.50	18	17.50	\$759,444	\$737,415

PROGRAM: Department Overhead

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 92101
MANAGER: Ray N. Rainer

ORGANIZATION #: 1200
REFERENCE: 1995-96 Proposed Budget - Pg. 44-16

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$496,016	\$492,767	\$563,011	\$563,868	\$585,399	3.8
Services & Supplies	18,514	8,738	32,656	30,618	30,643	0.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$514,530	\$501,505	\$595,667	\$594,486	\$616,042	3.6
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$514,530	\$501,505	\$595,667	\$594,486	\$616,042	3.6
STAFF YEARS	6.45	6.32	6.33	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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Salary and Benefit costs were \$857 under budgeted appropriations. Service and supplies expenditures were \$2,038 over budget as a result of replacing needed minor equipment that was beyond economical repair. These costs are offset in other department programs.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Supply department-wide personnel management and payroll services.
 - All program needs during Fiscal Year were achieved.
2. Provide budget preparation and administration for the Treasurer-Tax Collector.
 - All program budgets were under budget for the Fiscal Year 1994-95.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Provide the leadership and necessary support services to achieve the Treasurer-Tax Collector Department's program objectives.
 - a. Supply Department-wide personnel management and payroll services.
 - b. Provide budget preparation and administration for the Treasurer-Tax Collector.

1995-96 ADOPTED SUB PROGRAM ACTIVITIES

This is a single activity program and summarized as follows:

1. Department Overhead [8.42 SY; E = \$616,042; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing management and control support for the department.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0185	Treasurer-Tax Collector	1	1.00	1	1.00	\$91,971	\$91,617
0270	Chief Deputy Tax Collector	1	1.00	1	1.00	79,910	79,601
0280	Chief Deputy Treasurer	1	1.00	1	1.00	83,624	83,302
2304	Admin Asst I	1	1.00	1	1.00	35,269	35,131
2369	Admin Services Manager II	1	1.00	1	1.00	54,747	54,533
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,623	24,957
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,653
2759	Administrative Secretary IV	1	1.00	1	1.00	33,135	33,005
9999	Extra Help	1	.42	1	.42	4,800	4,800
Total		9	8.42	9	8.42	\$438,853	\$437,599
Salary Adjustments:						(3,194)	(96)
Premium/Overtime Pay:						0	0
Employee Benefits:						128,209	147,896
Salary Savings:						(0)	(0)
Total Adjustments						\$125,015	\$147,800
Program Totals		9	8.42	9	8.42	\$563,868	\$585,399

SUPPORT DEPARTMENTS

CAPITAL ASSET LEASING (SANCAL)

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Capital Asset Leasing	\$4,957,089	1,757,834	277,832	277,832	444,833	167,001	60.1
TOTAL DIRECT COST	\$4,957,089	\$1,757,834	\$277,832	\$277,832	\$444,833	\$167,001	60.1
PROGRAM REVENUE	(0)	(\$0)	(\$0)	(\$0)	(\$444,833)	(444,833)	0
NET GENERAL FUND COST	\$4,957,089	\$1,757,834	\$277,832	\$277,832	\$0	(\$277,832)	60.1
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	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).

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

This is the last year this unit will exist. No outcome objectives are proposed.

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0
Services & Supplies	0	0	0	0	0	0
Other Charges	4,957,089	1,938,803	277,832	277,832	444,833	60.1
Fixed Assets	0	0	0	0	0	0
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0
Operating Transfers	0	0	0	0	0	0
TOTAL DIRECT COST	\$4,957,089	\$1,938,803	\$277,832	\$277,832	\$444,833	60.1
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(444,833)	0
NET GENERAL FUND CONTRIBUTION	\$4,957,089	\$1,938,803	\$277,832	\$277,832	\$0	(100.0)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0

PROGRAM MISSION

See statement in Department Summary.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

This unit serves the debt on the SANCAL 87A Equipment Issue and a portion of the East Mesa SANCAL 89 issue used for telephones. The lease-purchase payment for SANCAL 87A was not budgeted in FY94/95 as the entire \$705,815 payment was made from bond residuals. The telephone portion of the East Mesa SANCAL 89 payment was made per the debt payment schedule.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

The last payment on the SANCAL 87A bond issue is due August, 1995. The last payment on the telephone portion of East Mesa SANCAL 89 is due in September, 1995. This budget unit will be eliminated starting FY96/97. As such, no outcome objectives are proposed.

1995-96 PROPOSED BUDGET

The proposed budget includes \$165,000 for the final payment due on SANCAL 87A and \$279,833 for the final payment due on East Mesa SANCAL 89. The 1995-96 budget increased over the 1994-95 budget because the 1994-95 budget did not include the SANCAL 87A scheduled payment. That payment was planned to be paid from bond residuals. The 1995-96 budget includes as revenue bond residuals expected to be realized from both issues due to the retirement of the associated debt. Also, besides making the final debt payment, \$108,000 of the SANCAL 87A residuals have been committed to the Pine Valley Library.

CIVIL SERVICE COMMISSION

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
PERSONNEL SERVICES	\$270,568	\$278,747	\$281,412	\$290,540	\$305,192	14,652	5.0
TOTAL DIRECT COST	\$270,568	\$278,747	\$281,412	\$290,540	\$305,192	14,652	5.0
PROGRAM REVENUE	(22,923)	(25,179)	(22,938)	(22,922)	(19,763)	3,159	(13.8)
NET GENERAL FUND COST	\$247,645	\$253,568	\$258,474	\$267,618	\$285,429	\$17,811	6.7
STAFF YEARS	4.20	3.50	3.93	4.00	4.00	0.00	0.0

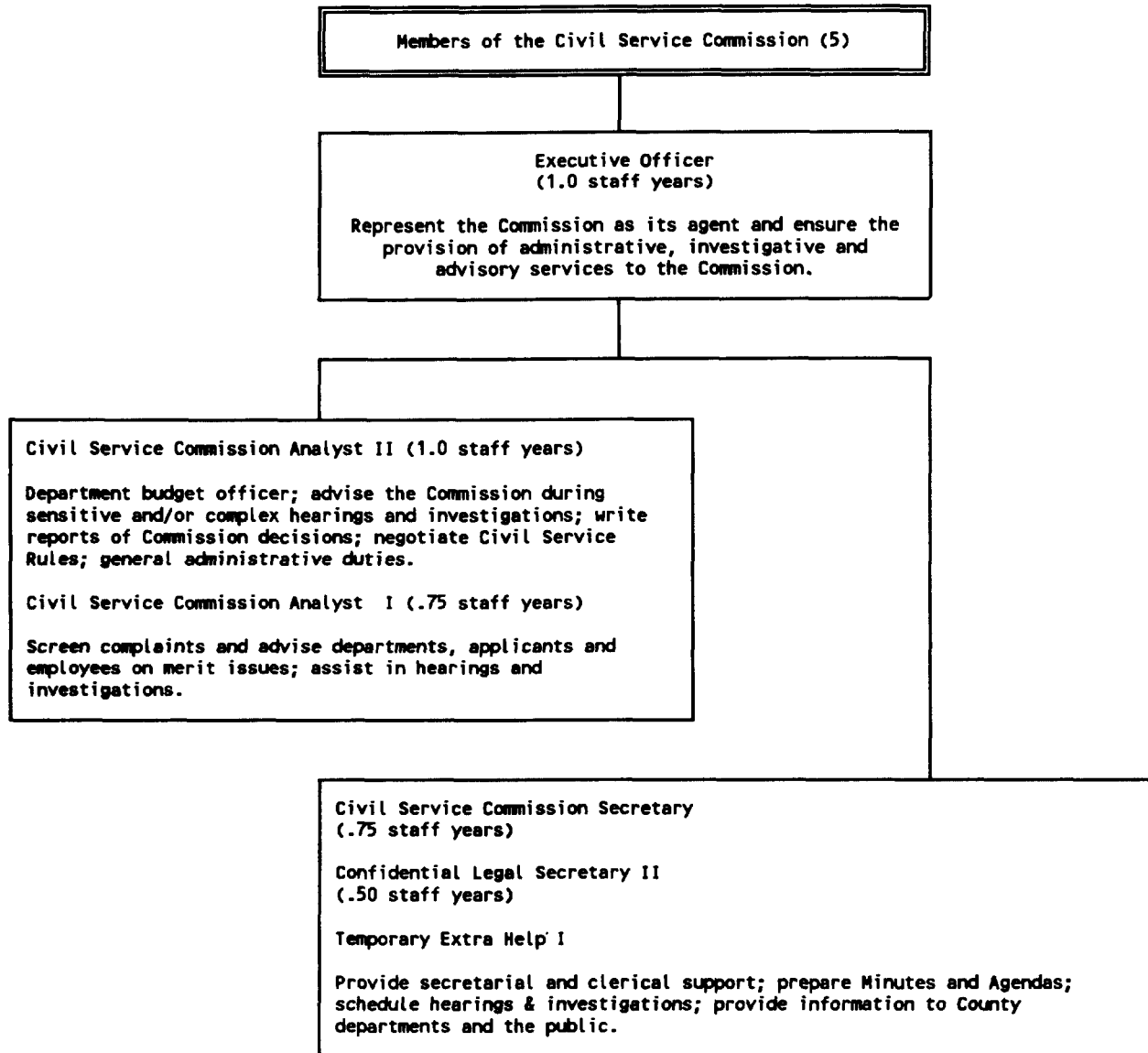
MISSION

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. To ensure that personnel matters affecting the County Classified Service are objectively and expeditiously adjudicated. No quantifiable measure of future work load is possible as workload is completely externally controlled. Objectives:
 - a. Schedule mandated hearings within a month after filing of appeals.
 - b. Process findings and proposed decisions for public meeting following hearing.
 - c. Same day response to public, department or employee inquiries.

ORGANIZATION CHART OF THE CIVIL SERVICE COMMISSION



6 Positions

4.00 Staff Years

PROGRAM: Personnel Services

DEPARTMENT: CIVIL SERVICE COMMISSION

PROGRAM #: 81201
MANAGER: LARRY COOK

ORGANIZATION #: 0450
REFERENCE: 1995-96 Proposed Budget - Pg. 46-3

AUTHORITY: ARTICLE IX, SECTION 904, SAN DIEGO COUNTY CHARTER

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$255,381	\$265,634	\$260,627	\$283,922	\$298,587	5.2
Services & Supplies	15,187	13,113	20,785	6,618	6,605	(0.2)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$270,568	\$278,747	\$281,412	\$290,540	\$305,192	5.0
PROGRAM REVENUE	(22,923)	(25,179)	(22,938)	(22,922)	(19,763)	(13.8)
NET GENERAL FUND CONTRIBUTION	\$247,645	\$253,568	\$258,474	\$267,618	\$285,429	6.7
STAFF YEARS	4.20	3.50	3.93	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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

No change.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page (green sheet).

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Personnel Services [4.00 SY; E = \$305,192; R = \$19,763] including support personnel is:
 - o Mandated/Discretionary Service Level

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
OTHER:	\$11,177	\$11,177	\$11,428	251
APCD	2,952	2,952	3,064	112
LIBRARY	3,359	3,359	3,411	52
AIRPORT/LIQUID/SOLID	5,434	5,434	1,860	(3,574)
OTHER MISCELLANEOUS	16	0	0	0
Sub-Total	\$22,938	\$22,922	\$19,763	\$(3,159)
Total	\$22,938	\$22,922	\$19,763	\$(3,159)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$258,474	\$267,618	\$285,429	17,811
Sub-Total	\$258,474	\$267,618	\$285,429	\$17,811
Total	\$258,474	\$267,618	\$285,429	\$17,811

EXPLANATION/COMMENT ON PROGRAM REVENUES

All revenue for this sole program department is from A87 allocations.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
% OF RESOURCES: 100%					
<u>WORKLOAD/EFFICIENCY (Input/Outcome)</u>					
MANDATED COMMISSION HEARINGS	28	39	46	45	46
<u>WORKLOAD/EFFICIENCY (Input/Output)</u>					
INVESTIGATIONS	9	14	17	18	18
<u>WORKLOAD/EFFICIENCY (Input/Output)</u>					
STAFF REVIEW/RECOMMENDATION	382	353	460	434	460

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0445	CSC MEMBERS	5	0.00	0	0.00	\$12,150	\$0
0450	CSC HEARING OFFICER	5	0.00	0	0.00	13,500	0
0446	EXECUTIVE OFFICER	1	1.00	1	1.00	71,347	71,072
2406	COMMISSION ANALYST II	1	1.00	1	1.00	46,163	45,969
2407	COMMISSION ANALYST I	1	.75	1	.75	31,261	31,257
2753	CSC SECRETARY	1	.75	1	.75	23,834	27,113
2772	CONFIDENTIAL LEGAL SECRETARY	1	.50	1	.50	16,230	15,615
9999	EXTRA HELP	1	.00	1	.00	3,500	3,500
	CSC MEMBERS -estimated salary included as lump sum						12,150
	CSC HEARING OFFICERS - estimated salary included as lump sum						13,500
Total		16	4.00	6	4.00	\$217,985	\$220,176
Salary Adjustments:						3	(5)
Premium/Overtime Pay:						0	0
Employee Benefits:						65,934	78,416
Salary Savings:						(0)	(0)
Total Adjustments						\$65,937	\$78,411
Program Totals		16	4.00	6	4.00	\$283,922	\$298,587

ELECTRONIC SYSTEMS AND EQUIPMENT

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Communications Equipment	\$2,746,810	\$2,492,936	\$2,510,009	\$5,300,911	\$2,592,911	\$(2,708,000)	(51.1)
Telephone Utilities	6,233,709	6,453,045	8,433,797	6,648,044	7,594,225	946,181	14.2
TOTAL DIRECT COST	\$8,980,519	\$8,945,981	\$10,943,806	\$11,948,955	\$10,187,136	\$(1,761,819)	(14.7)
PROGRAM REVENUE	(146,425)	(76,586)	(1,030,353)	(2,979,000)	(21,000)	2,958,000	(99.3)
NET GENERAL FUND COST	\$8,834,094	\$8,869,395	\$9,913,453	\$8,969,955	\$10,166,136	\$1,196,181	13.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To provide communications equipment and telephone utility funding for County Departments.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Please see Department of Information Services, Telecommunications Program.

PROGRAM: Communications Equipment

DEPARTMENT: ELECTRONIC SYSTEMS & EQUIPMENT

PROGRAM #: 86403

ORGANIZATION #: 0800

MANAGER: Jon W. Fullinwider, Director

REFERENCE: 1995-96 Proposed Budget - Pg. 47-3

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Services & Supplies	\$3,534	\$1,350	\$0	\$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	400,366	148,676	167,099	2,958,000	250,000	(91.5)
TOTAL DIRECT COST	\$2,746,810	\$2,492,936	\$2,510,009	\$5,300,911	\$2,592,911	(51.1)
PROGRAM REVENUE	(0)	(0)	(0)	(2,958,000)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$2,746,810	\$2,492,936	\$2,510,009	\$2,342,911	\$2,592,911	10.7
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To provide communications equipment for County Departments.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The funds budgeted in fixed assets for 94/95 were transferred to a capital project. The remaining actual fixed assets were Board approved transfers for other departments' communication equipment.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Please see Department of Information Services, Telecommunications Program.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Please see Department of Information Services, Telecommunications Program.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

1. Communications Equipment [0.00 SY; E = \$2,592,911; R = \$0] provides support for County departments whose activities are both mandated and discretionary in nature.

- o Discretionary/Discretionary Service Level.

Lease-Purchase Obligations:

<u>Equipment</u>	<u>1995-96 Costs</u>	<u>Final Payment</u>
SanConTel Telephone System	2,342,911	FY 1995-96

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Long Term Debt	\$0	\$2,958,000	\$0	\$(2,958,000)
Sub-Total	\$0	\$2,958,000	\$0	\$(2,958,000)
Total	\$0	\$2,958,000	\$0	\$(2,958,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$2,510,009	\$2,342,911	\$2,592,911	\$250,000
Sub-Total	\$2,510,009	\$2,342,911	\$2,592,911	\$250,000
Total	\$2,510,009	\$2,342,911	\$2,592,911	\$250,000

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 94/95 budgeted long term debt was transferred to capital projects for the 800 Mhz Project.

FIXED ASSETS

Category	Total Cost
Total	\$0

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Paging Equipment	\$250,000
Total	\$250,000

PROGRAM: Telephone Utilities

DEPARTMENT: ELECTRONIC SYSTEMS & EQUIPMENT

PROGRAM #: 82305

ORGANIZATION #: 0800

MANAGER: Jon W. Fullinwider, Director

REFERENCE: 1995-96 Proposed Budget - Pg. 47-5

AUTHORITY: Administrative Code 398.5 Section (g) delegates to the Department of Information Services the administration of telephone utilities.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Services & Supplies	\$6,333,038	\$6,207,035	\$6,930,933	\$6,955,964	\$7,476,650	7.5
Fixed Assets	236,056	579,808	1,816,441	0	425,495	100.0
Less Reimbursements	(335,385)	(333,798)	(313,577)	(307,920)	(307,920)	0.0
TOTAL DIRECT COST	\$6,233,709	\$6,453,045	\$8,433,797	\$6,648,044	\$7,594,225	14.2
PROGRAM REVENUE	(146,425)	(76,586)	(1,030,353)	(21,000)	(21,000)	0.0
NET GENERAL FUND CONTRIBUTION	\$6,087,284	\$6,376,459	\$7,403,444	\$6,627,044	\$7,573,225	14.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To provide funding for telephone utility cost incurred by County Departments.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The actual includes mid-year fixed asset appropriations for telephone and data projects.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Please see the Department of Information Services, Telecommunications Program.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Please see the Department of Information Services, Telecommunications Program.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Telephone Utilities [0.00 SY; E = \$7,594,225; 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Recovered Expenditures (9989)	\$18,598	\$14,000	\$14,000	0
Interfund Charges (9783)	1,009,095	0	0	0
License Fee (9694)	2,660	7,000	7,000	0
Other Revenue	0	0	0	0
Operating Transfer Asset Forfeiture	0	0	0	0
Sub-Total	\$1,030,353	\$21,000	\$21,000	\$0
Total	\$1,030,353	\$21,000	\$21,000	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$7,403,444	\$6,627,044	\$7,573,225	\$946,181
Sub-Total	\$7,403,444	\$6,627,044	\$7,573,225	\$946,181
Total	\$7,403,444	\$6,627,044	\$7,573,225	\$946,181

EXPLANATION/COMMENT ON PROGRAM REVENUES

Interfund Charges revenue is the result of Board-approved transfers in 94/95 for Telecommunications projects.

FIXED ASSETS

Category	Total Cost
----------	------------

Total	
-------	--

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
----------	------------

Telephone Equipment	\$425,495
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Total	\$425,495
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EQUAL OPPORTUNITY MANAGEMENT OFFICE

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Management Office	\$493,904	\$466,589	\$438,725	\$415,731	\$426,559	10,828	2.6
TOTAL DIRECT COST	\$493,904	\$466,589	\$438,725	\$415,731	\$426,559	\$10,828	2.6
PROGRAM REVENUE	(57,772)	(89,083)	(99,614)	(91,108)	(85,031)	6,077	(6.7)
NET GENERAL FUND COST	\$493,904	\$377,506	\$339,111	\$324,623	\$341,528	\$16,905	5.2
STAFF YEARS	8.89	8.19	7.02	7.00	7.00	0.00	0.0

MISSION

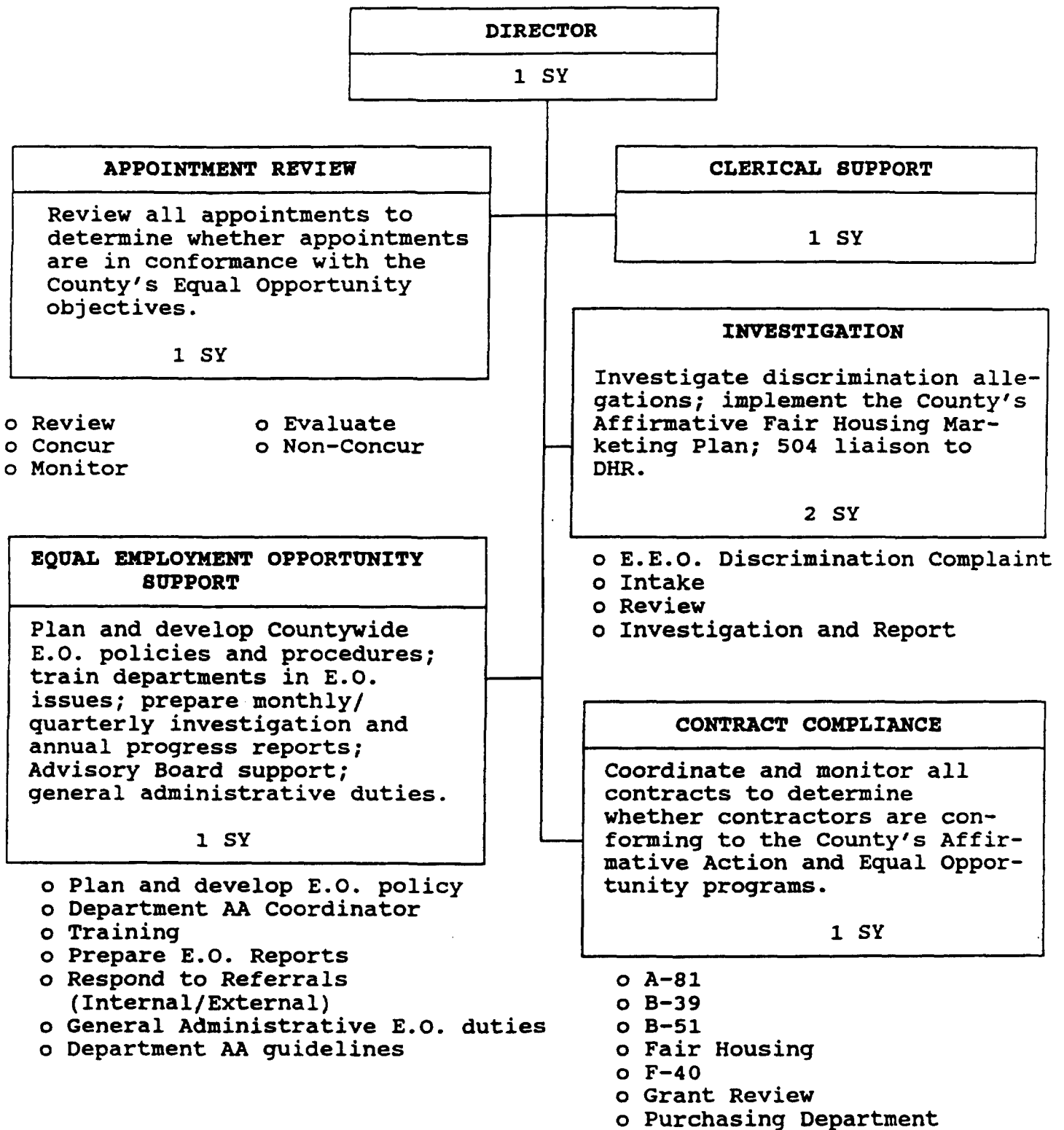
To develop, implement, maintain and monitor equal opportunity programs and activities of all County departments, offices and programs for compliance with State, Federal and County laws, regulations, mandates, policies and the Consent Decree.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Appointment Review: Increase minorities by 1.6% in the permanent work force.
[Increase female representation by .3% in the permanent work force; increases Latinos by .4% in each of the occupational categories where they are underutilized; increase Asians and females by .4% in administrative classes; increase the use of training plans to make County employees more promotable; maintain provisional hires at parity levels.]
 - a. Process over 4,000 appointments.
2. Appointment Review: Maintain a processing turn-around time of two (2) days for each appointment and reasons for non-selection.
 - a. Analyze and (non) concur in over 175 reasons for non-selection.
3. Investigation: Decrease the incidence of discrimination against all County employees by 10%, decreasing new complaints from 103 to 93.
 - a. Investigate over 75 formal complaints.
 - b. Investigate over 25 informal complaints.
 - c. Respond to over 650 requests for information.
4. Contract Compliance: Increase MWBE participation in all construction, vendor and consultant services to 15%.
 - a. Process 100 new MWBE applications.
 - b. Process 525 requests for recertification.
 - c. Conduct 25 on-site visits of prospective MWBE firms.
 - d. Attend 130 community meetings and workshops.
 - e. Coordinate the annual Contracting Connections Networking Fair.
5. Fair Housing: Maintain 100% compliance with the Affirmative Fair Housing Marketing Plan to ensure receipt of \$6.9 million of CDBG revenues.
 - a. Monitor 43 housing developments.
 - b. Conduct 35 on-site visits.
 - c. Attend 12 community meetings.
 - d. Conduct 12 fair housing trainings.

** Department outcome objectives are listed in numerical order of importance; department output objectives follow their related outcomes and are designated with a lower case letter.

EQUAL OPPORTUNITY MANAGEMENT OFFICE



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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$463,686	\$466,589	\$404,431	\$402,423	\$413,423	2.7
Services & Supplies	30,218	28,103	34,294	13,308	13,136	(1.3)
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$493,904	\$494,692	\$438,725	\$415,731	\$426,559	2.6
PROGRAM REVENUE	(57,772)	(89,083)	(99,614)	(91,108)	(85,031)	(6.7)
NET GENERAL FUND CONTRIBUTION	\$436,132	\$405,609	\$339,111	\$324,623	\$341,528	5.2
STAFF YEARS	8.89	8.19	7.02	7.00	7.00	0.0

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

EOMO earned additional revenues from HCD that offset extra budget unit expenditures.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Program objectives for 1994-95 have been accomplished in all units, except for Contract Compliance. This unit, staffed by one person, is responsible for monitoring all County contracting activities, as well as certifying MWBE firms. This unit has certified 89 MWBE firms, recertified 475 MWBE firms, denied 21 MWBE applications, and conducted 7 on-site visits.

During FY 1994-95, staff has spent a significant amount of time in chairing the Annual Contracting Connections Fair to increase the recruitment of MWBEs in public contracting.

In addition, because of concerns from the members of the Board of Supervisors, staff has spent a significant amount of time monitoring the jail and courthouse projects. This includes meeting with minority associations, contractors, the Association of Government Contractors (AGC), the Chief Administrative Office (CAO). Because of these efforts, the courthouse project has exceeded its MWBE goal.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES (See Departmental Summary Page)

To date, EOMO's planned objectives are being worked on.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Equal Opportunity Management [7.00 SY; E = \$426,559; R = \$85,031] 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, equal opportunity officers and training coordinators in establishing EEO/AA procedures that minimize and prevent discriminatory activities.
- o To assure that MBEs 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.

Note: EQUAL OPPORTUNITY/ADMINISTRATIVE SUPPORT

The Equal Opportunity/Administrative Support Unit is involved in every facet of services that are being delivered by EOMO. These services are provided by the Director, an Equal Opportunity Officer, an Administrative Secretary, and a temporary clerk. This unit:

1. Functions as a back-up in appointment review, investigations, contract compliance, and provides all administrative services required to operate the department effectively;
2. Is responsible for preparing the department budget, attending community and civic meetings, representing the department at departmental and interagency meetings, reviewing legislation and making recommendations in areas that impact equal opportunity activities, responding to assignments by the Chief Administrative Office and the Board of Supervisors, developing and reviewing equal opportunity policies from County departments, providing Sexual Harassment, ADA and employment discrimination education, providing information to the press, outside community agencies, and the public, responding to and processing MWBE appeals from contractors and vendors, conducting administrative research and investigations, and acting as staff support to various County advisory groups, such as the Committee for Persons with Disabilities and the Affirmative Action Advisory Board; and,
3. Is involved in conflict resolutions, conciliations and negotiations with departments and other governmental agencies, as required by the federal order (Consent Decree), the County Charter, and Administrative Code.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Federal Aid - Community Development Block Grant	\$60,459	\$50,352	\$50,352	0
Aid from other Government Agencies	0	1,601	1,601	0
Sub-Total	\$60,459	\$51,953	\$51,953	\$0
CHARGES FOR CURRENT SERVICES:				
Road Fund	\$19,092	\$19,092	\$19,092	0
Air Pollution Control District	5,043	5,043	5,043	0
Airport Enterprise Fund	799	799	799	0
Liquid Waste Enterprise Fund	2,407	2,407	2,407	0
Solid Waste Enterprise Fund	6,077	6,077	0	(6,077)
Library Fund	5,737	5,737	5,737	0
Sub-Total	\$39,155	\$39,155	\$33,078	\$(6,077)
OTHER REVENUE:				
Revenue Appropriations Prior Year - Charges Current Services	\$0	\$0	\$0	0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$99,614	\$91,108	\$85,031	\$(6,077)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$339,111	\$324,623	\$341,528	\$16,905
Sub-Total	\$339,111	\$324,623	\$341,528	\$16,905
Total	\$339,111	\$324,623	\$341,528	\$16,905

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).

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: APPOINTMENT REVIEW					
% OF RESOURCES: 13%					
<u>OUTCOME (Planned Result)</u>					
Percentage increase of underutilized groups	0	0.7%	1.6%	0.7%	1.6
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of ARO Unit	\$0	\$55,332	\$52,632	\$54,632	\$55,855
<u>OUTPUT (Service or Product)</u>					
Appointments	0	2,600	4,000	3,500	4,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per appointment	\$0	\$15.96	\$9.86	\$11.70	\$10.47
<u>OUTPUT (Service or Product)</u>					
Reasons for Non-Selection (RNS)	0	129	175	175	175
<u>EFFICIENCY (Input/Output)</u>					
Cost per RNS	\$0	\$107.23	\$75.00	\$78.00	\$79.79
 ACTIVITY B: DISCRIMINATION INVESTIGATION					
% OF RESOURCES: 26.2%					
<u>OUTCOME (Planned Result)</u>					
Increase outcomes favorable to County	0	87.8%	89.4%	88.5%	88.5%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Investigation Unit	\$0	\$84,278	\$92,106	\$109,264	\$111,710
<u>OUTPUT (Service or Product)</u>					
Formal Complaints	0	81	113	75	75
<u>EFFICIENCY (Input/Output)</u>					
Cost per formal complaint	\$0	\$1,010	\$790	\$1,421	\$1,454
<u>OUTPUT (Service or Product)</u>					
Informal Complaints	0	23	27	25	25
<u>EFFICIENCY (Input/Output)</u>					
Cost per informal complaint	\$0	\$106.40	\$106.40	\$106.40	\$106.40

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C:					
CONTRACT COMPLIANCE (CC)/MINORITY & WOMEN BUSINESS ENTERPRISE (MWBE)					
% OF RESOURCES: 13.1%					
<u>OUTCOME (Planned Result)</u>					
Increase in MWBE participation %	0	12.6%	12.6%	12.6%	15.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of CC/MWBE Unit	\$0	\$55,332	\$54,632	\$54,632	\$55,855
<u>OUTPUT (Service or Product)</u>					
New MWBE applications	0	360	110	360	100
Re-certified firms	0	380	380	475	525
<u>EFFICIENCY (Input/Output)</u>					
Cost per application/recertification	\$0	\$29.90	\$44.59	\$26.17	\$35.74
<u>OUTPUT (Service or Product)</u>					
Conduct on-site visits	0	12	5	7	12
<u>EFFICIENCY (Input/Output)</u>					
Cost per on-site visit	\$0	\$230	\$526	\$227	\$232
<u>OUTPUT (Service or Product)</u>					
Attend community meetings/workshops	0	120	138	120	130
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	\$0	\$161	\$133	\$159	\$150
ACTIVITY D:					
FAIR HOUSING					
% OF RESOURCES: 14%					
<u>OUTCOME (Planned Result)</u>					
Maintain 100% compliance with Fair Housing Marketing Plan	0	100	50	100	43
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Fair Housing Unit	\$0	\$1,107	\$1,107	\$1,107	\$1,107
<u>OUTPUT (Service or Product)</u>					
Monitor developments	0	50	50	50	43
<u>EFFICIENCY (Input/Output)</u>					
Cost for 1 development	\$0	\$387	\$415	\$519	\$483

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>OUTPUT (Service or Product)</u>					
Conduct on-site visits	0	15	30	40	35
<u>EFFICIENCY (Input/Output)</u>					
Cost/on site visit	\$0	\$737	\$395	\$297	\$339
<u>OUTPUT (Service or Product)</u>					
Attend community meetings	0	12	16	12	12
<u>EFFICIENCY (Input/Output)</u>					
Cost/meeting	\$0	\$139	\$112	\$149	\$149
<u>OUTPUT (Service or Product)</u>					
Conduct fair housing trainings	0	0	18	20	12
<u>EFFICIENCY (Input/Output)</u>					
Cost/training	0	0	1,151	\$1,036	1,727

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2283	Director	1	1.00	1	1.00	\$66,567	\$66,309
2401	Equal Opportunity Officer II	5	5.00	5	5.00	209,210	208,390
2402	Equal Opportunity Officer I	0	0.00	0	0.00	0	0
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,653
9999	Temporary Extra Help	5	0.00	1	0.00	1,500	1,500
Total		12	7.00	8	7.00	\$308,051	\$306,852
Salary Adjustments:						30	0
Integrated Leave Plan						0	0
Employee Benefits:						94,342	106,574
Salary Savings:						(0)	(0)
Total Adjustments						\$94,372	\$106,574
Program Totals		12	7.00	8	7.00	\$402,423	\$413,426

EQUIPMENT ACQUISITION

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Vehicular Equipment	\$2,151,526	\$2,420,284	\$4,576,267	\$1,895,050	\$2,097,187	\$202,137	10.7
TOTAL DIRECT COST	\$2,151,526	\$2,420,284	\$4,576,267	\$1,895,050	\$2,097,187	\$202,137	10.7
PROGRAM REVENUE	(242,000)	(828,440)	(177,000)	(160,850)	(160,850)	0	0.0
NET GENERAL FUND COST	\$1,909,526	\$1,591,844	\$4,399,267	\$1,734,200	\$1,936,337	\$202,137	11.7
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.00

MISSION

To support Board of Supervisors priorities. In FY95-96, 64% of Vehicular Equipment replacement vehicle budgeted funds support law enforcement/public protection operations.

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.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Complete 100% of vehicle and equipment acquisition program.
 - a. Replace 73 Sheriff contract city vehicles approved by the Board of Supervisors in FY95-96.
 - b. Replace 127 other public protection vehicles and 91 health and social services, community services, and general government vehicles.
 - c. Acquire additional General Fund vehicles approved by the Board of Supervisors in the budget process and any other vehicles approved mid-year.

PROGRAM: Vehicular Equipment

DEPARTMENT: EQUIPMENT ACQUISITION

PROGRAM #: 86404

ORGANIZATION #: 5600

MANAGER: SALLY B. HAZZARD-DIAZ, Director

REFERENCE: 1995-96 Proposed Budget - Pg. 49-1

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 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	76,665	534,303	954,577	988,050	1,901,187	92.4
Fixed Assets	2,074,861	1,885,981	3,621,690	907,000	196,000	(78.4)
TOTAL DIRECT COST	\$2,151,526	\$2,420,284	\$4,576,267	\$1,895,050	\$2,097,187	10.7
PROGRAM REVENUE	(242,000)	(828,440)	(177,000)	(160,850)	(160,850)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,909,526	\$1,591,844	\$4,399,267	\$1,734,200	\$1,936,337	11.7
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary page.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

In FY94-95, \$4,255,928, or 93%, of budgeted Vehicular Equipment funds were allocated in support of law enforcement/public protection operations.

Lease purchase payments on vehicles being acquired over a five-and-a-half year period were \$33,473 less than budget. Some vehicles did not require a lease payment during the FY94-95 fiscal year due to delayed delivery.

Fixed assets were \$2,714,690 more than budget. Original fixed assets appropriations were \$907,000 for 52 replacement Sheriff contract city vehicles. Additional costs reflect \$2,375,000 appropriated mid-year for 145 Teeter-funded vehicles and other appropriations approved mid-year for 49 additional vehicles. The additional Fixed Assets cost also includes \$740,373 for vehicles ordered in FY93-94 but not delivered and paid for until FY94-95. Likewise, some of the vehicles approved in FY94-95 will not be delivered and paid for until FY95-96.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Completed 97% of planned FY93-94 vehicle acquisitions by acquiring 29 additional and 69 replacement vehicles. Three fewer replacement vehicles were purchased than were budgeted due to higher than anticipated costs for 4x4 patrols.
2. Completed 87% of planned vehicle acquisitions by purchasing 53 replacement Sheriff contract city vehicles, 50 additional vehicles, and 113 of 145 Teeter Plan funded vehicles. Some Teeter Plan funded vehicles were not acquired due to a combination of generally higher vehicle costs in FY94-95 than had been budgeted, and \$200,000 less in Teeter Plan funds being appropriated than had been requested.
3. Achieved 97% of objective of replacing approximately 300 vehicles per year in order to maintain a safe, cost-effective vehicle fleet. Vehicle replacement justifications were prepared and funding was approved by the Board of Supervisors for 291 replacement vehicles in FY95-96.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the departmental Outcome and Output objectives on the Department Summary page.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

This program is managed by staff in the Fleet Management Division of the Department of General Services. The activities of this program are summarized as follows:

1. Vehicular Equipment [0.00 SY; E = \$2,097,187; R = \$160,850] is:
 - o Discretionary/Mandated Service Level
 - o Acquiring vehicles for elected officials and County departments whose duties are both mandated and discretionary in nature.
 - o Increasing \$202,137 in Net General Fund Contributions (net costs) due to the net effect of (1) increased debt service payments for existing lease-purchase vehicles; (2) a new lease-purchase of 280 replacement vehicles and one lot industrial equipment; and (3) a \$711,000 reduction in fixed asset appropriations to provide outright purchase only of 8 replacement Sheriff contract city patrol sedans and 3 patrol motorcycles.
 - o Budgeted for 1995-96 Lease Purchase obligations of:

<u>Fiscal Year Incurred (Lessor)</u>	<u>Quantity</u>	<u>FY95-96 Obligation</u>
1992-93 (G. E. Capital Public Finance, Inc.)	260	\$1,052,187
Contingency Costs (e.g., required buy-outs of wrecked vehicles)		45,000
	260	\$1,097,187*
1995-96 (To be bid)	280	\$804,000**
Total:	540	\$1,901,187

* Estimated debt service.

** Estimated acquisition cost, if purchased outright, of the 280 replacement vehicles and industrial equipment lot approved for lease-purchase in FY95-96 is \$5,490,000. Most vehicles will be lease-purchased over a 4-year period, after which the County will own the vehicles outright at no additional cost. Patrol vehicles will be lease-purchased over 2.5 years, due to their shorter useful life because of higher annual mileage. Total finance cost is estimated at approximately \$800,000 over the lease period. Debt service payments for all 540 lease-purchase vehicles, including existing lease purchases, will peak in FY96-97 and FY97-98 at approximately \$2.85 million. Debt service will drop to \$1.3 million in FY99-2000 and \$300,000 in FY2000-2001.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
INTERGOVERNMENTAL REVENUE:				
Federal Grant Revenue (9678)	\$0	\$10,850	\$10,850	0
Haz Mat Response J.P.A. (9748)	0	0	0	0
Sub-Total	\$0	\$10,850	\$10,850	\$0
OTHER FINANCING SOURCE:				
Operating Transfer from Asset Forfeiture (9816)	\$27,000	\$0	\$0	\$0
Sale of Fixed Assets (9993)	150,000	150,000	150,000	0
Sub-Total	\$177,000	\$150,000	\$150,000	\$0
Total	\$177,000	\$160,850	\$160,850	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$4,399,267	\$1,734,200	\$1,936,337	\$(202,137)
Total	\$4,399,267	\$1,734,200	\$1,936,337	\$(202,137)

EXPLANATION/COMMENT ON PROGRAM REVENUES

1994-95 Actual Revenue consists of (1) \$150,000 from auction sales of older, worn vehicles; and (2) a mid-year operating transfer of \$27,000 from the Asset Forfeiture Fund to cover increased costs for District Attorney investigative vehicles. High Intensity Drug Trafficking Area (HIDTA) grant revenue, budgeted at \$10,850, will not be received until FY95-96. This revenue offsets lease-purchase payments on two vehicles.

1995-96 Revenue consists of (1) \$150,000 from the auction sale of older, worn vehicles (acct. 9993); and (2) annual Revenue of \$10,850 for 5.5 years for two lease-purchase vehicles funded by a High Intensity Drug Trafficking Area (HIDTA) grant (acct. 9678).

FIXED ASSETS

Category	Total Cost
Total	\$0

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Transportation Equipment Countywide	\$196,000
Total	\$196,000

Budgeted equipment includes 8 replacement patrol vehicles and 3 patrol motorcycles for use in Sheriff contract city law enforcement services.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
FLEET EQUIPMENT ACQUISITION					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Complete 100% of the vehicle and equipment acquisition program.	100%	97%	¹ 87%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct labor cost to administer the vehicle and equipment acquisition program.	\$46,449	\$48,173	\$44,071	\$42,920	\$44,899
<u>OUTPUT (Service or Product)²</u>					
Acquire all vehicles and equipment approved by the Board of Supervisors.	221	98	216	248	³ 313
<u>EFFICIENCY (Input/Output)</u>					
Cost per unit of vehicles and equipment.	\$210	\$492	\$204	\$175	\$143

¹ Fewer replacement vehicles were acquired than had been planned due to a combination of generally higher vehicle costs than had been budgeted and \$200,000 less in Teeter Plan funds being appropriated than had been requested to replace 145 vehicles.

² Department of Public Works (DPW) Internal Service Fund (ISF) vehicles are funded in the DPW-ISF budget, and are not a part of the cost or performance measure statistics of the Vehicular Equipment Budget.

³ Includes additional vehicles approved in individual departmental budgets, such as the Sheriff's budget.

DEPARTMENT OF GENERAL SERVICES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Architecture	\$1,432,815	\$1,399,258	\$1,395,377	\$1,485,127	\$1,749,765	264,638	17.8
Facilities Services	14,607,089	14,093,651	15,464,892	14,676,994	14,518,879	(158,115)	(1.1)
Fleet Management	6,269,969	6,060,061	8,131,406	6,946,987	9,602,659	2,655,672	38.2
Printing Services	(153,476)	(189,190)	(185,791)	(189,145)	(179,506)	9,639	(5.1)
Mail Services	591,035	600,226	569,180	571,699	573,694	1,995	0.3
Real Property	1,563,576	1,451,453	1,582,994	1,730,539	1,742,194	11,655	0.7
Records Management	337,327	294,713	390,896	363,081	403,995	40,914	11.3
Support Services	1,574,791	1,395,544	1,522,115	1,495,695	1,485,604	(10,091)	(0.7)
TOTAL DIRECT COST	\$26,223,126	\$25,105,716	\$28,871,069	\$27,080,977	\$29,897,284	\$2,816,307	10.4
PROGRAM REVENUE	(3,957,673)	(4,100,575)	(5,946,156)	(4,503,957)	(6,867,914)	(2,363,957)	52.5
NET GENERAL FUND COST	\$22,265,453	\$21,005,141	\$22,924,913	\$22,577,020	\$23,029,370	\$452,350	2.0
STAFF YEARS	405.25	377.07	405.83	404.00	449.25	45.25	11.2

MISSION

To support Board of Supervisors priorities. 50% of General Services budgeted funds support law enforcement/public protection operations.

Asset management of existing capital assets valued at over \$1.2 billion and participation in planning, management and control of future capital assets and department support services for those assets in a timely, business-based, responsive, cost-effective manner.

Provide essential core services to client departments in support of their programmatic mission: space management, capital planning, capital project management, healthy and safe work environment, building security, utilities, vehicles, mail, printing, and records management.

Maintain a strategic plan that promotes the delivery of essential services to client departments and supports cost-effective asset management. Directions 2000 is the five-year department strategic plan that will allow General Services to more effectively accomplish our mission.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Continue to implement Directions 2000 (the five-year Department Strategic Plan) and prepare progress reports to the Chief Administrative Officer.
 - a. Present two budget conferences on space management and capital projects.
 - b. Present quarterly reports on the progress of Directions 2000 implementation.
2. Identify procedures and implement a new Asset Management Information System for fleet and facilities assets, to include bar-coding to increase efficiency and productivity.
3. Negotiate and/or process 90% revenue lease contracts within project time schedules and budgeted amounts.
 - a. Negotiate and/or process 70 revenue leases.
4. Acquire 60% of parcels by negotiation and purchase 90% of those parcels by negotiation at appraised value as opposed to negotiated settlement at above market prices.
 - a. Purchase 65 parcels.
5. Develop a process to identify and report to the Board of Supervisors and Chief Administrative Officer the life cycle costs of existing and future buildings.
 - a. Present an annual budget conference identifying the annual operating and maintenance costs and five year life cycle projection for major County facilities and new facilities coming on-line.

6. Develop a Workplan to implement Directions 2000 program objectives for Architecture and Engineering Division and develop progress reports that capture data indicating the optimum use of County facilities.
7. Ensure compliance with State-mandated regulations through completion of 100% vehicle emission (smog) inspections and B.I.T. (CHP heavy truck safety) inspections.
 - a. Perform 671 vehicle emission (smog) inspections.
 - b. Perform 70 B.I.T. inspections
8. Provide a competitive cost for printing and copy service for all County departments.
 - a. Print 36,000,000 forms at 2.38 cents per form.
 - b. Copy 5,300,000 documents at 2.19 cents a copy.
9. Collect and process 27,000 pieces of U.S. mail daily for 52 County departments.
 - a. Process 6.8 million pieces of U.S. mail annually.
10. Produce micrographic services in the following areas for client departments.
 - a. Microfilm 1,900,000 documents.
 - b. Produce 55,000 microforms.
 - c. Process 800 feet of film.
 - d. Duplicate 600 feet of film.

**DEPARTMENT OF GENERAL SERVICES
 (HEADQUARTERS LOCATION: COUNTY OPERATIONS CENTER)
 1995-96 ADOPTED PROGRAM BUDGET**

OFFICE OF THE DIRECTOR - 5501
4 Positions = 4.00 Staff Years

SUPPORT SERVICES DIVISION - 5501
RECORDS MGMT PROGRAM - 5525
Personnel/Training and Payroll Affirmative Action Information Systems Services/ Reengineering Financial Analysis/Fiscal Control Budget Planning & Implementation Special Projects Micrographics/Records Consulting
35 Positions = 31.25 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 Acquisition Leasing Services
31 Positions = 29.25 Staff Years

ARCHITECTURE & ENGINEERING DIVISION - 5513
Project Management Services Contract Administration Services Project Support Services Architectural Services Engineering Services Capital Projects Planning Facility Auditing/Space Validation and Structural Assessment MWBE
29 Positions = 28.00 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 Contract Administration
236 Positions = 226.75 Staff Years

FLEET MANAGEMENT DIVISION - 5516
Heavy & Light Vehicle Equipment Repair and Preventive Maintenance Satellite Repair Facilities Vehicle Specifications & Engineering Vehicle Replacement Programs Mail Services Central Printing Services
132 Positions = 130.00 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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,464,183	\$1,405,395	\$1,381,324	\$1,512,859	\$1,668,452	10.3
Services & Supplies	74,217	115,246	213,734	168,751	282,996	67.7
Fixed Assets	2,904	27,033	3,725	5,200	0	(100.0)
Less Reimbursements	(108,489)	(148,416)	(203,406)	(201,683)	(201,683)	0.0
TOTAL DIRECT COST	\$1,432,815	\$1,399,258	\$1,395,377	\$1,485,127	\$1,749,765	17.8
PROGRAM REVENUE	(1,293,701)	(1,315,240)	(1,290,201)	(1,333,317)	(1,349,093)	1.2
NET GENERAL FUND CONTRIBUTION	\$139,114	\$84,018	\$105,176	\$151,810	\$400,672	163.9
STAFF YEARS	22.54	22.0	25.0	26.0	28.0	7.7

PROGRAM MISSION

To support Board of Supervisors priorities. Currently, 90% of the Division's total FY95-96 Capital Projects budget support law enforcement/public protection operations.

To keep the Board and the CAO informed of the development of major Capital Projects, to include information regarding the status of the project, the status of funding and any future operating cost issues related to the projects.

To protect the County's capital assets and provide quality facilities by establishing centralized master planning to guide future capital and facilities development and by managing the design and construction of Capital Projects.

To establish and maintain a space management process to achieve maximum use of owned and leased space.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

In FY94-95, \$1,282,000 or 90% of the Division's Capital Projects funds was spent in support of law enforcement/public protection operations. This was a 52% increase from FY93-94 expenditures of \$672,000.

Overall FY94-95 Net General Fund Contributions (net costs) were \$46,634 below adopted budget, primarily due to vacancies experienced in the APM III classification.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Substantially met the goal of maintaining project service levels by completing 95% of assigned projects on schedule and within budgeted funds.
2. Achieved 100% of goal to maintain communication and coordination with client and service departments by providing Quarterly Project Status Reports.
3. Achieved 100% of goal to have a 15% Minority and Women Business Enterprise (MWB) participation in construction and consultant contracts.
4. Substantially met the goal of conducting customer "Exit Conferences" upon completion of major projects.
5. Achieved 100% of goal to develop an outline of Division training needs as related to improving job performance and efficiency in providing services to customer departments.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Develop a Workplan to implement Directions 2000 program objectives (the five-year Department strategic plan) for Architecture and Engineering Division and develop progress reports that capture data indicating the optimum use of County facilities.
2. Develop a system to capture data that measures the product output of services provided by Architecture and Engineering Division.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Architecture and Engineering [28.0 SY; E = \$1,749,765; R = \$1,349,093] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing architectural project and contract management for \$240 million in Capital Improvement Projects.
 - o Providing primary support for the development, review and implementation of the Capital Improvements Program and Budget.
 - o Providing representation for the Capital Projects Review and Planning Committee and the Department of General Services Capital and Space Committee.
 - o Adding a net total of 1.0 SY for the Facility Audit and Inventory Capital Projects Section: adding 1.0 SY for Senior Facilities Analyst; adding 1.0 SY for Facilities Analyst II, and adding 1.0 SY for Drafting Technician II, to replace the deletion of 1.50 prior year reclassifications and .50 SY for Drafting Technician III.
 - o Adding \$120,000 in the Services and Supplies account (2000) to fund surveys of County-owned facilities to determine conformance with ADA Standards for Accessible Design and State of California Title 24 Regulations. This fund would be for surveys in the second phase of intensity of public use. Surveys for phase one were funded in FY94-95 in the Major Maintenance Budget.
 - o Deleting two (2) Architectural Project Manager (APM) I positions at \$117,904 and adding two (2) APM III positions, at a cost of \$41,535.
 - o Adding .50 SY and one permanent APM III position. This position will manage the County's ADA Architectural Compliance Program.
 - o Retaining the original classification of Chief, Capital Facilities Planning, as determined by DHR, in lieu of the position of Construction Specialist requested in FY94-95. No cost adjustment is associated for this request.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
INTERGOV'T REVENUE:				
Fed Aid- Comm. Develop Block Grant (9683)	\$1,421	\$0	\$0	0
CHARGES FOR CURRENT SERVICES:				
Capital Outlay Fund (9785)	\$1,265,984	\$1,333,317	\$1,339,093	5,776
Aid from other Government Agencies (9746)	19,028	0	0	0
Road Fund (9782)	6,828	0	0	0
Airport Enterprise Fund (9787)	1,946	0	0	0
Sub-Total	\$1,295,207	\$1,333,317	\$1,339,093	\$5,776
MISCELLANEOUS REVENUES				
Other Miscellaneous (9995)	\$0	\$0	\$10,000	10,000
Work Auth. - Excess Cost (9998)	(\$5,006)	0	0	0
Sub-Total	\$(5,006)	\$0	\$10,000	\$10,000
Total Revenue	\$1,290,201	\$1,333,317	\$1,349,093	\$15,776
EXPENDITURE TRANSFERS AND REIMBURSEMENTS:				
Costs Applied In General Fund (5611)	\$193,535	\$201,683	\$201,683	0
Prior Year Costs Applied (5700)	12,216	0	0	0
Costs Applied - Excess Cost (5998)	(\$2,345)	0	0	0
Costs Applied Total	\$203,406	\$201,683	\$201,683	\$0
Total Revenue & Cost Applied	\$1,493,607	\$1,535,000	\$1,550,776	\$15,776

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$105,176	\$151,810	\$400,672	\$248,862
Sub-Total	\$105,176	\$151,810	\$400,672	\$248,862
Total	\$105,176	\$151,810	\$400,672	\$248,862

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue in this program is earned from labor and services and supplies charges for the management of capital projects.

FY94-95 revenues were underrealized by \$43,116. This was due to a decrease of 5% in the Capital Outlay Fund, Account 9785.

FY95-96 Expenditure Transfers (Costs Applied) are expected to remain the same.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
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ACTIVITY A:
DESIGN, CONSTRUCTION AND PLANNING OF CAPITAL PROJECTS

% OF RESOURCES: %

OUTCOME (Planned Result)

Optimize the use of County buildings

- Facilitating the functional use.
- Extending the useful life.
- Preserving the historic character.
- Reducing the amount of leased space vs. owned uses.
- Converting the existing space to new uses.
- Modifying to meet code and regulating changes.

EFFECTIVENESS (Input/Outcome)

- Dollar amount of cost of in-house labor/supplies.
- Dollar amount of cost of construction contracts.
- Dollar amount of consultant contracts.

OUTPUT (Service or Product)

Measure the cost of projects based on square footage:

- Functional Improvements
- Historic Preservation Work
- Conversions of leased space to owned space
- Code modifications

EFFICIENCY (Input/Output)

- Contract management costs
- Contract costs per S.Y.
- Annual savings in lease

COMMENT

All performance measures are new. A system to capture data measuring the product outcome of services is being developed for FY95-96.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2287	Dep. Dir., Arch./Eng.	1	1.00	1	1.00	\$75,296	\$75,006
2303	Admin. Assistant II	0	0.00	1	1.00	0	41,678
2348	Chief, Capital Facilities Planning	0	0.00	1	1.00	0	51,937
2700	Intermediate Clerk Typist	1	1.00	1	.50	20,670	10,294
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,853
2745	Supervising Clerk	1	1.00	1	1.00	27,293	27,660
2757	Admin. Secretary II	1	1.00	1	1.00	25,474	25,372
3009	Word Processor Operator	1	1.00	1	1.00	23,739	23,646
3510	Construction Inspector	1	1.00	0	0.00	36,675	0
3511	Sr. Construction Inspector	0	0.00	1	1.00	0	40,166
3571	Chief, Arch. Plan. & Design	1	1.00	1	1.00	63,389	63,143
3591	Architecture Project Mgr. I	2	2.00	0	0.00	90,014	0
3592	Arch. Project Mgr. II	6	6.00	6	6.00	301,574	310,869
3593	Arch. Project Mgr. III	6	6.00	9	8.50	350,520	472,451
3800	Drafting Technician III	1	1.00	0	0.00	14,832	0
3801	Drafting Tech. II	0	0.00	1	1.00	0	25,625
3802	Drafting Technician I	1	1.00	1	1.00	22,853	22,724
8801	Construction Specialist	1	1.00	0	0.00	58,420	0
8802	Facilities Analyst II	0	0.00	1	1.00	11,924	17,085
8803	Sr. Facilities Analyst	0	0.00	1	1.00	8,542	23,848
9999	Extra Help	3	1.00	0	0.00	61,391	61,391
Total		28	26.00	29	28.00	\$1,216,555	\$1,316,748
Salary Adjustments:						(5,021)	(23,536)
Premium/Overtime Pay:						0	0
Employee Benefits:						362,969	431,427
Salary Savings:						(61,644)	(56,187)
ILP Reductions:						0	0
Total Adjustments						\$296,304	\$351,704
Program Totals		28	26.00	29	28.00	\$1,512,859	\$1,668,452

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$9,246,305	\$8,844,031	\$8,825,694	\$8,771,371	\$9,174,080	4.6
Services & Supplies	2,150,736	1,569,006	2,324,907	1,861,955	1,870,776	0.5
Privatized Services/Contracts	3,945,262	4,123,876	4,775,576	4,776,218	4,206,573	(11.9)
Other Charges	41,378	0	0	0	0	0.0
Fixed Assets	29,190	3,100	112,777	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(805,782)	(446,362)	(574,062)	(732,550)	(732,550)	0.0
TOTAL DIRECT COST	\$14,607,089	\$14,093,651	\$15,464,892	\$14,676,994	\$14,518,879	(1.1)
PROGRAM REVENUE	(1,087,390)	(1,077,102)	(981,304)	(899,438)	(683,438)	(24.0)
NET GENERAL FUND CONTRIBUTION	\$13,519,699	\$13,016,549	\$14,483,588	\$13,777,556	\$13,835,441	0.4
STAFF YEARS	231.95	214.10	217.55	225.00	226.75	0.8

PROGRAM MISSION

To support Board of Supervisors priorities. 51% of Facilities Services budgeted funds support law enforcement/public protection operations.

To support the provision of services to the public by providing safe, clean and operationally reliable buildings to house County employees, programs and the public.

The essential program mission is to provide building maintenance and repair services which support and ensure compliance with regulatory and operational requirements for facilities providing care and custody, judicial, medical and general government services to the public; and to maintain the value and condition of the County's capital assets.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

In FY94-95 \$7.1 million, or 45%, of Facilities Services budgeted funds were spent in support of law enforcement/public protection operations. This was a 4% decline from FY93-94 expenditures of \$7.5 million, due to the closure of the El Cajon jail and the Las Colinas men's facility.

FY94-95 Actual Net General Fund Contributions (net costs) were \$706,032 greater than FY94-95 budgeted costs, primarily due to unavoidable overtime expenses in salaries and benefits, increased demand for building services and supplies, mid-year fixed assets funding, and the underrealization of Reimbursements (Costs Applied).

Salaries and benefits were \$54,323 greater than budgeted appropriations due to unavoidable and unfunded overtime costs required for the support of 24 hour detention facilities. Services and supplies were \$462,952 over budget due to increased requirements for routine County-wide maintenance supplies, technical training supplies and small tools purchases associated with new maintenance staff. Contract expenditures were underspent by \$642. Fixed assets expenditures were within the mid-year appropriation of \$115,000, which was approved separately from the adopted budget.

Revenues overrealized appropriations by \$81,866. Costs Applied underrealized by \$158,488 due to the contracting out of labor for major maintenance projects, rather than assignment to Facilities Services staff.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Achieved 60% of goal to implement cost reduction strategies associated with electronic security and access systems.

2. Achieved 100% of goal to maintain service support levels to all County programs, with priority resource allocation to law enforcement programs and operations.
3. Achieved 100% of goal to offset added energy costs associated with rate increases and added facilities with expanded energy conservation initiatives.
4. Achieved 100% of goal to support the major maintenance work program by utilizing cost savings as a funding source for the restoration and rehabilitation of County facilities.
5. Delayed goal to 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. It was not applicable in 1994-95. This objective will come under the Board's policy for achieving competition in the provision of County services during 1995-96.
6. Achieved 40% of goal to implement a formal quality control and assessment process to evaluate customer satisfaction and productivity and responsiveness of program support services.
7. Achieved 100% of goal to develop an outline of Division training needs as related to improving job performance and efficiency in providing services to customer departments.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To maintain and operate County occupied facilities in a cost competitive and responsible manner through County and private sector building maintenance resources.
 - a. Present an annual budget conference on the efficiency and effectiveness of building maintenance activities.
2. Develop a process to identify and report to the Board of Supervisors and Chief Administrative Officer the life cycle costs of existing and future buildings.
 - a. Present an annual budget conference identifying the annual operating and maintenance costs and five year life cycle projection for major County facilities and new facilities coming on-line.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Facilities Operations [132.75 SY; E = \$6,000,408; R = \$214,398] 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 Mandated/Discretionary Service Level
 - o Adding \$376,355 in salaries and benefits, services and supplies and 4.75 SY and 7 positions associated with the Hall of Justice:
 - .75 SY Mechanical Superintendent, .75 SY Air Conditioning & Refrigeration Mechanic, .75 SY Building Automation Technician, .75 SY Building Maintenance Supervisor, 1.00 SY Building Maintenance Engineer and .75 SY Security Alarm Specialist.
 - o Deleting one Facilities Manager extra-help position and staff year per Auditor/Controller direction.
2. Facilities Work Control [73.00 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 Mandated/Discretionary Service Level.
 - o Adding funding for one extra-help Security Alarm Specialist associated with the San Diego Central Jail project.

- Deleting two Planner Estimator II extra-help positions and staff years per Auditor/Controller direction.
 - Deleting 1.0 SY Construction and Services Worker I.
3. Facilities Support Services [21.00 SY; E = \$5,405,468; 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:
- Mandated/Discretionary Service Level.
 - Providing \$4,206,573 for privatized services, which include custodial, security guard, trash, elevator, fire extinguisher maintenance and dead animal pick-up.
 - Achieving a \$309,000 reduction in custodial contracts for re-negotiated services.
 - Reducing \$60,000 in trash contracts, \$25,000 in dead animal contracts and \$307,700 in security guard contracts associated with Chief Administrative Officer targeted reductions.
 - Adding 1.0 SY Vehicle Delivery Driver, offset by deletion of 1.0 SY CSWI in Facilities Work Control (above).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$277,999	\$307,268	\$307,268	0
Air Poll. Contr. Dist. (9783)	63,961	15,000	15,000	0
Capital Outlay Fund (9785)	225,147	79,178	79,178	0
Airport Enterprise Fund (9787)	29,515	25,093	25,093	0
Liquid Waste Enterprise Fund (9788)	0	1,499	1,499	0
Solid Waste Enterprise Fund (9790)	63,577	216,000	0	(216,000)
DWP-Sanitation Districts (9792)	6,246	9,000	9,000	0
Library Fund (9793)	296,121	242,400	242,400	0
Sub-Total	\$962,566	\$895,438	\$679,438	\$(216,000)
OTHER REVENUES:				
Other Miscellaneous (HCD) (9979)	\$42,154	\$0	\$0	0
Misc. Recovery Fees (9995)	48,875	4,000	4,000	0
Work Auth. Excess Cost (9998)	(72,291)	0	0	0
Sub-Total	\$18,738	\$4,000	\$4,000	\$0
Revenue Total	\$981,304	\$899,438	\$683,438	\$(216,000)
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Cost Applied (5611)	\$551,226	\$732,550	\$732,550	0
PY Cost Applied (5700)	31,913	0	0	0
Cost Applied Excess Cost (5998)	(9,077)	0	0	0
Costs Applied Total	\$1,555,366	\$1,631,988	\$1,415,988	\$(216,000)
Total Revenue & Costs Applied	\$2,536,670	\$2,531,426	\$2,099,426	\$(432,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$14,483,588	\$13,777,556	\$13,835,441	\$57,885
Total	\$14,483,588	\$13,777,556	\$13,835,441	\$57,885

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue in this program is earned from labor and S&S charges for maintenance, repairs, custodial, trash pickup, security and other services provided to non-General Fund programs and activities. Expenditure Transfers (Costs Applied) is earned from labor charges expended for work on Major Maintenance projects.

FY94-95 revenues overrealized FY94-95 Budget appropriations by \$81,866.

FY94-95 Costs Applied was underrealized by \$158,488 as a result of contracting out the labor on major maintenance projects.

FY95-96 Budgeted revenue is \$216,000 less than FY94-95 Budget. This is due to the deletion of Solid Waste Enterprise Fund revenue, Account 9790, per Auditor/Controller direction.

FY95-96 Costs Applied remains unchanged from FY94-95.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
FACILITIES OPERATIONS/BUILDING ENGINEERING-CRAFT MAINTENANCE AND REPAIR SERVICES					
% OF RESOURCES: 41.2%					
<u>OUTCOME (Planned Result)</u>					
Ensure reliable County-wide building operations and public services through direct maintenance, repair and completion of 90% of service requests.	N/A	90%	91%	90%	90%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct labor and supplies costs to maintain and repair County buildings.	N/A	\$9,279,392	\$9,639,810	\$9,323,170	\$9,306,062
Staff Years allocated to maintain and repair County buildings.	N/A	182.00	186.76	190.00	194.00
<u>OUTPUT (Service or Product)</u>					
Maintain & repair 6.7 million square feet of County buildings.	N/A	6,434,142	6,451,992	6,451,992	6,751,992
<u>EFFICIENCY (Input/Output)</u>					
Maintenance and repair cost per sq.ft.	N/A	\$1.44	\$1.49	\$1.45	\$1.38
BOMA ¹ average cost per sq.ft. (Maint & Repair Cost)	N/A	\$2.05	\$2.12	\$2.12	\$2.18
Square feet maintained per S.Y.	N/A	35,352	34,547	33,958	34,804
<u>OUTPUT (Service or Product)</u>					
Maintain & repair the sq.ft. occupied by Law & justice operations.	N/A	3,239,019	3,332,639	3,239,019	3,632,639
<u>EFFICIENCY (Input/Output)</u>					
Law & justice maintenance cost per sq.ft.	N/A	\$2.22	\$2.13	\$2.34	\$2.35
<u>OUTPUT (Service or Product)</u>					
Receive & respond to 90,000 maint. & repair site service requests.	72,600	77,200	84,900	82,000	90,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per site service request.	N/A	\$117.00	\$114.73	\$110.00	\$105.00
Site service requests per site S.Y. ²	886	892	782	911	462
Average labor hours per site service request.	N/A	4.8	2.7	4.7	4.5

¹ 1993 Building Managers and Owners Assn. Annual Report for San Diego Region.

² Does not include central craft staffing

COMMENTS

The distribution of resources within this activity reflect that 25% of service costs are associated with mechanical and HVAC system maintenance, 9% of service costs are associated with both plumbing and electrical maintenance, 6% of service costs are associated with security system maintenance and 5% of service costs are associated with preventive maintenance. Other services such as carpentry, painting, masonry and welding range between 1% and 2% of resources. Supplies associated with these maintenance activities utilize 23% of available resources.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY B:					
FACILITIES WORK CONTROL/PLANNING AND ESTIMATING SERVICES					
% OF RESOURCES: 21.4%					
<u>OUTCOME (Planned Result)</u>					
Receive, cost estimate, schedule & complete 75% of service requests for routine maintenance (work orders).	41%	59%	63%	75%	75%
Plan, design, estimate and expend 50% of annual funding in the major maintenance work program.	N/A	38%	51%	50%	50%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct cost to plan, estimate & schedule County department work order requests for routine facility maintenance support services.	N/A	\$162,162	\$178,534	\$169,626	\$169,626
Staff Years for work order processing.	N/A	4	4	4	4
Direct cost to plan, estimate, schedule and manage major maintenance projects required for the repair or rehabilitation of capital assets.	N/A	\$200,732	\$179,030	\$288,824	\$288,824
Staff Years for major maintenance processing.	N/A	3	3.9	5	5
Major maint project funding. (new, carryovers, rebudgets)	N/A	\$6,675,292	\$9,587,663	\$6,546,089	\$6,365,712
<u>OUTPUT (Service or Product)</u>					
Number of routine service requests (work orders) planned, estimated & scheduled.	1,880	1,592	1,746	1,700	2,000
<u>EFFICIENCY (Input/Output)</u>					
Planning & estimating cost per service request (work order).	N/A	\$101.86	\$102.25	\$99.78	\$84.81
No. of service requests (work orders) completed/%.	771/41%	939/59%	1108/63%	850/50%	1500/75%
Service requests (work orders) per S.Y.	537	398	437	425	500
<u>OUTPUT (Service or Product)</u>					
Major maint current year expended (Expenditures and Encumbrances).	N/A	\$2,551,832	\$4,904,993	\$3,273,045	\$3,182,856 ²
Major maintenance remodels current year expended (expenditures and encumbrances).	N/A	\$249,787	\$ 219,227	\$120,000	\$ 117,328
<u>EFFICIENCY (Input/Output)</u>					
Project cost managed per S.Y.	N/A	\$ 933,873	\$1,313,902	\$1,309,218	\$ 660,036

² Estimated 50% year-end expenditures of Adopted Budget.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C:					
FACILITIES SUPPORT SERVICES/CONTRACT SERVICES					
% OF RESOURCES: 37.4%					
<u>OUTCOME (Planned Result)</u>					
Ensure reliable & cost effective building operations and public services through competitively bid contract services.					
Maintain contract mgmt cost below 10% of contract expenditures.	N/A	5.9%	4.6%	10%	10%
Reduce contract cost for security services by \$369,000 in FY95-96 through implementation of electronic security systems.	N/A	\$ 677,000	\$ 619,331	\$ 517,700	\$210,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Contract service costs	N/A	\$3,789,000	\$3,651,940	\$4,365,689	\$3,794,374
Service contract mgmt. S.Y.	N/A	5.00	4.40	5.00	5.00
Service contract management cost.	N/A	\$ 225,343	\$ 166,586	\$ 225,343	\$190,471
% administration of contract cost.	N/A	5.9%	4.6%	5.1%	5.0%
Contract cost per S.Y.	N/A	\$757,800	\$ 727,188	\$873,138	\$758,875
<u>OUTPUT (Service or Product)</u>					
Reduce security services contract hours.	N/A	95,200	84,493	72,800	29,700
<u>EFFICIENCY (Input/Output)</u>					
Security cost per hour.	N/A	\$7.11	\$7.33	\$7.11	\$7.11
<u>OUTPUT (Service or Product)</u>					
Provide trash services through competitive bids to 4 million square feet of County buildings.	N/A	3,368,569	3,772,569	3,772,569	4,072,569
<u>EFFICIENCY (Input/Output)</u>					
Trash cost per sq. ft.	N/A	\$0.19	\$0.20	\$0.22	\$0.20
<u>OUTPUT (Service or Product)</u>					
Increase elevator svcs.-no. of cars/stops.	N/A	75/340	75/340	75/340	87/458
<u>EFFICIENCY (Input/Output)</u>					
Monthly elevator cost per car per stop.	N/A	\$74.00	\$63.30	\$65.00	\$56.00
<u>OUTPUT (Service or Product)</u>					
Provide janitorial svc. to 3.3 million square feet.	2,922,300	2,922,300	3,089,300	3,089,300	3,389,300
<u>EFFICIENCY (Input/Output)</u>					
Janitorial cost per sq. ft.	\$0.75	\$0.67	\$0.63	\$0.85	\$0.71

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>OUTPUT (Service or Product)</u>					
Maintain recycling svcs. at 300 tons of paper recycled & add other recyclables to the program.	N/A	N/A	716	300	300
<u>EFFICIENCY (Input/Output)</u>					
Recycling svcs. annual revenues.	N/A	N/A	\$ 34,890	\$ 20,000	\$29,000

COMMENTS

Contract service costs are comprised of fire certification services, security services, trash services, elevator maintenance services, janitorial services, landscaping services and dead animal pick-up services.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2289	Deputy Dir., Fac. Svcs.	1	1.00	1	1.00	\$74,873	\$74,584
0953	Asst. Dep. Dir., Fac. Operation	1	1.00	1	1.00	58,131	57,904
2369	Administrative Services Mgr. II	1	1.00	1	1.00	54,747	54,533
2302	Administrative Assistant III	1	1.00	1	1.00	46,163	45,983
2413	Analyst III	1	1.00	1	1.00	39,116	38,898
2334	Safety Specialist	1	1.00	1	1.00	38,877	38,725
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,372
2756	Administrative Secretary I	1	1.00	1	1.00	19,617	20,557
2730	Senior Clerk	3	3.00	3	3.00	67,002	68,468
2403	Accounting Technician	1	1.00	1	1.00	23,146	23,013
2700	Intermediate Clerk Typist	8	8.00	8	8.00	162,575	157,505
3643	Assoc. Mechanical Engineer	1	1.00	1	1.00	50,738	50,542
3617	Assistant Electrical Engineer	1	1.00	1	1.00	39,367	41,245
3120	Dept. Computer Specialist III	1	1.00	1	1.00	35,269	35,131
6010	Planner/Estimator III	3	3.00	3	3.00	109,374	108,945
6011	Planner/Estimator II	4	4.00	4	4.00	127,551	129,852
2655	Storekeeper III	1	1.00	1	1.00	28,666	28,552
2660	Storekeeper I	1	1.00	1	1.00	19,812	19,403
7516	Vehicle Delivery Driver	0	0.00	1	1.00	0	18,421
6015	Facilities Support Manager	1	1.00	1	1.00	46,625	46,443
7017	Facilities Manager	7	6.00	7	6.00	218,048	233,358
5885	Bldg. Maint. Supv.	9	8.00	10	8.75	263,830	293,440
5884	Bldg. Maintenance Engineer	60	56.00	62	57.00	1,732,419	1,744,561
6200	Bldg. Maint. Eng. Asst. II	34	34.00	34	34.00	936,316	923,542
5963	Senior Carpenter	1	1.00	1	1.00	32,091	31,965
5905	Carpenter	3	3.00	3	3.00	91,893	92,385
5940	Painter	8	8.00	8	8.00	234,534	235,315
7539	Construction & Svcs. Worker III	1	1.00	1	1.00	24,201	23,607
7540	Construction & Svcs. Worker II	3	3.00	3	3.00	58,910	63,515
7541	Construction & Svcs. Worker I	1	1.00	0	0.00	20,924	0
5925	Electrician Supervisor	1	1.00	1	1.00	39,174	39,021
5923	Senior Electrician	1	1.00	1	1.00	35,600	35,460
5920	Electrician	8	8.00	8	8.00	268,600	267,544
6210	Electrician Assistant	1	1.00	1	1.00	26,595	27,367
7536	Mason & Const.Svcs.Supv.	1	1.00	1	1.00	40,760	40,601
5933	Senior Mason	1	1.00	1	1.00	37,018	36,873
5930	Mason	3	3.00	3	3.00	98,305	97,918
5955	Plumber & Welder Supv.	1	1.00	1	1.00	39,174	39,021
5953	Senior Plumber	1	1.00	1	1.00	35,600	35,460
5950	Plumber	7	7.00	7	7.00	236,088	236,024
6230	Plumber Assist.	3	3.00	3	3.00	83,628	83,295
6180	Welder	3	3.00	3	3.00	100,413	100,020
5959	Senior A/C Refrig. Mechanic	1	1.00	1	1.00	35,600	35,460
5960	Air Cond.& Refrig.Mechanic	8	8.00	9	8.75	269,240	290,945
6315	Gardener Supervisor II	1	0.00	1	0.00	0	0
6310	Gardener Supervisor I	2	2.00	2	2.00	48,741	45,024
6305	Gardener II	9	9.00	9	9.00	199,274	201,689
6162	Security Coordinator	1	1.00	1	1.00	37,729	37,581
6163	Sr. Security Alarm Specialist	1	1.00	1	1.00	36,622	36,477
6161	Security Alarm Specialist	8	8.00	9	8.75	267,863	290,011
7098	Security Guard	2	2.00	2	2.00	42,180	42,012
5195	F/S Contract Specialist II	1	1.00	1	1.00	33,906	33,773
5194	F/S Contract Specialist I	3	3.00	3	3.00	81,360	81,039
7097	Photo ID/Sec. Specialist	1	1.00	1	1.00	21,090	21,006
5919	Building Automation Technician	0	0.00	1	0.75	0	21,326
6000	Mechanical Superintendent	0	0.00	1	0.75	0	28,375
9999	Extra Help	68	3.00	0	0.00	110,446	147,604
Total		297	225.00	236	226.75	\$6,905,295	\$7,076,690

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
	Salary Adjustments:					27,612	37,739
	Premium/Overtime Pay:					13,617	13,617
	Employee Benefits:					2,122,857	2,356,642
	Salary Savings:					(298,010)	(310,608)
	ILP Reductions:					0	0
Total Adjustments						\$1,866,076	\$2,097,390
Program Totals		297	225.00	236	226.75	\$8,771,371	\$9,174,080

PROGRAM: Fleet Management

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82503

ORGANIZATION #: 5500

MANAGER: SALLY B. HAZZARD-DIAZ, Director

REFERENCE: 1995-96 Proposed Budget - Pg. 50-19

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,346,096	\$2,380,775	\$3,272,619	\$2,341,610	\$4,020,448	71.7
Services & Supplies	1,822,634	1,868,618	2,286,524	2,302,575	2,601,657	13.0
Vehicle Fuel	2,103,257	1,811,931	2,406,644	2,142,802	2,858,274	33.4
Fixed Assets	0	0	167,686	160,000	122,280	(23.6)
Less Reimbursements	(2,018)	(1,263)	(2,067)	0	0	0.0
TOTAL DIRECT COST	\$6,269,969	\$6,060,061	\$8,131,406	\$6,946,987	\$9,602,659	38.2
PROGRAM REVENUE	(540,769)	(613,155)	(2,319,096)	(1,110,175)	(3,816,892)	0.0
NET GENERAL FUND CONTRIBUTION	\$5,729,200	\$5,446,906	\$5,812,310	\$5,836,812	\$5,785,767	(0.9)
STAFF YEARS	56.17	56.49	78.40	59.00	100.00	

PROGRAM MISSION

To support Board of Supervisors priorities. 65% of Fleet Management budgeted funds support law enforcement/public protection operations.

Asset management of the County's fleet by providing repair services, preventive maintenance, vehicle inspection, fuel management, and equipment acquisition in a safe, responsive, environmentally-sound and cost-effective manner.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

In FY94-95, \$5,089,295, or 64%, of Fleet Management budgeted funds were spent in support of law enforcement/public protection operations.

On September 27, 1994 (MO#28), the Board of Supervisors approved the merger of General Services and Public Works vehicle fleet operations and the transfer of positions from Public Works to General Services. The merger became effective December 9, 1994 with the transfer of personnel, and the transfer of appropriations for personnel and fuel with offsetting revenue from the Department of Public Works Internal Service Fund (DPW-ISF).

Original budget appropriations and costs were increased by the merger as follows:

	FY94-95 Adopted	Added Dec. 9, 1994 Merger Appropriations	FY94-95 Post-Merger Appropriations
Salaries & Benefits	\$2,341,610	\$1,015,286	\$3,356,896
Services & Supplies	2,302,575	0	2,302,575
Vehicle Fuel	2,142,802	636,513	2,779,315
Fixed Assets	160,000	0	160,000
Total Direct Cost	\$6,946,987	\$1,651,799	\$8,598,786
Program Revenue	(1,110,175)	(1,651,799)	(2,761,974)
Net Gen. Fund Contribution	\$5,836,812	0	\$5,836,812
Staff Years	59.00 SY	41.00 SY	100.00 SY

Overall, Fleet Management FY94-95 Actual Net General Fund Contributions (net costs) were \$24,502 under post-merger adjusted Net Cost of \$5,836,812. At fiscal year end, Salaries and Benefits were \$84,277 less than post-merger appropriations of \$3,356,896. Services and Supplies were \$16,051 under post-merger appropriations of \$2,302,575. Vehicle Fuel was \$372,671 under post-merger appropriations due both to stable prices and additional gasoline

appropriations transferred from the DPW-ISF budget. The General Fund purchased the DPW-ISF gasoline inventory for \$172,050 and began purchasing fuel for all County refueling sites, including Road Fund sites, at the beginning of the 1995 calendar year. Auto parts and contract repairs for DPW-ISF continued to be purchased out of the DPW-ISF budget, as funding was not provided during the merger for a General Fund buy-out of the DPW-ISF Road Fund auto parts inventory.

At year end, \$462,280 of \$500,000 (\$340,000 in Services and Supplies and \$160,000 in Fixed Assets) budgeted in FY94-95 to replace a fleet and asset management information system (FAMIS) was re-budgeted to FY95-96 due to delays in the procurement process. \$19,475 in Fixed Assets appropriations was spent on generic computer equipment for FAMIS. \$148,211 was paid out of prior-year Fixed Assets appropriations for shop equipment such as hoists, an engine analyzer, brake lathes, and alignment equipment.

FY94-95 Actual Revenue realized was \$440,811 less than post-merger adjusted revenue appropriations of \$2,761,974. This underrealization of Revenue was primarily due to FAMIS, which is 100% revenue-offset, being re-budgeted to FY95-96. Reimbursements (Costs Applied) were \$2,067 over budget.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Completed 100% of Board-directed merger of the General Services and Public Works vehicle fleets in FY94-95. The Fleet merger was accomplished December 9, 1994, and is functioning very satisfactorily. Development of a General Fund Internal Service Fund (ISF) has been delayed indefinitely until start-up funds, estimated at two to three million dollars, can be appropriated.
2. Completed 30% of effort to replace obsolete Fleet and Asset Management System (FAMIS) with a state-of-the-art system for improved fleet management and control. A Request for Proposals (RFP) has been issued and vendor responses were received and are being reviewed at budget submittal time. A FAMIS system selection is expected by December, 1995.
3. Completed 50% of program to develop and implement an Internal/External Customer Survey for the Fleet Division in FY94-95. A customer survey response program was initiated in the vehicle preventive maintenance program. This program will be expanded when fleet merger priorities have been accomplished.
4. Completed 30% of effort to develop an outline of Division training needs as related to improving job performance and efficiency in providing services to customer departments. A division safety and training officer has been appointed, and is developing a training program. A 40-hour advanced vehicle emissions maintenance program was conducted for all mechanics when our training analysis indicated this area to be a needed improvement area. This training program is 100% complete.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Ensure compliance with State-mandated regulations through completion of 100% vehicle emission (smog) inspections and B.I.T. (CHP heavy truck safety) inspections.
 - a. Perform 671 vehicle emission (smog) inspections.
 - b. Perform 70 B.I.T. inspections.
2. Complete 100% of scheduled preventive maintenance service which will reduce unscheduled repairs, and thereby provide safe, reliable vehicles, heavy trucks and construction equipment for support to department operations.
 - a. Perform 6,782 preventive maintenance services on vehicles, heavy trucks and construction equipment.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Fleet Management [14.00SY; E = \$1,230,194; R = \$794,048] including support personnel is responsible for overall Fleet Management, Printing and Mail Services Division management including: personnel administration; budget preparation; fiscal analysis and control; accounting and payroll; materials and supplies; vehicle and equipment specifications; bid preparation and review; vehicle lease purchase programs, including vehicle finance plan development and contract negotiation; bulk fuel and lubricant ordering, payment and usage projections; safety training; hazardous-waste disposal reporting; administration of Public Works' vehicle Internal Service Fund (ISF); development of a General Fund vehicle ISF; underground tank replacement planning; replacement of a fleet and asset management information system; and budgeting of elected officials vehicle mileage allowance and proportionate share of public liability insurance premium. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for continuing implementation of General Services and Public Works vehicle fleet merger which became effective December 9, 1994.
 - o Adding the following DPW merger-related positions: 1.00 SY Chief, Fleet Operations; 1.00 SY Admin. Asst. III; 1.00 SY Fleet Standards Specialist II; 1.00 SY Sr. Account Clerk; and 1.00 SY Intermediate Account Clerk.

- o Providing \$462,280 in re-budgeted funding with offsetting revenue to replace a fleet and asset management information system (FAMIS).
 - o Internally transferring 1.00 SY Fleet Standards Specialist I position to Fleet Management from Automotive Parts.
 - o Reclassifying 1.00 SY Departmental Computer Specialist I to 1.00 SY Departmental Computer Specialist II.
 - o Increasing \$23,803 in net County costs due to net effect of salary and benefits adjustments, decrease in public liability insurance premiums, and offsetting revenue for DPW merger-related positions.
2. Automotive Parts [6.00 SY; E = \$1,985,871; R = \$115,197] including support personnel is responsible for parts ordering and issue, parts stocking, inventory control, special parts purchase, and parts delivery to six General Fund satellite repair facilities and three Road Fund repair facilities. This activity is:
- o Mandated/Discretionary Service Level.
 - o Providing \$550,000 in privatized auto repair services.
 - o Adding merger-related 1.00 SY Fleet Parts Specialist III and 1.00 SY Stores Delivery Driver. Reclassifying 1.00 SY Storekeeper III to 1.00 SY Fleet Parts Specialist III and 2.00 SY Storekeeper I to 2.00 SY Fleet Parts Specialist I.
 - o Internally transferring a Fleet Standards Specialist I from Automotive Parts to Fleet Management.
 - o Adding \$38,775 for auto parts for additional vehicles added midyear in 1994-95 to the General Fund fleet.
 - o Automotive parts and contract repairs for DPW-ISF vehicles will continue to be funded out of the DPW-ISF Road Fund budget, rather than the Fleet Management General Fund budget.
 - o Increasing \$93,565 in net County costs due to net effect of salary and benefits adjustments, increase in appropriations for auto parts, and adjustments in budgeted revenue.
3. C.O.C. Central Repair/Preventive Maintenance Facility [24.00 SY; E = \$1,061,144; R = \$130,000] including support personnel is responsible for performing major repairs, bus safety inspections, maintenance, and overhauls of light, medium, and heavy trucks, buses, industrial equipment, patrol vehicles and passenger vehicles at the County Operations Center in Kearny Mesa. This activity is:
- o Mandated/Discretionary Service Level.
 - o Increasing \$26,543 in net County costs due to net effect of salary and benefit adjustments, decrease in public liability insurance premiums, and internal adjustments in services and supplies allocations.
4. Road Fund-owned Repair/Preventive Maintenance Facilities [33.00 SY; E = \$1,472,699; R = \$2,116,550] including support personnel is primarily responsible for performing maintenance, repairs, heavy vehicle safety inspections, and overhauls of Public Works Internal Service Fund-owned heavy equipment and other vehicles at San Marcos, Ramona and Jamacha. This activity is:
- o Mandated/Discretionary Service Level.
 - o Transferring to the General Services budget as a result of the merger of General Services and Public Works vehicle fleets.
 - o Adding 33 merger-related staff years: 3.00 SY Equipment Shop Supervisors; 3.00 SY Sr. Equipment Mechanics; 16.00 SY Equipment Mechanics; 3.00 SY Equipment Service Technician II; 3.00 SY Welders; 3.00 SY Fleet Parts Specialist II; and 2.00 SY Stock Clerks.
 - o Offset by revenue to be received from the DPW-ISF for vehicle maintenance and repair.
 - o Reflecting a negative net County cost of -\$643,851 due to budgeted revenue for repairing and maintaining DPW-ISF vehicles.
5. General Fund-owned Satellite Repair/Preventive Maintenance Facilities [22.00 SY; E = \$891,250; R = \$230,175] 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 at Vista, Encinitas, downtown San Diego, Chula Vista, Santee and Descanso. Also performs on-site lubrication and maintenance of sedans, trucks and buses assigned to outlying Probation and Sheriff camps. This activity is:

- o Mandated/Discretionary Service Level.
 - o Decreasing \$38,882 in net County costs due to the net effect of (1) salary and benefits increases, primarily for C.E.R.S. retirement system; (2) internal re-allocation of services and supplies costs; and (3) an increase in budgeted revenue.
6. Vehicle Fuel [1.00 SY; E = \$2,961,501; R = \$430,922] including support personnel 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. Support personnel provides repair of fuel control terminals, and monitors fuel purchases and vendor repair of refueling pumps. This activity is:
- o Mandated/Discretionary Service Level.
 - o Adding 1.00 SY merger-related Fuel Management Specialist.
 - o Reducing fuel appropriations by \$50,000 below post-merger appropriations due to targeted budget reductions.
 - o Increasing net County cost by \$487,777 as a result of merger-related increased appropriations for (1) staffing and (2) bulk fuel purchases for gasoline tanks located at Road Fund-owned refueling sites.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
TAXES:				
Marshal Writ Disbursement (9195)	\$45,082	\$0	\$0	0
Sub-Total	\$45,082	\$0	\$0	\$0
USE OF MONEY AND PROPERTY:				
Equipment Rental-Operating (9211)	\$242	\$0	\$0	0
Equipment Rental-Orig. Cost Replacement (9212)	78	0	0	0
Equipment Rental-Est. Cost Replacement (9213)	3	0	0	0
Sub-Total	\$323	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUE:				
State Aid Agriculture-Oriental Fruit Fly (9429)	\$7,039	\$4,125	\$4,125	0
Sub-Total	\$7,039	\$4,125	\$4,125	\$0
CHARGES FOR CURRENT SERVICES:				
Interfund Charges in General Fund (9781)	\$5	\$0	\$0	0
Charges in Road Fund (9782)	46,428	0	0	0
Air Pollution Control District (9783)	44,499	45,000	45,000	0
Pub. Wks. Road Fund ISF (9786)	2,154,345	663,050	3,407,487	2,744,437
Airport Enterprise Fund (9787)	92	0	0	0
Liquid Waste Enterprise Fund (9788)	92	0	0	0
Transit Enterprise Fund (9789)	1,157	0	0	0
Solid Waster Enterprise Fund (9790)	3,244	0	0	0
Other Special Districts (9792)	4,203	0	0	0
County Library (9793)	28,000	28,000	28,000	0
Other Service to Government (9971)	0	0	0	00
Sub-Total	\$2,282,065	\$736,050	\$3,480,487	\$2,744,437
MISCELLANEOUS REVENUE:				
Misc. Revenue Prior Year (9988)	(16,913)	0	0	0
Recovered Expenditures (9989)	1,003	0	0	0
Other Miscellaneous-Vehicle Salvage Trust Fund (9995)	2,102	370,000	332,280	(37,720)
Work Authorization Excess Cost Adjustment (9998)	(1,605)	0	0	0
Sub-Total	\$(15,413)	\$370,000	\$332,280	\$(37,720)
Revenue Total	\$2,319,096	\$1,110,175	\$3,816,892	\$2,706,717
EXPENDITURE TRANSFERS AND REIMBURSEMENTS:				
Reimbursements Other County Depts (5605)	\$64	\$0	\$0	0
Cost Appl in General Fd (5611)	\$2,463			
Work Authorization Excess Costs (5998)	\$(460)	\$0	\$0	0
Cost Applied Total	\$2,067	\$0	\$0	\$0
Total Revenue & Cost Applied	\$2,321,163	\$1,110,175	\$3,816,892	\$2,706,717

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$5,812,310	\$5,836,812	\$5,785,767	\$(51,045)
Total	\$5,812,310	\$5,836,812	\$5,785,767	\$(51,045)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Ongoing revenue is received in this program for (1) fuel provided for Department of Public Works Internal Service Fund (DPW-ISF) and enterprise fund vehicles; (2) vehicles maintained and repaired for DPW-ISF and enterprise funds; (3) auto parts procurement and inventory for DPW-ISF vehicles; (4) equipment rental of shop vehicles to make field repairs to DPW-ISF vehicles; and (5) administration of DPW-ISF as a result of fleet merger.

Substantial increases were made midyear to 1994-95 budgeted revenue as a result of the fleet merger of Public Works and General Services vehicle fleets, which became effective December 9, 1994. Revenue appropriations were increased \$1,651,799 to offset the cost (1) of positions transferred from Public Works and (2) vehicle fuel used at Road Fund refueling sites now being purchased in bulk quantity by the General Fund. Original revenue appropriations were altered by the merger as follows:

	FY94-95 Adopted	Added Merger Appropriations	FY94-95 Adjusted Post-Merger Appropriations
Program Revenue	\$1,110,175	\$1,651,799	\$2,761,974

FY94-95 Actual Revenue received was \$2,321,163, which is \$440,811 less than post-merger appropriations of \$2,761,974. This underrealization of revenue was primarily due to a revenue-offset fleet and asset management information system (FMIS) not being purchased in FY94-95. Most of the FAMIS appropriations, including revenue appropriations were re-budgeted to FY95-96. Expenditure Transfers (Costs Applied) were \$2,067 over budget.

FY95-96 Revenue is being increased by a net of \$2,706,717 to reflect a full-year impact merger for maintenance, repair, and providing fuel for DPW-ISF vehicles. Included in this amount is a \$462,280 rebudget of revenue for a replacement FAMIS system (\$130,000 from DPW-ISF acct. 9786 and \$322,280 from Vehicle Salvage Trust Fund acct. 9995) and \$270,000 revenue appropriations for equipment rental of shop vehicles used to make field repairs to DPW-ISF vehicles.

FIXED ASSETS

Category	Total Cost
Data Processing equipment	\$122,280
Total	\$122,280

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

\$122,280 has been re-budgeted from FY94-95 to replace a fleet and asset management system (FAMIS) used to track labor, maintenance, and vehicle repair costs at seven General Fund-owned vehicle repair sites and three Road Fund-owned vehicle repair sites; and to maintain an accurate auto parts inventory.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: FLEET OPERATIONS					
% OF RESOURCES: 2%					
<u>OUTCOME (Planned Result)</u>					
Ensure compliance with state-mandated regulations through completion of 100% vehicle emission (smog) inspections and B.I.T. (CHP Heavy Truck Safety) inspections.	0	0	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct labor and parts cost to inspect and repair mandated vehicles at General Fund Repair Facilities.					
Emissions (smog) inspections.	0	0	\$38,461	\$32,500	\$35,563
B.I.T. (CHP Heavy Truck Safety) inspections.	0	0	\$3,162	\$1,500	\$1,479
<u>OUTPUT (Service or Product)</u>					
Number of vehicle emission (smog) inspections performed.	0	0	628	650	671
Number of B.I.T. inspections performed.	0	0	64	75	70
<u>EFFICIENCY (Input/Output)</u>					
Cost per vehicle emission (smog) inspection performed.	0	0	\$62	\$50	\$50
Cost per B.I.T. inspection performed.	0	0	\$49	\$20	\$21
ACTIVITY B: FLEET OPERATIONS					
% OF RESOURCES: 13%					
<u>OUTCOME (Planned Result)</u>					
Complete 100% of scheduled preventive maintenance service which will reduce unscheduled repairs, and thereby provide safe, reliable vehicles, heavy trucks and construction equipment for support to department operations.	0	0	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct labor and parts cost to perform preventive maintenance service on vehicles, heavy trucks and construction equipment at General Services Repair Facilities.	0	0	\$320,722	\$325,000	\$305,190
<u>OUTPUT (Service or Product)</u>					
Number of preventive maintenance services performed on vehicles, heavy trucks and construction equipment.	0	0	6,225	6,500	6,782
<u>EFFICIENCY (Input/Output)</u>					
Cost per preventive maintenance service performed on vehicles, heavy trucks and construction equipment.	0	0	\$52	\$50	\$45

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2220	Deputy Dir. Fleet Operations	1	1.00	1	1.00	\$74,873	\$74,584
6102	Chief, Fleet Operations	1	1.00	2	2.00	56,127	101,894
2302	Administrative Assistant III	1	1.00	2	2.00	46,163	91,968
2416	Fuel Management Specialist	0	0.00	1	1.00	0	32,963
6180	Welder	1	1.00	4	4.00	33,471	128,838
6130	Equipment Shop Supervisor	4	4.00	7	7.00	154,026	250,112
2609	Fleet Standards Specialist II	0	0.00	1	1.00	0	36,431
2607	Fleet Standards Specialist I	1	1.00	1	1.00	39,399	39,245
2608	Fleet Standards Technician	1	1.00	1	1.00	26,802	27,436
6108	Senior Equipment Mechanic	7	7.00	10	10.00	241,341	317,671
6110	Equipment Mechanic	20	20.00	36	36.00	673,181	1,117,602
6119	Equipment Service Tech. III	1	1.00	4	4.00	27,456	92,188
6120	Equipment Service Tech. II	13	13.00	13	13.00	311,653	271,596
2646	Fleet Parts Specialist III	1	1.00	2	2.00	26,802	53,394
2647	Fleet Parts Specialist II	0	0.00	3	3.00	0	69,141
2648	Fleet Parts Specialist I	2	2.00	2	2.00	41,946	41,784
2650	Stock Clerk	0	0.00	2	2.00	0	36,846
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,562
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	21,991
2510	Senior Account Clerk	1	1.00	2	2.00	20,774	43,960
2700	Intermediate Clerk Typist	0	0.00	1	1.00	0	20,591
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,949
3118	Depart. Computer Specialist I	1	1.00	0	0.00	25,068	0
3119	Depart. Computer Specialist II	0	0.00	1	1.00	0	28,911
7515	Stores Delivery Driver	0	0.00	1	1.00	0	21,383
9999	Non-Permanent Extra Help	0	0.00	0	0.00	0	35,652
Total		59	59.00	100	100.00	\$1,875,171	\$3,006,692
Salary Adjustments:						0	233,446
Premium/Overtime Pay:						0	0
Employee Benefits:						550,313	916,546
Salary Savings:						(83,874)	(136,236)
ILP Reductions:						0	0
Total Adjustments						\$466,439	\$1,013,756
Program Totals		59	59.00	100	100.00	\$2,341,610	\$4,020,448

PROGRAM #: 81501
 MANAGER: SALLY B. HAZZARD-DIAZ, Director

ORGANIZATION #: 5500
 REFERENCE: 1995-96 Proposed Budget -- Pg. 50-26

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$410,962	\$396,474	\$401,998	\$411,154	\$420,793	2.3
Services & Supplies	362,847	299,069	412,419	396,086	396,086	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
Less Reimbursements	(927,285)	(884,733)	(1,000,208)	(996,385)	(996,385)	0.0
TOTAL DIRECT COST	\$(153,476)	\$(189,190)	\$(185,791)	\$(189,145)	\$(179,506)	(5.1)
PROGRAM REVENUE	(62,261)	(57,254)	(67,189)	(79,616)	(75,616)	(5.0)
NET GENERAL FUND CONTRIBUTION	\$(215,737)	\$(246,444)	\$(252,980)	\$(268,761)	\$(255,122)	(5.1)
STAFF YEARS	12.15	11.39	11.72	13.00	13.00	0.0

PROGRAM MISSION

To support Board of Supervisors priorities. 40% of Printing Services budgeted funds support law enforcement/public protection operations.

To provide a business-based, cost-effective reprographic and high speed copy service for all County departments.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

In FY94-95, \$333,911, or 41% of Printing Services budgeted funds was spent in support of law enforcement/public protection operations.

Overall, Printing Services earned \$252,980 more in Revenue and Reimbursements (Costs Applied) than Salaries and Benefits and Services and Supplies costs. Salaries and Benefits were \$9,156 less than budget due to partial-year salary savings. Services and Supplies were \$16,333 more than budget due to rising paper costs and inclusion of prior-year Services and Supplies.

Revenue was underrealized by \$12,427 due to fewer printing job orders from non-General Fund client departments and enterprise funds than was budgeted. Reimbursements (Cost Applied) from General Fund departments were overrealized by \$3,823 due to an increase in printing and copying job requests at fiscal year end.

ACHIEVEMENT OF 1994-95 OBJECTIVES

- Completed 65% of objective to identify and increase the level of reprographic services to all County departments for increased revenue base. An effort to contact various County departments for printing services was successful in that Reimbursements (Costs Applied) from General Fund departments were in excess of one million dollars and exceeded the FY93-94 total by \$115,475. Revenue realized from non-General Fund departments and enterprise funds was \$9,935 more than last year, although still under the budgeted revenue appropriations by \$12,427.
- Completed 100% of objective to coordinate printing-related services with the City of San Diego where cost-effective. The City paid the County \$18,234 for printing envelope services. The County paid the City \$5,219 for providing printing press negatives.

3. Completed 100% of objective to develop an outline of Division training needs as related to improving job performance and efficiency in providing services to customer departments. Sr. Offset Equipment Operators were rotated during the fiscal year to provide orientation and training on the various types of printing presses and equipment.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Provide a competitive cost for printing and copy service for all County departments.
 - a. Print 36,000,000 forms at 2.38 cents per form.
 - b. Copy 5,300,000 documents at 2.19 cents a copy.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Printing Services [13.00SY; E = (\$179,506); R = \$75,616] 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 Mandated/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 Increasing \$13,639 in net County costs due to (1) an increase of \$9,639 in salary and benefits costs, primarily in C.E.R.S. retirement system appropriations; and (2) a \$4,000 decrease in FY95-96 Revenue due to removal of budgeted revenue from the Solid Waste Enterprise Fund per Auditor/Controller direction.
 - o Offset by Revenues and Reimbursements from client departments, enterprise funds and other agencies.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
AID FROM OTHER GOV'T. AGENCIES:				
Aid From Other Gov't. Agencies (9746)	\$12,276	\$0	\$0	0
Sub-Total	\$12,276	\$0	\$0	\$0
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$16,103	\$0	\$0	0
APCD (9783)	7,137	20,000	20,000	0
CATV (9784)	1,239	523	523	0
Capital Outlay Fund (9785)	3,428	0	0	0
Purchasing/Revolving Fund (9786)	13,964	30,395	30,395	0
Airport Enterprise Fund (9787)	63	0	0	0
Transit Enterprise Fund (9789)	1,941	0	0	0
Solid Waste Enterprise Fund (9790)	8,031	4,000	0	(4,000)
Library Fund (9793)	4,239	24,698	24,698	0
Work Auth - Excess Cost (9998)	(1,232)	0	0	0
Sub-Total	\$54,913	\$79,616	\$75,616	\$(4,000)
Total Revenue	\$67,189	\$79,616	\$75,616	\$(4,000)
EXPENDITURE TRANSFERS AND REIMBURSEMENTS:				
Cost Appl in General Fd (5611)	\$1,000,208	\$996,385	\$996,385	0
Cost Applied Total	\$1,000,208	\$996,385	\$996,385	\$0
Total Revenue & Cost Applied	\$1,067,397	\$1,076,001	\$1,072,001	\$(4,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(252,980)	\$(268,761)	\$(255,122)	\$13,639
Total	\$(252,980)	\$(268,761)	\$(255,122)	\$13,639

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue was underrealized by \$12,427 in FY94-95 due to fewer printing job orders from non-General Fund client departments and enterprise funds than was budgeted. Expenditure Transfers (Costs Applied) from General Fund departments were overrealized by \$3,823. 1995-96 Adopted Revenue is budgeted \$4,000 less than in 1994-95 to reflect the removal of budgeted revenue from the Solid Waste Enterprise Fund per Auditor/Controller direction. 1995-96 Adopted Expenditure Transfers (Costs Applied) are budgeted at the same level as in 1994-95.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Provide a competitive cost for printing and copy service for all County departments.	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Labor (incl. overhead) and supplies cost to produce product.					
a. Printed Forms	\$719,353	\$728,848	\$783,758	\$856,080	\$858,168
b. Xerox Copies	\$109,489	\$115,576	\$126,398	\$120,150	\$116,359
<u>OUTPUT (Service or Product)</u>					
Print 36,000,000 forms at 2.38 cents per form.	35,278,649	36,059,467	32,686,681	37,000,000	36,000,000
Copy 5,300,000 documents at 2.19 cents a copy.	4,001,637	4,269,863	5,818,535	4,500,000	5,300,000
<u>EFFICIENCY (Input/Output)</u>					
a. Cost Per Form Printed	\$0.0204	\$0.0202	\$0.0240	\$0.0231	\$0.0238
b. Cost Per Xerox Copy	\$0.0274	\$0.0271	\$0.0217	\$0.0267	\$0.0219

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
3004	Chief, Printing Services	1	1.00	1	1.00	\$41,842	\$41,678
3073	Sr. Offset Equipment Operator	4	4.00	4	4.00	102,216	101,816
3050	Offset Equipment Operator	3	3.00	3	3.00	67,769	68,472
3054	Print Shop Helper	3	3.00	3	3.00	52,254	52,017
2510	Sr. Account Clerk	1	1.00	1	1.00	23,949	23,853
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,670	20,586
Total		13	13.00	13	13.00	\$308,700	\$308,422
Salary Adjustments:						0	1,188
Premium/Overtime Pay:						0	0
Employee Benefits:						116,762	125,453
Salary Savings:						(14,308)	(14,270)
Total Adjustments						\$102,454	\$112,371
Program Totals		13	13.00	13	13.00	\$411,154	\$420,793

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$497,244	\$507,967	\$447,007	\$494,141	\$496,397	0.5
Services & Supplies	80,983	92,259	116,288	77,558	77,297	(0.3)
Fixed Assets	12,808	0	5,885	0	0	0.0
TOTAL DIRECT COST	\$591,035	\$600,226	\$569,180	\$571,699	\$573,694	0.3
PROGRAM REVENUE	(44,607)	(41,813)	(33,975)	(47,063)	(42,427)	(9.9)
NET GENERAL FUND CONTRIBUTION	\$546,428	\$558,413	\$535,205	\$524,636	\$531,267	1.3
STAFF YEARS	16.63	16.80	15.11	17.00	17.00	0.0

PROGRAM MISSION

To support Board of Supervisors priorities. 24% of Mail Services budgeted funds support law enforcement/public protection operations.

To provide a complete U.S. mail and inter-office mail service in a timely, cost-savings and cost-effective manner to 52 client departments.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

In FY94-95, \$136,603, or 24%, of Mail Services budgeted funds were spent in support of law enforcement/public protection operations.

Overall, Mail Services 1994-95 Actual Net General Fund Contributions (net costs) were \$10,569 under budget. Salary and Benefits were \$47,134 under budget due to partial-year vacant positions. Services and Supplies were \$38,730 over budget primarily due to the use of unfunded contract labor paid out of Services and Supplies and the purchase of underfunded interoffice envelopes.

Fixed assets were \$5,885 over budget in order to take advantage of an opportunity to purchase former Home Federal used mail-processing equipment. Additional sorting bins, which can be attached to the County's existing barcoder/sorter for quicker mail processing and additional postage discounts, and a mail weighing machine were acquired through a Resolution Trust Corporation (RTC) auction in March 1995. Revenue for mail services provided to non-General Fund departments and enterprise funds was \$13,088 less than budgeted primarily due to underrealization of revenue from the Road Fund.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Completed 35% of objective to provide mail-related services to local government agencies for more cost-effective operations and increased revenue base. Mail Services contracted with the City of Carlsbad and the Carlsbad Water District to provide mail pickup and barcoding services on a daily basis. Discussions are continuing with the cities of El Cajon, Oceanside, Escondido, and with San Diego State University.
2. Completed 100% of training program to improve job performance and efficiency in providing services to client departments. Mail Clerk Drivers are rotated every two weeks to learn procedures on all County mail routes.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Collect and process 27,000 pieces of U.S. mail daily for 52 County departments.
 - a. Process 6.8 million pieces of U.S. mail annually.
2. Collect, sort and deliver all inter-office mail to 52 County departments.
 - a. Deliver 8 million pieces of inter-office mail annually.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Mail Services [17.00 SY; E = \$573,694; R = \$42,427] 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 Mandated/Discretionary Service Level.
 - o Privatizing \$50,000 in equipment preventive maintenance services.
 - o Increasing \$6,631 in net County costs due to net effect of (1) \$1,862 increase for equipment maintenance contract COLA increases which is offset by a \$2,123 decrease in public liability insurance premiums; (2) \$2,256 additional in benefits costs due primarily to an increase in C.E.R.S. retirement system appropriations; and (3) a \$4,636 decrease in FY95-96 Revenue due to removal of budgeted revenue from the Solid Waste Enterprise Fund per Auditor/Controller direction.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$6,579	\$24,596	\$24,596	\$0
APCD (9783)	5,372	4,000	4,000	0
Airport Enterprise Fund (9787)	3,600	568	568	0
Liquid Waste Enterprise Fund (9788)	2,622	1,763	1,763	0
Solid Waste Enterprise Fund (9790)	4,302	4,636	0	(4,636)
Library Fund (9793)	11,500	11,500	11,500	0
Sub-Total	\$33,975	\$47,063	\$42,427	\$(4,636)
Total	\$33,975	\$47,063	\$42,427	\$(4,636)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$535,205	\$524,636	\$531,267	\$6,631
Total	\$535,205	\$524,636	\$531,267	\$6,631

EXPLANATION/COMMENT ON PROGRAM REVENUES

1994-95 Revenue was \$13,088 less than budgeted. Charges for mail services to pickup, deliver and process U.S. and interoffice mail from the Road Fund were lower than budgeted. FY95-96 Revenue is budgeted \$4,636 less than 1994-95 to reflect the removal of budgeted Revenue from the Solid Waste Enterprise Fund per Auditor/Controller direction.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: U.S. MAIL					
% OF RESOURCES: 60%					
<u>OUTCOME (Planned Result)</u>					
Collect & process 27,000 pieces of U.S. Mail daily for 52 County departments and offices.	100%	100%	92%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct labor and services to process U.S. Mail daily.	\$354,621	\$360,135	\$341,508	\$343,019	\$344,217
<u>OUTPUT (Service or Product)</u>					
Process 6.8 million pieces of U.S. Mail yearly.	7,324,797	7,303,547	6,251,595	7,305,000	6,800,000
<u>EFFICIENCY (Input/Output)</u>					
Number of pieces of U.S. Mail processed annually per employee.	780,895	760,786	738,959	760,937	708,333
ACTIVITY B: INTEROFFICE MAIL					
% OF RESOURCES: 40%					
<u>OUTCOME (Planned Result)</u>					
Collect, sort & deliver all interoffice mail to 52 County departments and offices.	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct labor & services to handle all County Interoffice Mail.	\$236,414	\$240,000	\$227,672	\$228,679	\$229,287
<u>OUTPUT (Service or Product)</u>					
Deliver 8 million pieces of Interoffice Mail.	8,000,000	8,002,000	8,000,000	8,002,000	8,000,000
<u>EFFICIENCY (Input/Output)</u>					
Number of pieces of Interoffice Mail handled annually per employee.	1,280,000	1,250,312	1,418,440	1,250,312	1,176,471

¹ In 1994-95, the Superior Court assumed responsibility for the cost of printing a newly designed jury summons form and for mailing summons to potential jurors. Therefore, fewer U.S. mail pieces are now processed by the Mail Center.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
3047	Mail Systems Specialist	1	1.00	1	1.00	30,443	30,323
3074	Senior Mail Clerk Driver	2	2.00	2	2.00	44,749	44,571
3039	Mail Clerk Driver	16	14.00	16	14.00	288,622	287,424
Total		19	17.00	19	17.00	\$363,814	\$362,318
Salary Adjustments:						0	(2,387)
Premium/Overtime Pay:						0	0
Employee Benefits:						145,384	153,300
Salary Savings:						(15,057)	(16,834)
Total Adjustments						\$130,327	\$134,079
Program Totals		19	17.00	19	17.00	\$494,141	\$496,397

PROGRAM: Real Property

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82151

ORGANIZATION #: 5500

MANAGER: SALLY B. HAZZARD-DIAZ, Director

REFERENCE: 1995-96 Proposed Budget - Pg. 50-36

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).

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,500,516	\$1,366,287	\$1,425,707	\$1,578,069	\$1,620,879	2.7
Services & Supplies	63,060	62,664	157,287	152,470	121,315	(20.4)
Other Charges	0	10,000	0	0	0	0.0
Fixed Assets	0	12,502	0	0	0	0.0
TOTAL DIRECT COST	\$1,563,576	\$1,451,453	\$1,582,994	\$1,730,539	\$1,742,194	0.7
PROGRAM REVENUE	(865,438)	(888,599)	(1,160,744)	(866,600)	(788,700)	(9.0)
NET GENERAL FUND CONTRIBUTION	\$698,138	\$562,854	\$422,250	\$863,939	\$953,494	10.4
STAFF YEARS	28.56	25.27	25.95	29.0	29.25	0.9

PROGRAM MISSION

To support Board of Supervisors priorities. Approximately 11.7% of Real Property budgeted funds support law enforcement/public protection operations.

To acquire, manage and sell 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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

In FY94-95, approximately \$185,210 or 11.7% of Real Property budgeted funds were spent in support of law enforcement/public protection operations.

FY94-95 actual Net General Fund Contributions were \$441,689 less than budget. Salaries and Benefit expenditures were \$152,362 under budget. These savings were due to partial-year vacancies in six positions, of which three were filled in FY94-95 and two will be filled in FY95-96. Revenue was \$294,144 over budget primarily due to a consultant fee rebate and other unbudgeted revenue associated with the 800 MHz Radio Site Upgrade/Development project.

ACHIEVEMENT OF 1994-95 OBJECTIVES

- Achieved 223% of goal by realizing \$1,093,723 in rental savings over lease term resulting from successful renegotiations of four lease contracts and from terminating and replacing one lease contract.
- Achieved 108% of goal by acquiring 97% of parcels purchased at prices that were no more than 10% above appraised values in lieu of eminent domain.
- Staff has worked toward the goal of providing valuation and highest and best use data on 10% of all vacant or underutilized County-owned property by identifying and categorizing 100% of the surplus properties and compiling 66% of general plan and zoning data on all properties. Field inspections and value estimates will be completed for all surplus property in FY95-96.
- Achieved 100% of goal by conducting two exit conferences with customer departments at the conclusion of new lease acquisition activities to assess satisfaction with service.

5. The goal to continue modifications, documentation and training for the space management system database was transferred to the Information Systems Services section in the Support Services Division.
6. Division training plan will be developed and implemented in FY95-96 by the administrative staff recently transferred to the division.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Negotiate and/or process 90% revenue lease contracts within project time schedules and budgeted amounts.
 - a. Negotiate and/or process 70 revenue leases.
2. Acquire 60% of parcels by negotiation and purchase 90% of those parcels by negotiation at appraised value as opposed to negotiated settlement at above market prices.
 - a. Purchase 65 parcels.
3. Complete 90% of narrative appraisal reports and valuation estimates within project time schedules and budgeted cost.
 - a. Prepare 14 narrative appraisals and 40 valuation estimates.
 - b. Appraise 60 parcels and value estimate 80 parcels.
4. Negotiate and/or extend 90% of existing acquisition lease contracts prior to contract expiration; negotiate 95% of acquisition lease contracts within budgeted amounts and at rental levels that are supported by market data.
 - a. Negotiate and/or renegotiate 40 new and existing acquisition lease contracts.
5. Effectively manage the facilities leased from the private sector to house County operations: complete and implement 95% of lease contract rental adjustments by due date; inspect 20% of leased facilities annually to ensure proper maintenance/repair is provided by lessors.
 - a. Manage 190 acquisition leases.
 - b. Inspect 25 leased facilities/sites.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration Real Property [7.00 SY; E = \$350,082; R = \$10,000]:
 - o Discretionary/Discretionary Service Level.
 - o Providing administrative (3.0 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 750 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.
2. Property Management [4.00 SY; E = \$258,928; R = \$55,000]:
 - o Mandated/Discretionary Service Level.
 - o Providing centralized management of 144 revenue leases for the County of San Diego.
 - o Providing surplus property management and disposal for the County of San Diego.
 - o Developing revenues from leasing County-owned properties.
 - o Managing revenue leasing space management system database.
3. Engineering [4.50 SY; E = \$277,206; R = \$195,000]:
 - o Mandated/Discretionary Service Level.
 - o Providing technical engineering services to County departments and the public.
 - o Responsible to describe parcels acquired for County departments; prepare new and/or revised right of way plans; and maintain the County-wide land inventory.
 - o Decreasing Salaries and Benefits by \$22,218 and .50 SY Engineering Tech II as part of targeted departmental reductions.

4. Acquisition [6.00 SY; E = \$381,142; R = \$390,000]:
- o Mandated/Discretionary Service Level.
 - o Responsible to conduct acquisition services for the County of San Diego.
 - o Providing relocation assistance when County real estate acquisitions displace business and residential occupants.
 - o Deleting \$50,889 and 1.0 SY Associate Real Property Agent position to offset the cost of one added Architectural Project Manager II position in the Acquisition Leasing section.
5. Valuation [2.00 SY; E = \$119,239; R = \$120,000]:
- o Mandatory/Discretionary Service Level
 - o Providing appraisal services for County land and facilities acquisition projects.
 - o Managing appraisal consultant contracts.
 - o Decreasing Services and Supplies appropriation by \$25,000 (service to property owners) as part of the departmental reduction proposal.
6. Acquisition Leasing [5.75 SY; E = \$355,597; R = \$18,700]:
- o Mandated/Discretionary Service Level
 - o Managing Countywide acquisition leasing activities for 31 County departments and offices and 190 leases.
 - o Managing lease savings program.
 - o Managing acquisition leasing space management system database.
 - o Adding \$50,418 and .75 SY Architectural Project Manager II position offset by the deletion of one Associate Real Property position in the Acquisition section. The new APMII position will provide in-house design and management tenant improvement projects in lease facilities, and will effect additional cost savings in the Rents and Leases program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
TAXES OTHER THAN CURRENT PROPERTY:				
Sales and Use Tax (T.D.A.)(9061)	\$4,433	\$0	\$0	\$0
Sub-Total	\$4,433	\$0	\$0	\$0
USE OF MONEY AND PROPERTY:				
Rents and Concessions (9210)	\$3,198	\$0	\$0	\$0
Sub-Total	\$3,198	\$0	\$0	\$0
CHARGES FOR CURRENT SERVICES:				
Service to Prop Owners (9771)	\$17,458	\$52,500	\$0	\$(52,500)
Public & Government Plan & Eng-Plan Check & Field Inspection (9773)	105,089	64,121	5,000	(59,121)
Eng Serv Other Govmt (9775)	297	0	0	0
Road Fund (9782)	531,397	466,100	517,000	50,900
Air Pollution Control District (9783)	6,256	6,500	4,000	(2,500)
Capital Projects (9785)	140,169	95,000	150,000	55,000
Airports Enterprise Fund (9787)	50,690	30,379	61,000	30,621
Liquid Waste Enterprise Fund (9788)	153	0	0	0
DPW Solid Waste Enterprise Fund (9790)	77,955	118,000	0	(118,000)
DPW Special Districts (9792)	29,075	19,000	22,000	3,000
Library Fund (9793)	32,660	5,000	14,700	9,700
Excess Cost (9998)	(1,047)			0
Sub-Total	\$990,152	\$856,600	\$773,700	\$(82,900)
OTHER FINANCING SOURCES:				
DPW Operating Transfer Other Special Dist (9812)	\$9,767	\$10,000	\$15,000	\$5,000
Other Miscellaneous (9995)	154,957	0	0	0
Misc. Prior Yr. (9988)	(1,763)	0	0	0
Sub-Total	\$162,961	\$10,000	\$15,000	\$5,000
Total	\$1,160,744	\$866,600	\$788,700	\$(77,900)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$422,250	\$863,939	\$953,494	\$89,555
Total	\$422,250	\$863,939	\$953,494	\$89,555

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY94-95 program revenues were overrealized by \$294,144 due primarily to a consultant fee rebate, Account 9995; revenue from additional mid-year work authorizations from the Road Fund, Account 9782; Capital Projects, Account 9785; the Library Fund, Account 9792; and revenue associated with the 800 MHz Radio Site Upgrade/Development project, Account 9785.

FY95-96 program revenues are budgeted at \$77,900 less than FY94-95 due to the deletion of Solid Waste revenue in Account 9790, per Auditor/Controller direction.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: Revenue Lease Contract Negotiation/Processing					
% OF RESOURCES: 8.9%					
<u>OUTCOME (Planned Result)</u>					
Negotiate and/or process 90% of contracts within project time schedules and within budgeted amounts ¹	N/A	90%	90%	90%	90%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct cost to negotiate and/or process contracts	N/A	\$114,938	\$123,147	\$118,541	\$124,674
Staff years assigned to negotiate and/or process contracts	N/A	1.92	1.86	1.92	1.92
<u>OUTPUT (Service or Product)</u>					
Negotiate and/or process 70 contracts	N/A	62	79	N/A	70
<u>EFFICIENCY (Input/Output)</u>					
# of contracts negotiated and/or processed per staff year	N/A	32	42	N/A	36
Direct cost per contract negotiated and/or processed	N/A	\$1,911	\$1,559	N/A	\$1,781

Comment

¹ These percentages are approximated. Procedures for tracking the cost and turn around time for specific projects will be developed and implemented for FY96-97.

The contracts negotiated and/or processed are comprised of several types of transactions handled by the Property Management Section of the Real Property Division. These include revenue generating leases, easements granted on County land, sale of surplus property, review and processing of lease documents negotiated by the Department of Public Works for airport properties, etc. Procedures for tracking costs by specific project type will be developed and implemented for FY96-97. This will allow a more business like approach to project management and expense reporting by project category.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY B: Acquisition of Real Property Interests					
% OF RESOURCES: 24.9%					
<u>OUTCOMES (Planned Result)</u>					
Acquire 60% of contracts by negotiation (as opposed to commencing eminent domain) ¹	N/A	57%	76%	N/A	60%
Purchase 90% of parcels acquired by negotiation at appraised value (as opposed to negotiated settlement at above market prices) ²	N/A	91%	87%	N/A	90%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct cost to negotiate property purchases ³	\$329,938	\$245,700	\$305,941	\$389,129	\$356,241
Staff Years allocated to negotiate property purchases	5.0	3.5	5.0	6.3	5.5
<u>OUTPUT (Service or Product)</u>					
Acquire 65 Parcels	93	59	49	N/A	65
<u>EFFICIENCY (Input/Output)</u>					
# of Parcels Acquired/Staff Year	18.6	17	10	N/A	12
Direct cost/parcel acquired	\$3,548	\$4,164	\$6,244	N/A	\$5,481

Comment

¹ This figure represents the percentage of parcel acquisitions that are accomplished via direct negotiations between property owners and Real Property Division staff. In those instances where the particular property sought is essential to the completion of a project and negotiations fail to result in a mutually acceptable contract, the eminent domain process is commenced. Once commenced, the eminent domain process involves County Counsel, and there is a potential for the County to incur litigation expenses on top of the appraised value of the property to be acquired. At times, these additional costs can be significant. For this reason, negotiated acquisitions are preferred. The rate of success or failure of negotiations is dependent on several factors, some of which are outside the negotiator's control. Examples are: the perceived benefit of the project to be built, project time schedules, and the perceived impact of the project on a particular owner's property.

² State and Federal laws require that just compensation be paid for all property rights acquired under the threat of eminent domain. Just compensation is analogous to Fair Market Value. The figure presented represents the percentage of negotiated transactions where no more than the appraised Fair Market Value is paid to sellers. Occasionally, an acquisition is negotiated at a price that is higher than the appraised Fair Market Value in order to close a transaction without using the more costly route of eminent domain (9% or 3 of 34 negotiated transactions in FY93-94). These transactions were completed at prices in the range of 8% to 9% above appraised value.

³ For FY94-95, actual amounts are lower than budgeted cost and staff years due to partial-year vacancies in two positions within the Acquisition/Relocation section.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY C: Valuation - Preparation of In-house Narrative Appraisal Reports and Value Estimates					
% OF RESOURCES: 6.1%					
<u>OUTCOME (Planned Result)</u>					
Complete 90% of Narrative Appraisal Reports and Value Estimates within budgeted cost and project timelines ¹	N/A	90%	98%	N/A	90%
<u>EFFECTIVENESS (Input/Outcome) ²</u>					
Direct Cost to Provide In-house Narrative Appraisal Reports	N/A	\$66,806	\$75,102	\$86,474	\$72,962
Direct Cost to Provide Value Estimates	N/A	\$19,925	\$12,118	\$14,176	\$11,961
Staff Years Assigned to Provide Narrative Appraisal Reports	N/A	1.14	1.29	1.22	1.22
Staff Years Assigned to Provide Value Estimates	N/A	.34	.21	.20	.20
<u>OUTPUT (Service or Product)</u>					
Prepare 14 Narrative Appraisals	N/A	14	11	N/A	14
Appraise 60 Parcels	50	50	37	N/A	60
Prepare 40 Value Estimates	N/A	25	49	N/A	40
Value Estimate 80 Parcels	80	94	101	N/A	80
<u>EFFICIENCY (Input/Output)</u>					
Direct Cost per Narrative Appraisal Report	N/A	\$4,772	\$6,827	N/A	\$5,211
Direct Cost per Parcel Appraised	N/A	\$1,336	\$2,030	N/A	\$1,216
Direct Cost per Valuation Estimate ³	N/A	\$797	\$247	N/A	\$299
Direct Cost per Parcel Valued	N/A	\$212	\$120	N/A	\$150

Comment

¹ The percentages shown are approximated. Procedures for recording specific project cost and turn around information will be developed for implementation during FY96-97. Narrative appraisal reports are very detailed appraisal reports sufficient to meet FHWA and Caltrans requirements. These requirements must be met in order to obtain State and Federal funding for property acquisition costs. Valuation estimates are short form appraisal reports that are not as detailed as narrative appraisal reports.

² For FY94-95, actual amounts are lower than budgeted cost and staff years due to underfilling one position. The CAO Proposed direct cost is less than the Department Request direct cost due to a reduction proposal which lowered the services and supplies trust fund for contracted title reports and appraisal services which will be charged directly to client departments.

³ The cost per unit for valuation estimates can vary significantly due to variations in the complexity and type of the properties being valued. Costs incurred for review and approval of reports by the senior appraiser are included in the cost figures shown.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY D: Negotiation of Acquisition Lease Contracts					
% OF RESOURCES: 15.6%					
<u>OUTCOME (Planned Result)</u>					
Negotiate and/or extend 90% of existing lease contracts prior to contract expiration.	N/A	90%	66%	N/A	90%
Negotiate 95% of new lease contracts at prices that are within budgeted amounts and supported by market data. ¹	N/A	95%	95%	N/A	95%
<u>EFFECTIVENESS (Input/Outcome) ²</u>					
Direct cost to negotiate lease contracts.	N/A	\$129,597	\$157,657	\$217,423	\$240,579
Staff years allocated to lease negotiation/renegotiation.	N/A	2.4	2.6	3.25	3.90
<u>OUTPUT (Service or Product)</u>					
Negotiate and/or renegotiate 40 new and existing acquisition lease contracts.	N/A	36	40	N/A	40
<u>EFFICIENCY (Input/Output)</u>					
Direct Cost per lease contract negotiation/renegotiation.	N/A	\$3,600	\$3,941	N/A	\$6,014
# of contracts negotiated/renegotiated per staff year.	N/A	15	15	N/A	10

Comment

¹ These percentages are approximated; reporting systems will be refined so that specific data is available for FY96-97.

² For FY94-95, budgeted cost and staff years exceed actual amounts due to a partial-year vacancy in one position and underfilling two positions.

Production output units (number of leases negotiated/renegotiated) are reflected in the year of project completion. Many projects are in process during two successive fiscal years. This contributes to an appearance of wide fluctuations in project workload and cost per project. The type of acquisition or renewal (office lease with tenant improvements, open space lease, radio antenna site permit, etc.) has a direct effect on project duration. This also contributes to fluctuations in reported workload and cost information. In order to provide a more business-like approach to project cost and production reporting, we will be developing workload tracking systems for each major work category, i.e. major new lease transaction, minor lease renewal, etc. This will provide units for comparison of cost and production output that are better suited for evaluation of program efficiency and effectiveness in each primary work category.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY E: Management of Acquisition Lease Inventory					
% OF RESOURCES: 8.9%					
<u>Outcome (Planned Result)</u>					
Effectly manage the facilities leased from the private sector to house County operations:					
Complete 95% of lease contract rental adjustments and implement by due dates. ¹	N/A	95%	95%	N/A	95%
Inspect 20% of leased facilities on an annual basis to ensure proper maintenance/repair is provided by lessor with action plans developed and implemented. ²	N/A	25%	20%	N/A	33%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct Cost To Manage Acquisition Lease Inventory ³	N/A	\$140,396	\$84,892	\$117,074	\$129,543
Staff Years allocated to manage acquisition leases ⁴	N/A	2.6	1.4	1.75	2.1
Approximate annual rental cost of acquisition leases countywide	N/A	\$20,400,000	\$17,450,000	\$20,886,000	\$20,818,000
<u>OUTPUT (Service or Product)</u>					
Manage 190 lease contracts	192	194	197	197	190
Inspect 25 leased facilities	N/A	N/A	N/A	N/A	25
<u>EFFICIENCY (Input/Output)</u>					
Direct cost per lease contract managed	N/A	\$724	\$431	N/A	\$682
Direct Cost to manage lease as a % of annual rental cost	N/A	.74%	.49%	N/A	.62%

Comment

¹ The percentage of rental adjustment calculations performed accurately and in accordance with contract implementation dates is approximated. Actual procedures for tracking timing of implementation and accuracy of initial calculations will be developed for usage in FY96-97.

² Tracking systems to verify actual numbers of leasehold inspections for the purpose of ensuring adequate provision of lessor provided maintenance, janitorial and safety related repairs including documented issue resolution will be implemented for FY96-97. This program helps to ensure that the County receives full value for its rental expenditures and works toward minimizing risks associated with work place injury claims.

³ For FY94-95, actual amounts are lower than budgeted cost and staff years due to a partial-year vacancy in one position and underfilling two positions.

⁴ The percentage of property receiving inspections on an annual basis is reflected as falling between FY93-94 and FY94-95 due to the necessity of shifting staff resources from lease management to the lease negotiation sub-activity. These two activities must share a total 5 staff years. Significant workload increases in the negotiation/renewal category for the purposes of cutting rental costs and handling a sizable increase in the number of expiring leases, has reduced the Real Property Division's ability to focus on lease management issues.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2290	Deputy Director, Real Property	1	1.00	1	1.00	\$72,768	\$72,486
2303	Administrative Assistant II	0	0.00	1	1.00	0	39,962
2730	Senior Clerk	3	2.00	3	2.00	42,826	46,252
2756	Administrative Secretary I	1	1.00	1	1.00	22,052	21,963
2757	Administrative Secretary II	1	1.00	1	1.00	25,474	25,372
3592	Architectural Project Manager II	0	0.00	1	.75	0	32,222
3728	Senior Land Surveyor	1	1.00	1	1.00	59,885	59,654
3780	Assistant Surveyor	1	1.00	1	1.00	38,129	37,853
3785	Land Surveyor	1	1.00	1	1.00	38,002	43,791
3813	Engineering Technician II	2	2.00	2	1.50	62,756	48,994
5525	Associate Real Property Agent	10	10.00	9	9.00	379,524	360,084
5570	Senior Real Property Agent	5	5.00	5	5.00	230,543	228,291
5585	Supervising Real Property Agent	4	4.00	4	4.00	218,912	218,056
Total		30	29.00	31	29.25	\$1,190,871	\$1,234,980
Salary Adjustments:						55,681	(8,907)
Employee Benefits:						382,753	449,814
Salary Savings:						(51,236)	(55,008)
ILP Reductions:						0	0
Total Adjustments						\$387,198	\$385,899
Program Totals		30	29.00	31	29.25	\$1,578,069	\$1,620,879

PROGRAM: Records Management

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82401

ORGANIZATION #: 5500

MANAGER: SALLY B. HAZZARD-DIAZ, Director

REFERENCE: 1995-96 Proposed Budget - Pg. 50-46

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$289,684	\$247,959	\$281,043	\$289,978	\$332,236	14.6
Services & Supplies	43,908	44,315	78,026	73,103	71,759	(1.8)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	3,735	2,439	31,827	0	0	0.0
TOTAL DIRECT COST	\$337,327	\$294,713	\$390,896	\$363,081	\$403,995	11.3
PROGRAM REVENUE	(63,453)	(78,696)	(93,618)	(167,748)	(111,748)	(33.4)
NET GENERAL FUND CONTRIBUTION	\$273,874	\$216,017	\$297,278	\$195,333	\$292,247	49.6
STAFF YEARS	9.7	6.92	8.0	9.0	10.0	11.1

PROGRAM MISSION

To support Board of Supervisors priorities. 2.8% of Records Management budgeted funds support law enforcement/public protection operations.

To provide professional Records Management Services for County Government.

To provide assistance and training to all County departments in developing their Records Management Program which involves the inventory and appraisal of records in order to develop departmental Retention Schedules.

To provide efficient, economical record storage services through the management of a private contract.

To provide microfilming and security storage for microfilm records.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

In FY94-95 \$5,557, or 2.8%, of Records Management budgeted funds were spent in support of Law Enforcement/Public Protection operations.

FY94-95 Actual Net General Fund Contributions (Net Costs) were \$101,945 more than budget. This is in part due to the purchase of \$31,827 in critical fixed assets which were approved mid-year by the Board of Supervisors. Workload production exceeded budgeted levels. General Fund department workloads were greater than anticipated, while revenue fund workloads were less than requested in the budget, leading to a \$74,130 underrealization of revenue.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Achieved 437% of microfilming goal by filming 1.7 million documents.
2. Achieved 79% of goal by producing 39,500 microforms (aperture cards & microfiche).
3. Achieved 165% of goal by processing and duplicating 182,000 feet of film.
4. Achieved 100% of goal to deliver the County-wide Records Management Program.
5. Achieved 100% of goal to assist in the completion of final department Retention schedules for Public Works, Housing & Community Development, General Services, and Purchasing & Contracting (Auditor).
6. Achieved 100% of goal to complete the County-wide Records Management Resource Manual which received a NACO Award.
7. Achieved 100% of goal to complete the County-wide Global Retention Schedule.

8. Achieved 100% of goal to develop an outline of Division training needs as related to improving job performance and efficiency in providing services to customer departments.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Produce micrographic services in the following areas for client departments:
 - a. Microfilm 1,900,000 documents.
 - b. Produce 55,000 microforms.
 - c. Process 800 feet of film.
 - d. Duplicate 600 feet of film.
2. Produce record inventories and department record retention schedules for three departments.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Micrographics [6.0 SY; E = \$223,013; R = \$110,748] is:
 - o Mandated/Discretionary Service Level.
 - o Servicing 100% of the County's microfilming needs as required.
 - o Offset 50% by revenue.
2. Records Storage [0.25 SY; E = \$5,317; R = \$0] is:
 - o Mandated/Discretionary Service Level.
 - o Able to service 100% of requested offsite storage needs through privatized services.
3. Administration [3.75 SY; E = \$175,665; R = \$1,000] 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 Completing staffing changes to implement PAS consultant recommendations to direct services to the divisions in support of their operations.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES:				
Other Governmental Agencies (9971)	\$36,112	\$1,336	\$39,248	37,912
Road Fund (9782)	41,891	60,000	60,000	0
Solid Waste Enterprise Fund (9790)	10,356	1,000	0	(1,000)
APCD (9783)	0	0	0	0
Liquid Waste (9788)	4,099	4,000	4,000	0
Aid From Other Gov't. Agency (9746)	0	62,912	0	(62,912)
Micrographics Fee (9864)	0	1,000	1,000	0
Sub-Total	\$92,458	\$130,248	\$104,248	\$(26,000)
OTHER REVENUE:				
Sale of Silver (9994)	\$0	\$500	\$500	0
Other Miscellaneous (9995)	1,160	37,000	7,000	(30,000)
Sub-Total	\$1,160	\$37,500	\$7,500	\$(30,000)
Total	\$93,618	\$167,748	\$111,748	\$(56,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
	\$297,278	\$195,333	\$292,247	96,914
Sub-Total	\$297,278	\$195,333	\$292,247	\$96,914
Total	\$297,278	\$195,333	\$292,247	\$96,914

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY94-95 actual revenue was underrealized by \$74,130 primarily due to: 1) A loss of \$62,912 in revenue due to microfilming work that was budgeted but not received from requesting departments, including \$25,000 from the Department of Environmental Health, Account 9746; and 2) Delay in anticipated grant revenue of \$30,000 from the National Historical Publication Commission (NHPC), Account 9995.

FY95-96 budgeted revenues are expected to be \$56,000 less due to the removal of 1) \$1,000 Solid Waste Enterprise Fund Revenue Account 9790, as directed by the Auditor/Controller; 2) \$30,000 of grant funding Account 9995; and 3) \$25,000 from the Department of Environmental Health Account 9746.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: MICROGRAPHICS					
% OF RESOURCES: 75%					
<u>OUTCOME (Planned Result)</u>					
Number of Documents Requested/ Filmed	0 0	407,000 1,900,291	407,000 1,777,000	407,900 407,900	1,942,300 1,900,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of Requested Documents filmed	100%	100%	100%	100%	97.8%
<u>OUTPUT (Service or Product)</u>					
Documents filmed:					
Rotary	409,000	1,396,624	1,600,000	900,000	1,734,300
Planetary	422,980	493,392	172,000	200,000	200,000
Engineer Drawings	5,799	10,275	5,000	6,000	8,000
Total	838,000	1,900,291	1,777,000	1,106,000	1,942,300
Microforms:					
Aperture Cards	39,516	56,917	35,000	30,000	35,000
Microfiche	13,711	44,678	4,500	20,000	20,000
Total	53,227	101,595	39,500	50,000	55,000
Processed/Duplicated:					
Processed Reels (100 ft.)	650	647	950	600	800
Duplicated Reels (100 ft.)	438	680	870	500	600
<u>EFFICIENCY (Input/Output)</u>					
Cost of Labor output per unit					
Documents:					
Rotary	.01	.01	.01	.01	.01
Planetary	.05	.05	.05	.05	.05
Engineer Drawings	.04	.04	.04	.04	.04
Microforms:					
Aperture Cards	.01	.01	.01	.01	.01
Microfiche	.52	.52	.52	.52	.52
Processed/Duplicated:					
Processed Reels (100 ft.)	.40	.40	.40	.40	.40
Duplicated Reels (100 ft.)	.31	.31	.31	.31	.31

COMMENTS:

¹FY94-95 documents requested for filming increased by 437% due to a contract with the City Auditor.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
3052	Chief, Records Management	1	1.00	1	1.00	39,096	40,955
2304	Admin. Asst. II	0	0.00	1	1.00	0	35,131
2425	Associate Accountant	1	1.00	0	0.00	31,291	0
2716	Records Mgmt. Supervisor	0	0.00	1	1.00	0	26,453
2510	Senior Account Clerk	0	0.00	1	1.00	0	23,853
3040	Microfilm Operator	5	5.00	5	5.00	104,977	105,583
2710	Junior Clerk Typist	1	1.00	1	1.00	16,748	14,751
8804	Records Mgt. Coordinator II	1	1.00	0	0.00	25,890	0
UNFUNDED DEPARTMENT POSITIONS							
3040	Microfilm Operator	1	0.00	1	0.00	0	0
Total		10	9.00	11	10.00	\$218,002	\$246,726
Salary Adjustments:						0	(2,352)
Premium/Overtime Pay:						0	0
Employee Benefits:						82,077	99,180
Salary Savings:						(10,101)	(11,318)
ILP Reduction:						0	0
Total Adjustments						\$71,976	\$85,510
Program Totals		10	9.00	11	10.00	\$289,978	\$332,236

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,521,803	\$1,322,412	\$1,308,152	\$1,401,070	\$1,397,389	(0.3)
Services & Supplies	52,988	50,044	179,481	94,625	88,215	(6.8)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	23,088	34,482	0	0	0.0
TOTAL DIRECT COST	\$1,574,791	\$1,395,544	\$1,522,115	\$1,495,695	\$1,485,604	(0.7)
PROGRAM REVENUE	(55)	(3,271)	(29)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,574,736	\$1,392,273	\$1,522,086	\$1,495,695	\$1,485,604	(0.7)
STAFF YEARS	27.55	19.75	24.1	26.00	25.25	(2.9)

PROGRAM MISSION

To support Board of Supervisors priorities. 34% of Support Services budgeted funds support Law Enforcement/Public Protection operations.

To provide centralized quality control and support of the department's asset management functions in a cost-efficient, planned, business-based manner.

To coordinate, on behalf of the Office of the Director, County and Department-wide projects, reports, programs, and systems.

To provide direction and quality control in the management, design and implementation of cost-effective service delivery systems to our clients.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

In FY94-95, \$508,539, or 33% of Support Services budgeted funds were spent in support of Law Enforcement/Public Protection operations.

Overall FY94-95 Actual Net General Fund Contributions (Net Costs) were \$26,391 over adopted budget and included a mid-year auditor approved transfer of appropriations of \$34,482 to acquire critical fixed assets.

ACHIEVEMENT OF 1994-95 OBJECTIVES

- Achieved 100% of goal to design and present a comprehensive work program, Directions 2000, to the Board of Supervisors in April 1995. Program was implemented in May 1995.
- The first quarterly progress report on Directions 2000, was presented to the Board of Supervisors in July 1995. Subsequent progress reports are scheduled quarterly, with the next report due in April 1996.
- Developed a strategy for continuous total quality management which includes a Director's Advisory Committee, establishment of a Methods Analysis/Information Services Unit and the completion of a customer survey.
- Completed and implemented a plan to establish a resource and information center for supervisor and management training and learning.
- Developed a coherent Space Management System. The review and revision of current space standards objective will be handled by the newly approved Architecture & Engineering Facilities Audit Unit which will be operational in January 1996. The County-wide on-line Capital & Space request process was completed and used by all departments for the 1995/96 budget.

6. Implemented selected components of the Department's three year Business Automation Plan (FY92-93, FY 93-94, FY94-95) as funding became available.
7. In the process of replacing the fleet management information system. The selection has been narrowed to two vendors and final selection should be completed by November 1995.
8. Consulting with Auditor and Controller Budget office to establish a method for funding a General Fund Internal Service Fund.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Continue to implement Directions 2000 (the five-year Department strategic plan) and prepare progress reports to the Chief Administrative Officer.
 - a. Present two budget conferences on space management and capital projects.
 - b. Present quarterly reports on the progress of Directions 2000 implementation.
2. Identify procedures and implement a new Asset Management Information System for fleet and facilities assets, to include bar-coding to increase efficiency and productivity.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Director's Office [4.0 SY; E = \$329,913; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing Asset Management of existing capital assets valued at over \$1.2 billion.
 - o Providing overall department management, policy, planning and direction to four operating divisions and five budget units totaling over \$68 million/year which consists of General Services, Public Services Utilities, County-wide Rents and Leases, Major Maintenance, and County-wide Vehicle Equipment.
 - o Coordinating the delivery of support services to all County departments, courts and offices.
2. Division Management/Secretarial Support [4.0 SY; E = \$199,070; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing overall management direction and clerical support for department support functions which includes fiscal, budget, personnel/training and payroll, information system services, space validations and capital project support and County-wide records management program.
 - o Coordinating legislative analysis and DIBBS suggestions for the department.
 - o Coordinating policies and procedures and service awards for the department.
3. Budget/Fiscal [5.5 SY; E = \$279,294; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible to develop and prepare the department budget and four additional budget units, including thirteen program budgets totaling over \$68 million.
 - 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 development and preparation of departmental fund balances for five budget units.
 - o Adding 1.0 SY Administrative Assistant from the fleet merger.
 - o Completing staffing changes to implement PAS consultant recommendations to direct services to the divisions in support of their operations.

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4. Information Systems Services/Reengineering [6.25 SY; E = \$398,142; R = \$0] including support personnel is:
- o Discretionary/Discretionary Service Level.
 - o Adding 1.0 SY Associate Systems Analyst from the Fleet merger.
 - o Providing LAN hardware support to the department.
 - o Providing end-user support for all PC hardware, software, and end-user's mainframe accounts.
 - 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 Develop and implement a Fleet Management Information System (FMIS) and Facilities Management Information System (FSIS) for internal control and County-wide use.
 - o Deleting 0.75 SY due to targeted budget reductions.
5. Personnel/Training/Payroll [4.0 SY; E = \$203,528; R = \$0] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Performing payroll time accounting and general personnel functions.
 - o Administering the Affirmative Action Plan, discipline cases, cultural diversity program and training.
6. Space Validations/Capital & Special Project Support [1.5 SY; E = \$75,657; R = \$0] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Providing staff support for the development of the Facilities Audit & Inventory/Capital Project Section which is being established in the Architecture & Engineering Division per the PAS consultant report.
 - o Providing administrative and accounting support to Capital Project implementation.
 - o Transitioning space validations and capital project support to the Facilities Audit and Inventory/Capital Project Section.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
Capital Outlay Fund (9785)	\$29	\$0	\$0	0
Other Miscellaneous (9995)	0	0	0	0
Sub-Total	\$29	\$0	\$0	\$0
Total	\$29	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$1,522,086	\$1,495,695	\$1,485,604	(10,091)
Sub-Total	\$1,522,086	\$1,495,695	\$1,485,604	\$(10,091)
Total	\$1,522,086	\$1,495,695	\$1,485,604	\$(10,091)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The Support Services Division does not budget revenue. Miscellaneous revenue was earned in FY94-95 from support to Capital projects.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
<u>DIRECTOR'S OFFICE</u>							
2125	Director, General Services	1	1.00	1	1.00	\$99,224	\$96,616
2219	Asst. Director, General Svcs.	1	1.00	1	1.00	96,988	87,833
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,653
2302	Administrative Assistant III	1	1.00	1	1.00	46,163	39,741
	Subtotal	4	4.00	4	4.00	\$273,149	\$254,843
<u>DIVISION MANAGEMENT/SECRETARIAL SUPPORT</u>							
2280	Deputy Dir., Admin. Services	1	1.00	1	1.00	74,873	74,584
2757	Admin. Secretary II	1	1.00	1	1.00	25,474	25,372
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,853
3009	Word Processing Operator	1	1.00	1	1.00	20,670	20,489
	Subtotal	4	4.00	4	4.00	\$144,966	\$144,298
<u>SPACE VALIDATIONS/CAPITAL & SPECIAL PROJECT SUPPORT</u>							
2367	Principal Admin. Analyst	1	1.00	1	0.50	49,160	25,977
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,562
	Subtotal	2	2.00	2	1.50	\$75,826	\$52,539
<u>INFORMATION SYSTEMS SERVICES/REENGINEERING</u>							
3788	Principal Industrial Engineer	0	0.00	1	1.00	0	48,318
3787	Industrial Engineer II	0	0.00	1	1.00	0	51,316
2525	Senior Systems Analyst	1	1.00	1	0.25	45,046	11,217
2427	Associate Systems Analyst	0	0.00	1	1.00	0	40,706
2432	System Support Analyst II	1	1.00	1	1.00	44,515	44,341
3120	Dept. Computer Specialist III	1	1.00	1	1.00	33,011	34,586
2461*	Dept. Systems Engineer II	0	0.00	1	1.00	0	40,706
8004	Principal Industrial Engineer	1	1.00	0	0.00	48,679	0
8004	Industrial Engineer II	1	1.00	0	0.00	34,432	0
2303	Administrative Assistant II	1	1.00	0	0.00	38,666	0
	Subtotal	6	6.00	7	6.25	\$244,349	\$271,190
<u>PERSONNEL/TRAINING/PAYROLL</u>							
2307	Dept. Personnel Officer III	1	1.00	1	1.00	52,156	51,954
2302	Administrative Assistant III	1	1.00	1	1.00	46,163	45,989
2511	Senior Payroll Clerk	2	2.00	2	2.00	50,112	49,914
	Subtotal	4	4.00	4	4.00	\$148,431	\$147,857
<u>BUDGET/FISCAL</u>							
2367	Principal Admin. Analyst	1	1.00	1	1.50	49,159	77,931
2303	Administrative Assistant II	2	2.00	1	1.00	76,434	34,296
2425	Assoc. Accountant	0	0.00	1	1.00	0	32,027
2405	Assistant Accountant	1	1.00	1	1.00	33,741	33,609
2510	Senior Account Clerk	1	1.00	0	0.00	23,949	0
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,853
	Subtotal	6	6.00	5	5.50	\$207,232	\$201,716

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 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	26.00	28	25.25	\$1,093,953	\$1,072,443
	Salary Adjustments:					0	(16,580)
	Premium/Overtime Pay:					0	0
	Employee Benefits:					351,117	388,862
	Salary Savings:					(44,000)	(47,336)
	ILP Reductions:					0	0
	Total Adjustments					\$307,117	\$324,946
	Program Totals	28	26.00	28	25.25	\$1,401,070	\$1,397,389

* Dept. Systems Engineer II, Class 2461, will be adjusted to show a Dept. Systems Engineer I, Class 2460, next FY per compensation ordinance #8510.

DEPARTMENT OF HUMAN RESOURCES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Human Resources	\$8,460,541	\$6,414,067	\$6,860,950	\$7,406,663	\$7,532,451	125,788	1.7
TOTAL DIRECT COST	\$8,460,541	\$6,414,067	\$6,860,950	\$7,406,663	\$7,532,451	\$125,788	1.7
PROGRAM REVENUE	(3,840,275)	(3,083,682)	(3,519,162)	(3,888,264)	(3,941,327)	(53,063)	1.4
NET GENERAL FUND COST	\$4,620,266	\$3,330,385	\$3,341,788	\$3,518,399	\$3,591,124	\$72,725	2.1
STAFF YEARS	118.58	103.33	102.68	111.19	109.66	(1.53)	(1.4)

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Provide a more efficient level of service to departments by providing lists of qualified applicants through the processing of 95% (3,000) of all new and supplemental requisitions for classes with established employment lists within two work days of receiving the appropriate paper work and the remaining 5% processed within three working days.
 - a. Respond to 100,000 employment-related inquiries.
 - b. Recruit, examine and establish 275 employment lists of qualified applicants.
 - c. Fulfill departments' hiring needs by certifying 18,000 eligibles for vacant positions.
2. Meet the operating needs of the County during downsizing, merging and budget implementation by responding to all inquiries and direction regarding classification, salary and organizational assessment and ensuring that positions are properly classified and employees compensated in accordance with Board of Supervisors policy.
 - a. Conduct 1,000 position reviews for classification, organizational assessment or salary purposes.
 - b. Classify 90% (1,500) of all new positions within 30 days of receiving new-position classification referrals and the remaining 10% within 60 days.
 - c. Conduct six major organizational studies (i.e., department consolidation, program transfers, program elimination or reductions).
 - d. Conduct six salary surveys to determine prevailing rates of 61 County key classes.
3. Manage the cost of the Workers' Compensation Program through the case management of open-indemnity claims, i.e., 2,400 open lost-time claims.
 - a. Contact 80% (420) of injured workers who file non-litigated, lost-time claims within three days of the filed claim to ensure employees receive the benefits to which they are entitled to assure cost control.
 - b. Reduce vocational rehabilitation costs through the placement of 21 injured workers in other County jobs in lieu of disability retirements or vocational rehabilitation costs.
4. Fulfill the aims of the Americans with Disabilities Act and enhance the mission of the County's Loss Prevention Program by initiating fair employment practices which facilitate the prevention of employment torts and encourage reasonable accommodations for qualified individuals with disabilities through the training and guidance of 10% (390) of staff designated as supervisors.
 - a. Return to work, 70% (125) of the Employee Assistance Program clients who are workers at risk of work interruption and low productivity due to their impairment or incapacity.
 - b. Provide 18 Americans with Disability Act training sessions conducted by Department of Human Resources staff or consultants to 450 departmental managers, supervisors and personnel staff.
 - c. Train 24 departmental training staff and personnel officers through train-the-trainer workshops sponsored by Department of Human Resources and print and distribute 1,000 Americans with Disability Act Supervisory Guides.
5. Control benefit costs by maintaining efficient administration of 20 County benefit plans to 35,000 County employees/dependents, 1,500 COBRA participants, employees of six Joint Powers Agreements, and Judges of Municipal/Superior Courts.
 - a. Administer benefit plans in compliance with IRS section 125. Complete 25,000 employee initiated changes to benefits coverage.
 - b. Comply with the federal mandate of Consolidated Omnibus Benefits Reconciliation Act (COBRA) by notifying

current employees and new hires, as well as eligible dependents (1,500) of the option to continue health coverage under the County's group health plans within thirty (30) days.

- c. Comply with the Family Medical Leave Act (FMLA) by implementing the requirements of and recent changes to this federal/state mandate and notify 600 employees of approval/disapproval of FMLA request within two business days as prescribed by the law.
- d. Conduct annual open enrollment process for current employees (17,000) and 44 new hire orientations for new employees to provide information regarding the benefit plans available to all eligible County employees.

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
2302	Administrative Assistant III	1.0
2758	Administrative Secretary III	1.0
2759	Administrative Secretary IV	1.0
TOTAL		6.0

CAO ADMINISTRATIVE SVCS.

Personnel
Payroll
Purchasing

SUGGESTION AWARDS		
Class	Title	SY
2320	Personnel Aide	1.00
2700	Int. Clerk Typist	0.50
2748	Human Resources Asst. II	1.00
8801	Suggestion Awards Coord.	0.50
TOTAL		3.00

PERSONNEL MANAGEMENT

CLASSIFICATION/COMPENSATION		
Class	Title	SY
0354	Personnel Services Mgr.	1.00
2373	Assoc. Pers. Analyst	4.00
2374	Hum. Resources Coord.	3.00
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	Hum. Resources Coord.	1.00
TOTAL		2.00

RECRUITMENT & ASSESSMENT		
Class	Title	SY
0354	Personnel Services Mgr.	1.00
2320	Personnel Aide	2.00
2364	Sr. Pers. Analyst	1.00
2373	Assoc. Pers. Analyst	8.00
2374	Hum. Resources Coord.	2.00
2700	Int. Clerk Typist	7.00
2725	Principal Clerk	1.00
2748	Human Resources Asst. II	1.00
2745	Supervising Clerk	2.00
3009	Word Processor Operator	1.00
3048	Publications Technician	1.00
TOTAL		27.00

AFFIRMATIVE ACTION		
Class	Title	SY
0361	Affirmative Action Mgr.	1.00
TOTAL		1.00

RECOGNITION & DEVELOPMENT		
Class	Title	SY
2361	Career Counselor	0.50
TOTAL		0.50

TRAINING & DEVELOPMENT		
Class	Title	SY
2380	Staff Dev. Coord.	0.50
2320	Personnel Aide	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
3029	Employee Benefits Spec.	1.00
TOTAL		9.00

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	0.16
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	3.00
TOTAL		10.16

INSURANCES

Staff in Risk Management

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
2745	Supervising Clerk	1.00
TOTAL		29.00

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

UNEMPLOYMENT INSURANCE		
Class	Title	SY
2346	UI Claims Aide	1.00
TOTAL		1.00

50-3

AUTHORITY: Charter Article IX and Civil Service Rules established 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 IIm; Article III, Sections 60, 60.1, 60.2; Article XXVla, 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).

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,564,329	\$5,057,389	\$4,972,713	\$5,331,975	\$5,415,923	1.6
Services & Supplies	2,813,465	1,330,220	1,776,450	2,045,789	2,087,629	2.0
Other Charges	39,227	26,458	25,556	28,899	28,899	0.0
Fixed Assets	43,520	0	86,231	0	0	0.0
TOTAL DIRECT COST	\$8,460,541	\$6,414,067	\$6,860,950	\$7,406,663	\$7,532,451	1.7
PROGRAM REVENUE	(3,840,275)	(3,083,682)	(3,519,162)	(3,888,264)	(3,941,327)	1.4
NET GENERAL FUND CONTRIBUTION	\$4,620,266	\$3,330,385	\$3,341,788	\$3,518,399	\$3,591,124	2.1
STAFF YEARS	118.58	103.33	102.68	111.19	109.66	(1.4)

PROGRAM MISSION

See department mission on the green sheet.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The 1994-95 actual expenditures are lower than budgeted due largely to salary savings and conservative spending in services and supplies.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved 100% of goal to establish and maintain 100 personnel standards, policies, and procedures as mandated by federal, state, and local laws.

Achieved 100% of goal by conducting 20 executive level position selection and recruitment processes.

The proposal to amend the Charter was not put on the November 1994 ballot. Therefore, the goal to propose a complete set of personnel rules to replace the Civil Service Rules was deferred.

Achieved 78% of goal by coordinating 431 suggestion evaluations and 4 Suggestion Award ceremonies with 0.25 SY of Suggestion Awards Coordinator.

Due to the economic hardship the County is experiencing at this time, the Auditor and Controller did not approve the plan for establishing an alternative source of funding to support the Suggestion Awards Program. During budget deliberations, the Board of Supervisors funded 0.50 SY for the Suggestion Awards Coordinator position.

Achieved 125% of goal by completing five major organizational assessment studies. The five major organizational

assessment studies are:

1. Auditor and Controller consolidation of Revenue and Recovery, Financial Management, and Purchasing.
2. Public Works organizational study.
3. Transfer of Environmental Health to new department.
4. Consolidation of Fleet Services.
5. Organizational/Classification study of Child Care Worker due to move from Hillcrest Receiving Home to Polinsky Children's Center.

Achieved 100% of goal to maintain 2,000 job class specifications. The amended specifications were made available to County departments, other agencies, and the general public. In addition, class specifications were developed for 73 new classifications, 17 retitles were done, and 14 classes were deleted.

Achieved 100% of goal to implement the County's Position Control System. In conjunction with the Department of Information Services and the Auditor, the County's Position Control System was fully implemented in November 1994 and is available to all County departments.

Achieved 100% of goal by establishing and maintaining viable employment lists for 2,000 job classes.

Achieved 77% of goal by processing 38,497 applications for County employment. The hiring freeze impacted the number of job openings in FY 94-95.

Achieved 91% of goal by processing 3,637 requisitions for County employment.

Achieved 100% of goal to maintain personnel records for 17,000 active County employees as well as historical files on former employees.

Achieved 100% of goal to consult with 45 County departments on employment issues at various times during the year.

Achieved 100% of goal 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-effect programs to enhance the representation of women, minorities, and physically challenged individuals within the County's 17,000 employee work force. This occurred as individual recruitment requisitions were submitted to DHR. Recruitment action plans were initiated (especially in legal and law enforcement agencies).

Achieved 50% of goal by providing one Management Academy program (Academy IX). The decision was made mid-fiscal year to discontinue the Management Academy Program due to budgetary constraints.

Achieved 100% of goal to focus on recruitment of underutilized groups and increased their participation in the Management Academy Program. The rate of participation for minorities in Management Academy IX exceeds the Affirmative Action goals and the availability of these underutilized groups in the work force.

Achieved 94% of goal by providing career counseling services to 468 of the County's 17,000 employees.

Achieved 84% of goal by providing career counseling workshops to 378 employees.

Achieved 100% of goal by providing training to 984 employees at the following workshops totalling 792 hours, for a total of 10,795 training hours.

- Fundamentals of Supervision (home-study: 500 current enrollees).
- Interaction Management (approx. 12 per year--department discretion).
- Information Mapping (4 per year).
- Progressive Discipline (6 per year).

Achieved 100% of goal to process benefit enrollment for 17,000 County employees.

Achieved 100% of goal to implement the Family and Medical Leave Act of 1993.

The goal to negotiate with health care organizations, Aetna/Health Net, was deferred pending State approval of provider product.

Achieved 100% of goal to provide Employee Assistance counseling, medical and psychological support services to the County work force. The following services were rendered: 1,900 visits of direct clinical counseling, 60 visits of supervisory consultations, 999 pre-employment exams, 849 periodic exams, 1,085 psychological exams, 86 mandatory/fitness-for-duty exams, 878 pre-employment drug screenings.

Achieved 100% of goal to implement the County Alcohol and Drug Policy and initiate Violence in the Workplace awareness training. 42 rehabilitation/treatment cases were processed and 2,625 first-line supervisors have received the training. Planning is currently under way to train the rest.

The goal to pursue suitable grants to provide County-wide safety training to further prevent work-related injuries did not materialize. At this time, no agreements for participation by labor groups (which was a requirement) has been reached.

Achieved 100% of goal to provide a central focus for County-wide loss prevention and safety pursuits. Four County-wide safety meetings were held; five CPR and First Aid classes were presented; six slip, trip and fall classes were conducted; and four job sites were ergonomically analyzed.

The goal to establish a County-wide Risk management Committee to effectively manage risk exposures was achieved. Several outcomes included a report that was provided to the Board; the Risk Manager was made a member of County Counsel's Settlement Committee; the Board adopted a recommendation to make volunteers eligible for Workers' Compensation.

Achieved 92% of goal by investigating 2,200 new claims and making 160 vocational rehabilitation referrals.

The goal to implement the 24-Hour Managed Care Workers' Compensation Pilot Project was achieved. The three-year pilot program is underway with approximately 2,800 participants.

The goal to coordinate an effective Workers' Compensation Program with the County's 45 departments via Department Personnel Officers was achieved. Several County-wide training sessions were conducted on Workers' Compensation matters. Lines of communication are now well established through the Personnel Officers in all departments.

Achieved 100% of goal to administer all Unemployment Insurance and State Disability claims activity for the County, processing and monitoring 4,032 claims annually. All State Disability and Unemployment Insurance claims were processed in a timely manner.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page (green sheet).

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [6.00 SY; E = \$474,847; R = \$8,595] 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.
 - o Revenue from Director's Trust Fund as a result of the termination of the Employee Health and Fitness Program.
2. Personnel Standards & Policy Review [2.00 SY; E = \$161,832; R = \$13,140] 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 8.1% by A-87 revenue.
3. Suggestion Awards [3.00 SY; E = \$123,128; R = \$0] is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for coordinating suggestions evaluations, award payments and ceremonies.
 - o Responsible for tracking County savings generated through the Do It Better By Suggestion (DIBBS) Program.
 - o Increasing 0.50 staff year (Suggestion Awards Coordinator).
4. Classification/Compensation [9.00 SY; E = \$555,965; R = \$52,180] 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 9.4% by A-87 revenue and salary survey sales revenue.
5. Recruitment and Assessment [27.00 SY; E = \$1,289,305; R = \$101,256] 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 7.9% by A-87 revenue.
6. Employee Benefits [9.00 SY; E = \$646,892; R = \$241,609] 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 organizations.
 - o Responsible for the administration of County leave programs to include State and Federal mandated Family Medical Leave.
 - o Responsible for complying with the federally mandated COBRA by offering/administering continuation of group coverage to eligible employees and their dependents.
 - o Responsible for providing staff support and analysis for labor relations process during negotiations with employee labor organizations.
 - o Decreased \$96,898 in contract expenditures, printing costs and 2 staff years as part of the Department reduction proposal.
 - o Offset approximately 37.3% 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 = \$86,757; 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.
 - o Responsible for providing consultation, technical assistance and training to departments in matters relating to fair employment practices and Americans with Disabilities Act compliance.
 - o Responsible for overseeing Department of Human Resources Training and Recognition and Development Programs.
8. Recognition & Development [0.50 SY; E = \$33,060; R = \$15,330] is:
- o Mandated/Discretionary Service Level.
 - o Responsible for developing, implementing and coordinating procedures to implement the County Career Development Program, e.g., providing career counseling, administering Career Development Assessment Centers, conducting career planning workshops and assisting employees at risk with employment services.
 - o Decreased \$75,469 and 1.5 staff years as part of the Department budget reduction proposal. This reduction proposal eliminates the County Management Academy Program.
 - o Offset approximately 46.4% by A-87 revenue.
9. Training and Development [1.50 SY; E = \$74,448; R = \$0] is:
- o Discretionary/Discretionary Service Level.
 - 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.
 - o Responsible for assisting departments in preparing non-technical management training and supervisory

guidelines in response to legal mandates.

10. Employee Assistance [10.16 SY; E = \$1,438,568; R = \$1,438,568] 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 implementation of federally mandated Omnibus Employee Drug/Alcohol Testing Program.
 - 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.
 - o Increasing 1.00 staff year (Employee Assistance Specialist II - D.O.T.)
11. Loss Prevention [3.50 SY; E = \$173,903; R = \$173,903] 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 = \$1,018,762; R = \$441,762] 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 Offset by 43.4% revenue from the Employee Benefits Internal Service Fund.
13. Workers' Compensation [29.00 SY; E = \$1,406,453; R = \$1,406,453] 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 = \$48,531; R = \$48,531] 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
A-87 CHARGES FOR CURRENT SERVICES:				
Road Fund	\$174,255	\$174,255	\$126,475	\$(47,780)
Air Pollution Control District	45,263	45,263	33,198	(12,065)
Airport Enterprise Fund	7,249	7,249	5,379	(1,870)
Liquid Waste Fund	21,635	21,635	14,713	(6,922)
Solid Waste Fund	55,867	55,867	0	(55,867)
Library Fund	53,107	53,107	39,233	(13,874)
Other Service to Government Agencies	6,055	4,000	4,000	0
Sub-Total	\$363,431	\$361,376	\$222,998	\$(138,378)
OTHER REVENUE:				
Workers' Compensation Administrative Cost	\$2,922,556	\$3,307,222	\$3,340,686	\$33,464
Unemployment Insurance Administrative Cost	38,000	39,149	48,531	9,382
Flex Plan Forfeitures	180,000	180,517	180,517	0
Operating Transfer from Internal Service Fund	0	0	120,000	120,000
Recovered Expenditures	12,949	0	0	0
Other Miscellaneous	2,226	0	28,595	28,595
Sub-Total	\$3,155,731	\$3,526,888	\$3,718,329	\$191,441
Total	\$3,519,162	\$3,888,264	\$3,941,327	\$53,063

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$3,341,788	\$3,518,399	\$3,591,124	\$72,725
Total	\$3,341,788	\$3,518,399	\$3,591,124	\$72,725

EXPLANATION/COMMENT ON PROGRAM REVENUES

- FY 94-95 actual revenues are less than budgeted due to lower Workers' Compensation Administrative cost which is offset 100% by revenue from the Internal Service Fund.
- FY 95-96 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 MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: RECRUITMENT & ASSESSMENT					
% OF RESOURCES: 25%					
<u>OUTCOME (Planned Result)</u>					
Process 95% of all new and supplemental requisitions (3,000) within two days		--		--	
<u>EFFECTIVENESS (Input/Outcome)</u>					
Per requisition cost		--		--	
<u>OUTPUT</u>					
Respond to 100,000 inquiries	101,417	100,000	100,000	100,000	100,000
<u>EFFICIENCY</u>					
Per inquiry cost	\$1.16	\$1.16	\$1.16	\$1.20	\$1.20
<u>OUTPUT</u>					
Establish and process 275 employment lists	287	275	275	275	275
<u>EFFICIENCY</u>					
Per employment list	\$4,125	\$4,589	\$4,589	\$4,688	\$4,688
<u>OUTPUT</u>					
Certify 18,000 eligibles for vacant positions	21,014	18,000	18,000	18,000	18,000
<u>EFFICIENCY</u>					
Per eligible cost	\$56	\$70	\$70	\$72	\$72
ACTIVITY B: CLASSIFICATION/COMPENSATION					
% OF RESOURCES: 8%					
<u>OUTCOME</u>					
Meet classification/compensation needs of County	--	--	--	3,272	3,272
<u>EFFECTIVENESS</u>					
Per unit cost	--	--	--	\$.19	\$.19
<u>OUTPUT</u>					
Conduct 1,000 position reviews	--	--	--	1,000	1,000
<u>EFFICIENCY</u>					
Per position review cost	--	--	--	\$280	\$280

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>OUTPUT</u>					
Classify 90% (500) of new positions within 30 days	--	--	--	90%/500	90%/500
<u>EFFICIENCY</u>					
Per new position cost	--	--	--	\$600	\$600
<u>OUTPUT</u>					
Conduct six major organizational studies	--	--	--	6	6
<u>EFFICIENCY</u>					
Per organizational study cost	--	--	--	\$14,025	\$14,025
<u>OUTPUT</u>					
Conduct six salary surveys	--	--	--	6	6
<u>EFFICIENCY</u>					
Per salary survey cost	--	--	--	\$9,350	\$9,350
ACTIVITY C:					
WORKERS' COMPENSATION (WC)					
% OF RESOURCES: 33%					
<u>OUTCOME</u>					
Manage cost of WC Program, 2,400 open lost-time claims	--	--	--	2400	2400
<u>EFFECTIVENESS</u>					
Per lost-time claim cost	--	--	--	\$555.94	\$555.94
<u>OUTPUT</u>					
Contact 80% (420) of injured workers who file non-litigated, lost-time claims	--	--	--	80%/420	80%/420
<u>EFFICIENCY</u>					
Per injured worker contact cost	--	--	--	\$12.82	\$12.82
<u>OUTPUT</u>					
Place 21 injured workers in other County jobs	--	--	--	21	21
<u>EFFICIENCY</u>					
Cost avoidance per injured worker	--	--	--	\$16,000	\$16,000

ACTIVITY D:
EMPLOYEE ASSISTANCE/STAFF DEVELOPMENT

% OF RESOURCES: 11%

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>OUTCOME</u>					
Train and guide 10% (390) supervisory staff	--	--	--	10%/390	10%/390
<u>EFFECTIVENESS</u>					
Per supervisor cost	--	--	--	\$159	\$159
<u>OUTPUT</u>					
Return to work 70% (125) EAP clients	--	--	--	70%/125	70%/125
<u>EFFICIENCY</u>					
Per client cost	--	--	--	\$1,203	\$1,203
70% cost benefit per client	--	--	--	\$9,188	\$9,188
<u>OUTPUT</u>					
Provide 18 ADA training sessions for 450 employees	--	--	--	18/450	18/450
<u>EFFICIENCY</u>					
Per training session cost	--	--	--	\$386	\$386
<u>OUTPUT</u>					
Train 24 departmental training staff	--	--	--	24	24
<u>EFFICIENCY</u>					
Per staff training cost	--	--	--	\$70	\$70
<u>OUTPUT</u>					
Distribute 1,000 ADA Supervisory Guides	--	--	--	1,000	1,000
<u>EFFICIENCY</u>					
Per ADA Guide cost	--	--	--	\$1.40	\$1.40
 ACTIVITY E: EMPLOYEE BENEFITS					
% OF RESOURCES: 8%					
<u>OUTCOME</u>					
Control benefit costs, administer 20 County benefit plans to 35,000 employees and dependents	--	--	--	20/35,000	20/35,000
<u>EFFECTIVENESS</u>					
Per employee/dependent cost	--	--	--	\$17.91	\$17.91
<u>OUTPUT</u>					
Complete 25,000 employee initiated changes to benefit coverage	--	--	--	25,000	25,000

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>EFFICIENCY</u>					
Per employee benefit change cost	--	--	--	\$2.89	\$2.89
<u>OUTPUT</u>					
Provide COBRA information within 30 days to 1500 employees	--	--	--	100%/1500	100%/1500
<u>EFFICIENCY</u>					
Per COBRA employee cost	--	--	--	\$14.60	\$14.60
<u>OUTPUT</u>					
Notify 600 employees of approval/disapproval of Family Leave within 2 days	--	--	--	600/2 days	600/2 days
<u>EFFICIENCY</u>					
Per notification cost	--	--	--	\$30.13	\$30.13
<u>OUTPUT</u>					
Conduct annual open enrollment process	--	--	--	100%	100%
<u>EFFICIENCY</u>					
Per employee cost	--	--	--	\$3.93	\$3.93
<u>OUTPUT</u>					
Conduct 44 orientation meetings for new employees	--	--	--	44	44
<u>EFFICIENCY</u>					
Per orientation meeting cost	--	--	--	\$121.66	\$121.66

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0352	Chief, Personnel Standards	1	1.00	1	1.00	\$65,001	\$64,749
0353	Risk Manager	1	1.00	1	1.00	71,973	64,583
0354	Personnel Services Mgr.	3	3.00	3	3.00	187,603	186,876
0357	Employee Benefits Manager	1	1.00	1	1.00	62,285	62,042
0361	Affirmative Action Manager	1	1.00	1	1.00	60,240	61,149
0367	Employee Asst. Prog. Mgr.	1	1.00	1	1.00	63,244	63,001
2132	Director, Human Resources	1	1.00	1	1.00	99,806	99,421
2212	Deputy Dir., Human Resources	2	2.00	2	2.00	150,126	149,547
2303	Administrative Assistant II	1	1.00	0	0.00	41,842	0
2302	Administrative Assistant III	0	0.00	1	1.00	0	45,985
2320	Personnel Aide	6	6.00	8	8.00	164,626	216,917
2322	Claims Aide	12	12.00	12	12.00	324,455	322,150
2332	Medical Standards Coord.	1	1.00	1	1.00	46,163	41,717
2333	Supervising WC Examiner	1	1.00	1	1.00	53,200	52,993
2341	Workers' Comp. Examiner II	8	8.00	8	8.00	303,585	313,047
2343	Workers' Comp. Examiner III	2	2.00	2	2.00	92,326	91,966
2344	Insurance Coordinator	1	1.00	1	1.00	43,930	40,200
2346	UI Claims Aide	2	1.00	1	1.00	31,651	36,117
2361	Career Counselor	1	0.50	1	0.50	19,365	18,625
2364	Senior Personnel Analyst	4	4.00	1	1.00	184,652	41,678
2365	Staff Development Specialist	1	0.50	0	0.00	21,161	0
2373	Associate Personnel Analyst	11	11.00	12	12.00	436,065	478,057
2374	Human Resources Coordinator	4	4.00	6	6.00	212,800	317,968
2380	Staff Development Coordinator	1	0.50	1	0.50	26,905	25,886
2394	Management Academy Coord.	1	1.00	0	0.00	46,185	0
2398	Employee Benefits Coord.	1	1.00	1	1.00	41,842	41,678
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,562
2411	Analyst I	1	1.00	1	1.00	29,730	29,613
2412	Analyst II	1	1.00	1	1.00	34,787	41,678
2441	Risk Analyst I	1	0.50	1	0.50	17,094	16,188
2442	Risk Analyst II	1	1.00	1	1.00	41,842	41,678
2443	Senior Risk Analyst	1	1.00	1	1.00	46,163	45,983
2493	Intermediate Account Clerk	2	2.00	1	1.00	41,468	20,586
2700	Intermediate Clerk Typist	11	11.00	12	11.50	222,840	232,511
2714	Intermediate Transcriber	2	2.00	2	2.00	38,634	39,193
2725	Principal Clerk I	1	1.00	1	1.00	31,465	31,341
2745	Supervising Clerk	0	0.00	3	3.00	0	82,980
2747	Human Resources Asst. I	2	2.00	1	1.00	41,189	18,346
2748	Human Resources Asst. II	6	6.00	5	5.00	142,935	116,332
2749	Human Resources Asst. III	4	4.00	0	0.00	103,300	0
2758	Administrative Secretary III	2	2.00	2	2.00	57,915	59,840
2759	Administrative Secretary IV	1	1.00	1	1.00	33,135	33,008
3009	Word Processor Operator	1	1.00	1	1.00	16,847	17,012
3029	Employee Benefits Spec.	1	1.00	1	1.00	31,452	31,527
3048	Publications Technician	1	1.00	1	1.00	21,552	24,212
3118	Dept. Computer Spec. I	1	1.00	1	1.00	24,449	26,774
3120	Dept. Computer Spec. III	1	1.00	1	1.00	28,074	40,817
5211	Employee Assist. Spec. I	1	1.00	1	1.00	35,269	30,900
5214	Employee Asst. Specialist II	2	2.00	3	3.00	78,798	111,582
8801	Suggestion Awards Coordinator	0	0.00	1	0.50	0	254
0796	Head Proctor	2	0.00	2	0.00	0	0
0797	Assistant Proctor	6	0.19	6	0.16	2,945	2,683
0942	Student Worker	2	0.00	2	0.00	0	0
0948	Student Worker V	1	0.00	1	0.00	0	0
9999	Extra Help	2	0.00	2	0.00	41,621	41,621
Total		127	111.19	125	109.66	\$4,041,201	\$3,999,573
Salary Adjustments:						1,736	31,296
ILP:						0	0

STAFFING SCHEDULE

Class Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
Extraordinary Pay (Suggestion Awards):					15,000	15,000
Premium/Overtime Pay:					0	0
Employee Benefits:					1,383,092	1,481,644
Salary Savings:					(109,054)	(111,590)
Total Adjustments					\$1,290,774	\$1,416,350
Program Totals	127	111.19	125	109.66	\$5,331,975	\$5,415,923

INFORMATION SERVICES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Account Management	\$1,007,514	\$1,050,864	\$1,044,162	\$1,014,178	\$1,036,128	21,950	2.2
Application Systems	5,774,513	5,682,640	5,647,137	5,545,178	5,587,884	42,706	0.8
Operations	7,319,990	6,674,929	9,767,138	7,492,458	7,740,062	247,604	3.3
Telecommunications	3,056,706	2,694,324	2,837,847	3,528,160	2,793,493	(734,667)	(20.8)
Dept. Administration	1,203,741	1,005,962	1,299,163	1,122,197	1,492,963	370,766	33.0
TOTAL DIRECT COST	\$18,362,464	\$17,108,719	\$20,595,447	\$18,702,171	\$18,650,530	\$(51,641)	(0.3)
PROGRAM REVENUE	(1,028,618)	(1,032,990)	(707,316)	(1,073,879)	(527,765)	546,114	(50.9)
NET GENERAL FUND COST	\$17,333,846	\$16,075,729	\$19,888,131	\$17,628,292	\$18,122,765	\$494,473	2.8
STAFF YEARS	269.66	240.66	233.26	275.17	263.17	(12.00)	(4.4)

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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Maintain an overall DIS customer feedback rating of very good to excellent (4.5 on scale of 1-5).
 - a. Maintain published standards in support of 52 customer agencies.
2. Maintain an overall customer feedback rating of very good to excellent (4.5 on scale of 1-5) on all completed Applications Service Requests.
 - a. Complete 98% of all Service Requests requiring 50 analyst hours within original estimated date of completion in the priority sequence set by our customers.
 - b. Complete 86% of all Service Requests requiring over 50 analyst hours within original estimated date of completion in the priority sequence set by our customers.
3. Maintain an overall customer feedback rating of very good to excellent (4.5 on scale of 1-5) on all completed Telephone Service Requests.
 - a. Process 2,800 Telephone Service Requests.
4. Maintain the availability of all computer platforms for prime time business days at above 99%.
 - a. Process 4,519 hours of CICS CPU time.
 - b. Process 351 hours of TSO CPU time.
5. Maintain production runs without termination due to application errors at above 99.5%.
 - a. Process 7,017 hours of Batch CPU time.
6. Maintain the service availability of all network devices at above 99%.
 - a. Maintain 14,380 network devices.

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 Personnel
 - o Customer/DIS Training
 - o Facility Mgmt & Capital Planning
 - o Inventory Control
 - o Service Level Agreements
- 13 Positions 13 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
- 104 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
- NETWORK MGMT**
- o Data Network Ctrl
 - o CAC LAN Admin
 - o Product Evaluation
- 103 Pos. 88.43 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
- TELECOM SERVICES**
- o Network Control Center
 - o Telephone Billing
 - o Telephone Design & Ins.
- 62 Positions 53.25 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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$997,531	\$1,041,551	\$1,031,840	\$1,001,678	\$1,023,628	2.2
Services & Supplies	9,983	9,313	12,322	12,500	12,500	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,007,514	\$1,050,864	\$1,044,162	\$1,014,178	\$1,036,128	2.2
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,007,514	\$1,050,864	\$1,044,162	\$1,014,178	\$1,036,128	2.2
STAFF YEARS	15.31	14.96	15.00	15.58	15.58	0.0

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actuals are within 3% of budgeted.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved 100% of goal to assist all customer departments, courts and agencies in the development of annual Business Automation Plans. 45 departments, courts and agencies submitted their Business Automation Plans to the Account Management Division (AMD) by January 1995. DIS executive review was completed February 1995.

Achieved 100% of goal to develop and publish the Integrated Business Automation Plan and County Automation Accomplishments Report. The 1994-95 Integrated Business Automation Plan and County Automation Accomplishments Report was completed February 1995 and published for County executive management review in March 1995.

Carried forward goal to coordinate the revision and publication of the County of San Diego Information Technology Strategic Directions.

Placed on hold goal to complete, present, obtain approvals and coordinate the first year's implementation of a County-wide Five-Year Investment in Information Technology Plan. This project has been placed on hold due to reallocation of Teeter Plan funds to support the IJIS project and until investigation of alternative funding sources is concluded.

Achieved 100% of goal to 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.

Achieved 100% of goal to provide DIS Executive Management with information on different aspects of the County microcomputer acquisition and maintenance processes through vendor management reports.

Carried forward goal to work with customer departments to review all mainframe generated hard copy output and determine which output documents are candidates for RMS ONLINE, for microfiche and for quadruplexing with emphasis on online reporting. 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.

Carried forward objective to make a concerted effort with customer departments to develop alternatives for entering data at the point of collection. Progress continues to be made with this long-term objective, which has been carried forward into the 1995-96 Adopted Program Outcome Results.

Carried forward objective to provide the customer interface for the implementation of multi-platform enterprise-wide e-mail. Significant progress was made with this long-term objective. The only major department with e-mail connectivity is the Health department; implementation is planned in 1995-96.

Carried forward objective to provide the customer interface for the implementation of ACF2. Significant progress was made with this long-term objective. All County departments and agencies, except the Sheriff, are interfaced with ACF2. Conversion of non-County agencies are currently underway.

Carried forward objective to 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. 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. Many users on the DEC systems were trained in the use of FOCUS.

Achieved 100% of goal to assist the Department of Purchasing and Contracting with the implementation of the On-line Requisition System.

Carried forward goal to 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. Progress continues to be made with this long-term objective. Project is currently in the RFP phase.

Carried forward goal to relocate the Account Management Division to the CAC to improve communication with other DIS divisions. This project was not accomplished due to lack of space available, however, Assessor staff will be relocating by the end of October 1995.

Carried forward goal to upgrade Account Management Division's workstations and LAN servers to meet minimum DIS standards. This project was not accomplished due to lack of funding available. However, funds have been identified in the FY 1995-96 budget. The equipment upgrade is planned to occur before the end of December 1995.

Achieved 100% of goal to enhance individual training plans for all AMD staff that are goal/performance based, clearly defined in annual performance reviews.

Carried forward goal to provide training for all account managers to maintain and enhance technical competence in order to assist customers in defining automation solutions. Progress continues to be made with this long-term objective. Account managers attended 58 marketing and training conferences, classes and seminars.

Carried forward goal to provide training to all account managers in marketing skills in 1994 and 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. Progress continues to be made with this long-term objective. Account managers attended 58 marketing and training conferences, classes and seminars.

Carried forward goal 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. Account managers spend over 50% of their time calling on customer executive management and staff.

Carried forward goal to review Customer generated requisitions for hardware and software acquisitions to insure compliance with customer Business Automation Plans, County strategic direction and DIS standards. Progress continues to be made with this long-term objective. Account managers reviewed and processed 324 customer requisitions during the year.

Achieved 100% of goal to review, streamline and monitor the requisition processing procedures in the Department of Information Services in light of the new Microcomputer Products and Services Contract. A Qualified Products Listing (QPL) was developed which satisfies over 95% of the customer's microcomputer requirements. As long as the product is on the QPL, DIS review is not required.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain an overall DIS customer feedback rating of very good to excellent (4.5 on scale of 1-5).
 - a. Provide support to 52 customer agencies.

Note: Program outcome objectives are listed in numerical order of importance; program output objectives follow their related outcomes and are designated with a lower case letter.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [2.58 SY; E = \$158,382; R = \$0] is responsible for planning, directing, coordinating and monitoring the Account Management Division that provides computer related support to all levels of County government. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
2. Account Management [13.00 SY; E = \$877,746; R = \$0] works with customer departments, courts, and agencies, in partnership, to define and recommend the most appropriate computing platform for new automation projects and works with customers to assist them in producing their annual Business Automation Plans. Account Management Activities include information system planning, project management, support for end-user computing, and customer representation and advocacy in activities involving other divisions and programs of the Department of Information Services. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Increased in appropriations in Salaries & Benefits due to step and benefit changes.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
ACCOUNT MANAGEMENT					
% OF RESOURCES: 77%					
<u>OUTCOME (Planned Result)</u>					
Customer Satisfaction Rating	4.5	4.5	4.5	4.5	4.5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Program Cost	\$1,007,514	\$1,050,864	\$1,044,162	\$1,014,178	\$1,036,128
<u>OUTPUT (Service or Product)</u>					
Customer Agencies Supported	52	52	52	52	52
<u>EFFICIENCY (Input/Output)</u>					
Customer Agencies/Support Staff	4.6	4.33	4.35	4.33	4.33

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0971	Info Systems Mgr	1	1.00	1	1.00	\$71,659	\$71,382
0983	Data Security Admin	1	1.00	1	1.00	\$45,037	\$44,860
2539	DIS Account Spec II	12	12.00	12	12.00	656,514	654,396
2700	Intermed Clerk Typist	1	1.00	1	1.00	20,670	20,586
9999	Extra Help	3	0.58	3	0.58	10,451	10,451
Total		18	15.58	18	15.58	\$804,331	\$801,675
Salary Adjustments:						0	(71)
Premium/Overtime Pay:						0	0
Employee Benefits:						234,314	259,150
Salary Savings:						(36,967)	(37,126)
Total Adjustments						\$197,347	\$221,953
Program Totals		18	15.58	18	15.58	\$1,001,678	\$1,023,628

PROGRAM: Application Systems

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81402

ORGANIZATION #: 0750

MANAGER: Steve Reuel, Deputy Director

REFERENCE: 1995-96 Proposed Budget - Pg. 52-8

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,564,550	\$5,316,694	\$4,940,935	\$5,490,988	\$5,542,716	0.9
Services & Supplies	180,897	365,515	706,202	54,190	45,168	(16.6)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	29,066	431	0	0	0	0.0
TOTAL DIRECT COST	\$5,774,513	\$5,682,640	\$5,647,137	\$5,545,178	\$5,587,884	0.8
PROGRAM REVENUE	(411,101)	(457,888)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$5,363,412	\$5,224,752	\$5,647,137	\$5,545,178	\$5,587,884	0.8
STAFF YEARS	87.53	80.32	74.38	90.33	90.33	0.0

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The 1994-95 estimated actuals reflect transfers from Salaries & Benefits Account to Services & Supplies Account to pay the cost of contract analyst staff hired in lieu of permanent staff. Overall program expenditures are within 2% of budgeted.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved 100% of the goal to re-design the Purchasing Security System to automate terminal security.

On schedule to achieve 100% of the goal to 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.

Achieved 100% of the goal to implement the capability of using the National Institute of Government Procurement (NIGP) data within the Purchasing Stores System.

On schedule to achieve 100% of the goal to develop a system to keep track of bidders by commodity types and tie into the Online Requisition System.

Achieved 100% of the goal to implement online Purchase Order change requests, added online suborder types, and multiple and third party departmental requisition approvals.

Achieved 100% of the goal to implement ties to an electronic bulletin board for soliciting and receiving bid quotations.

Achieved 100% of the goal to complete defining system specifications for re-designing the Clerk of the Board's Assessment Appeals System.

Achieved 100% of the goal to implement SDG&E to Accounts Payable ties in order to facilitate more timely payments of claims.

Achieved 100% of the goal to 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.

Achieved 100% of the goal to complete the Minority/Women Business Enterprise inquiry system. This system will be created using "Client-Server" technology.

Achieved 100% of the goal to complete the roll-out of Electronic Receiving to all County Departments.

Achieved 100% of the goal to complete Phase I of the Accounts Payable System renovation.

Reevaluating the objective to review alternatives available to reduce the manual effort involved in preparing the County budget. Project on-going.

Reevaluating the objective to study the possibility of increasing the functionality of the Budget Preparation System to include data modeling and related interactive capabilities. Project on-going.

On schedule to achieve 100% of the goal to automate the "control" card driven aspect of HRMS. The control cards provide calendaring information and other event controlling data to production programs.

Achieved 100% of the goal to modify the Calendar Year End process to create an online inquiry of the W-2 file.

Achieved 100% of the goal to register all County staff who access County mainframe information with the ACF2 Security System.

Achieved 100% of the goal to establish a local NATURAL Security administration capability to allow the Sheriff (for Time Collection) and other departments to manage security access to their systems.

Achieved 100% of the goal to develop and implement an automated procedure to integrate ACF2 and NATURAL Security which will provide customers a single logon point to their applications.

Achieved 100% of the goal to convert the Retired Payroll System to the HRMS.

On schedule to achieve 100% of the goal to develop HRMS ties and indices for the Retirement Imaging System.

Achieved 100% of the goal to identify and provide PC access for telecommuting by selected application analysts.

Achieved 100% of the goal to develop and implement a facility to control production migration of NATURAL objects that is tied to the current DIS Production Library Control System.

Achieved 100% of the goal to coordinate implementation of ties for all Courts and the Marshal to the County-wide enterprise electronic mail system.

Achieved 100% of the goal to perform a systems analysis of the current Warrant Reconciliation System and develop a systems design document.

Achieved 100% of the goal to update the Online Manual Warrant System to tie to the Human Resources Management (HRMS) employee master file.

Achieved 100% of the goal to provide training to analysts in use of the FOCUS menu system and FOCUS products.

Reevaluating the objective to implement monthly brown-bag in-house FOCUS training for staff. Project on-going.

Achieved 100% of the goal to conduct quarterly DIS justice roundtables on current County issues for the Law and Justice, REJIS, and AMD staffs.

Achieved 100% of the goal to continue the 4Front systems methodology training.

Achieved 100% of the goal to 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.

Achieved 100% of the goal to 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.

Achieved 100% of the goal to establish and support the production VMS Rdb database system for the County's Public Works Department.

Achieved 100% of the goal to establish and support the production Informix database system for the Municipal Courts.

Achieved 100% of the goal to establish a standardized mainframe disk storage forecasting procedure to project application systems growth and assist in the management and acquisition of disk storage resources.

Achieved 100% of the goal to ensure the most current PLCS/ENDEVOR software for application program migration is installed and capable of managing Cross-System Product and NATURAL objects.

Reevaluating the objective to 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. Project on-going.

Achieved 100% of the goal to establish and support a production County mainframe application development environment for DIS analysts using Software AG NATURAL workstation technology.

On schedule to achieve 100% of the goal to convert the SMART DB2 database system to ADABAS to conserve system resources and reduce product maintenance costs.

Achieved 100% of the goal to begin the process of transferring production Property System applications from the County mainframe to the AS/400.

Achieved 100% of the goal to implement the new Tax Apportionment system for the Auditor and Controller.

On schedule to achieve 100% of the goal to complete a systems design plan and begin development of a five (5) Year Payment Plan control system for the Treasurer/Tax Collector's Office.

Achieved 100% of the goal to complete modifications to the Defaulted Secured system to enable processing for more than 10 special assessments.

Achieved 100% of the goal to convert all existing Property Systems applications to enable data entry requirements to be performed online by customer personnel.

Reevaluating the objective to establish a voice response telephone inquiry system for Assessor's Office business functions. Project on-going.

Achieved 100% of the goal to convert all large Property System reporting functions to online systems to improve information access and reduce paper costs.

Achieved 100% of the goal to redesign the Assessor's Office Homeowners Exemption claim process for the AS/400 to add required data control edits and enable online access.

Achieved 100% of the goal to eliminate the Carryover Roll and all associated production processing jobs that are duplicates of those now used to manage the regular roll.

Achieved 100% of the goal to complete necessary changes to the Tax Apportionment and Defaulted Secured Tax systems in support of Teeter Plan accounting requirements.

Achieved 100% of the goal to assist the Sheriff and Probation departments in determining Inmate Booking Information System replacement system requirements to include booking, classifications, medical, and accounting functions.

Achieved 100% of the goal to assist with the replacement of the Jury Summons System to a PC/LAN based application.

Achieved 100% of the goal to enhance the Municipal Courts' Minor Offense System to tie to the Municipal Courts' Fiscal Accounting System.

Achieved 100% of the goal to assist with replacement of the Animal Management Information System to a PC/LAN based application.

Achieved 100% of the goal to implement an Inmate Booking Information System tie to the Sheriff's Department Live Scan Fingerprint system.

Achieved 100% of the goal to work with DIS QPC to move the San Diego Users' Network (SUN) System online program libraries to the production library control system.

Achieved 100% of the goal to implement two satellite Juvenile Court Departments, currently planned for North County/Oceanside California, into the REJIS Dependency automated system.

Achieved 100% of the goal to implement ties to FOCUS under the County mainframe's operating system Multiple Session Option.

Achieved 100% of the goal to implement automatic DEC VAX computer utilization charging under the KOMAND System Universal Charging component.

Achieved 100% of the goal to implement Internal Service Fund modifications to the KOMAND chargeback system.

Achieved 100% of the goal to implement FOCUS release 6.5 and STARS version E.

Achieved 100% of the goal to implement DIS Systems Software and DIS Operations service request tracking modules under

STARS.

Achieved 100% of the goal to coordinate installation of the next release of the UNIX Operating System.

Reevaluating the objective to coordinate installation of the next release of the UNIFY database. Project on-going.

Achieved 100% of the goal to convert all Municipal Courts to the new Fiscal Accounting System.

Achieved 100% of the goal to implement County mainframe connectivity through the BULL DPX2 processors for all Municipal Courts and the Marshal's Office.

Achieved 100% of the goal to implement the Viking data entry package for all Municipal Courts.

Achieved 100% of the goal to complete removal of the BULL DPS/6 processors.

Achieved 100% of the goal to complete installation of software fixes to the System Service Interface (SSI) on the BULL DPX/2 processors.

Achieved 100% of the goal to implement support for the traffic citation Amnesty program.

On schedule to achieve 100% of the goal to assist with the selection and implementation of an imaging system for San Diego Municipal Court and the Marshal. Project is on-going.

Achieved 100% of the goal to develop data exchange methods with the collection agency vendor for San Diego Municipal Court.

Reevaluating the objective to convert San Diego Municipal Court to the ISD Civil System, release 2.25 or higher. Project on-going.

Reevaluating the objective to coordinate development of the Marshal's Civil Law Enforcement System ties to the ISD Civil System. Project on-going.

Achieved 100% of the goal to provide day-to-day management of Information Services activities in the Recorder's Office.

Achieved 100% of the goal to provide project management for the Recorder Project with Digital Equipment Corporation.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain an overall customer rating of very good to excellent (4.5 on scale of 1-5) on all completed Applications Service Requests.
 - a. Complete 98% of all Service Requests requiring 50 analyst hours or less within 30 working days after date of receipt from the customer.
 - b. Complete 86% of all Service Requests requiring over 50 analyst hours within original estimated date of completion in the priority sequence set by our customers.

Note: Program outcome objectives are listed in numerical order of importance; program output objectives follow their related outcomes and are designated with a lower case letter.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [5.33 SY; E = \$199,030; R = \$0] including support personnel is responsible for planning, directing and coordinating its divisions which provide and maintain the availability of application systems at specified operating levels. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.

2. Application Programs [76.00 SY; E = \$4,840,964; R = \$0] develops, enhances and supports all centrally-managed County application systems and maintains the availability of these systems at specified operating levels. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Increased in appropriations in Salaries & Benefits due to step and benefit changes.
 - o Modified by reclassification of 4 Associate Systems Analyst (Class 2427) and 2 Senior Systems Analyst (Class 2525) positions to like numbers of Application Systems Engineer II (Class 2545) and Senior Application Systems Engineer (Class 2546) positions.

3. Information Resources [9.00 SY; E = \$547,890; 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.
 - o Increased in appropriations in Salaries & Benefits due to step and benefit changes.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
APPLICATION PROGRAMS					
% OF RESOURCES: 87%					
<u>OUTCOME (Planned Result)</u>					
Customer Satisfaction Rating	4.5	4.5	4.5	4.5	4.5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Analyst labor rate per hour	\$41.34	\$43.06	\$50.54	\$50.54	\$50.89
<u>OUTPUT (Service or Product)</u>					
50 hr requests complete w/i 30 days	97%	97%	99%	98%	98%
<u>EFFICIENCY (Input/Output)</u>					
Average cost per Service Request *	\$2,113	\$1,940	\$2,306	\$1,760	\$2,306
<u>OUTPUT (Service or Product)</u>					
Over 50 hr complete w/i target	87%	85.7%	76.4%	90%	86%
<u>EFFICIENCY (Input/Output)</u>					
Average cost per Service Request *	\$2,113	\$1,940	\$2,306	\$1,760	\$2,306

* Based on cost of staff

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0971	Info Systems Mgr	1	1.00	1	1.00	\$61,763	\$61,522
0972	Data Base Administrator	1	1.00	1	1.00	58,297	58,073
2231	Deputy Director, DIS	1	1.00	1	1.00	83,793	83,470
2427	Assoc Systems Analyst	51	51.00	47	47.00	2,487,931	2,294,943
2499	Principal Sys Analyst	5	5.00	5	5.00	294,710	284,526
2525	Senior Systems Analyst	17	17.00	15	15.00	910,939	809,240
2527	Data Base Specialist III	3	3.00	3	3.00	164,241	163,599
2528	Data Base Specialist II	2	2.00	2	2.00	90,262	92,355
2529	Data Base Specialist I	1	1.00	1	1.00	43,491	37,931
2533	DIS QA Analyst III	1	1.00	1	1.00	52,427	52,223
2545	App Sys Engineer II	0	0.00	4	4.00	0	162,824
2546	Sr App Sys Engineer	0	0.00	2	2.00	0	107,184
2700	Intermed Clerk Typist	2	2.00	2	2.00	41,095	38,423
2730	Senior Clerk	1	1.00	1	1.00	20,774	21,488
2757	Admin Sec II	1	1.00	1	1.00	20,670	23,575
9999	Extra Help	17	3.33	17	3.33	60,616	60,616
Total		104	90.33	104	90.33	\$4,391,009	\$4,351,992
Salary Adjustments:						0	(9,571)
Premium/Overtime Pay:						0	0
Employee Benefits:						1,301,271	1,401,326
Salary Savings:						(201,292)	(201,031)
Total Adjustments						\$1,099,979	\$1,190,724
Program Totals		104	90.33	104	90.33	\$5,490,988	\$5,542,716

PROGRAM: Operations

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81403

ORGANIZATION #: 0750

MANAGER: Dean Muir, Deputy Director (Acting)

REFERENCE: 1995-96 Proposed Budget - Pg. 52-13

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,096,404	\$3,727,782	\$3,438,992	\$4,046,071	\$4,045,447	(0.0)
Services & Supplies	2,778,798	2,587,008	3,046,406	3,158,022	3,189,150	1.0
Other Charges	298,597	253,564	287,880	288,365	288,365	0.0
Fixed Assets	146,191	106,575	2,993,860	0	217,100	100.0
TOTAL DIRECT COST	\$7,319,990	\$6,674,929	\$9,767,138	\$7,492,458	\$7,740,062	3.3
PROGRAM REVENUE	(248,649)	(409,850)	(449,295)	(242,845)	(195,530)	(19.5)
NET GENERAL FUND CONTRIBUTION	\$7,071,341	\$6,265,079	\$9,317,843	\$7,249,613	\$7,544,532	4.1
STAFF YEARS	87.40	77.79	73.41	91.43	88.43	(3.3)

PROGRAM MISSION

The mission of the Operations Program 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 program 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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures in Salaries & Benefits reflect positions held open in support of the hiring freeze and Board of Supervisor's and Chief Administrator's requests for fiscal austerity. Three vacant positions have been deleted in the Adopted Fiscal Year 1995-96 Budget. Additional vacant positions have been filled with contract staff rather than permanent staff. Actual expenditures in Fixed Assets reflect mid-year transfer of appropriations based upon Teeter Plan revenues to acquire a mainframe computer and critical information systems fixed asset items.

ACHIEVEMENT OF 1994-95 OBJECTIVES

OPERATIONS:

Achieved 100% of goal to implement a system managed Operations' environment to fully establish a "lights-out" computer facility. The software products AF/Operator and Omegamon II have been fully implemented and are managing the routine console operations for the IBM 3090 and IBM 9672 mainframes. The older products ACO and ANO have been removed from the system.

Achieved 60% of goal to 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. During Fiscal Year 1994-95, a reduction of 2,529,000 pages of hardcopy on the Xerox 9790 and IBM 3800 printers was achieved.

Achieved 200% of goal to reduce the workload on the IBM 3090 mainframe computer by 10% by re-engineering inefficient jobs and procedures, setting and enforcing efficiency standards, and eliminating unnecessary Proclibs. The workload of the IBM 3090 has been reduced by 20% as a result of the acquisition of the IBM 9672 parallel processor.

Achieved 100% of goal to optimize staff time and equipment resources through more effective work shifts and workload balancing to better utilize the time available. Operations staff have been reassigned to shifts corresponding to the workload demand thereby achieving a higher level of efficiency and effectiveness.

Achieved 50% of goal to identify and install the necessary hardware and software management tools to allow the SCC to

manage and monitor Enterprise-wide WAN activities. GTE is under contract to install a Network Management System which will allow the SCC to manage and monitor Enterprise-wide LAN/WAN activities.

Achieved 100% of goal to migrate all documentation to Docutext, and remove manuals and binders located within the room 072 vault to recover the space for other uses. All documentation has been migrated to Docutext and manuals located within the room 072 vault have been removed.

Achieved 75% of goal to complete the installation and conversion to the Automatic Tape Library System (ATL) for the DEC/VAX. Installation of the software product DTF has been completed to provide the facility for the DEC/VAX to use the ATL, and testing is in process as a quality assurance phase prior to moving into a production environment.

Achieved 100% of goal to convert paper reports to a softcopy viewable format for County customers. During FY 1994/95, 60 hard copy print jobs were migrated to Softcopy for customers to view their reports on-line via their workstations. To date, 391,377 pages of print are available on softcopy for viewing by customers.

Achieved 250% of goal to acquire and install an additional 40 GB of DASD to provide storage for the County's growth in data files. 100GB of DASD has been acquired.

Achieved 100% of goal to acquire additional solid state DASD capacity to maintain the current satisfactory level of service and performance from our 3090 processor. 96MB of solid state DASD has been acquired.

Achieved 100% of goal to acquire and install the necessary equipment to support County-wide telecommuting while maintaining secure data access. A new Defender II dial back device has been acquired and installed.

Achieved 50% of goal to 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. A Disaster Recovery Plan is in the process of being developed and is in draft form. Discussions are taking place with Alameda County with agreement in concept to provide each other a reciprocal backup site in the event of a disaster.

Achieved 100% of goal to complete the consolidation of the County DEC/VAX computing environments to maximize the reduction in hardware maintenance, software fees and County staff. The DPW DEC/VAX has been consolidated within the DIS DEC/VAX cluster.

Achieved 100% of goal to provide any support needed, up to and including moving the Bull processors to the DIS computer room, to stabilize the Municipal Court automation environment. System Administration of the operating environment of the Municipal Court BULL processors has been fully implemented under the management direction of DIS System Programmers and this action has stabilized the automation environment for the BULL platform.

Achieved 100% of goal to ensure that every Computing Operations' employee has the necessary ergonomic features available to mitigate against injury. All ergonomic safety features, including new chairs, wrist rests and safety equipment has been acquired for all Computing Operations' employees.

Achieved 50% of goal to provide training to assure staff is fully qualified to use the software and hardware tools required to be successful in providing customer service. Operating Systems provides continuous training for Operations staff to ensure a smooth running production environment.

Achieved 100% of goal to ensure staff is aware of and time is allowed to attend periodic Operations' Round Table Meetings. Periodic Operations' Round Table Meetings are scheduled to facilitate open communication with Operations personnel. The meetings have an open agenda to discuss any item of importance initiated by an attendee with DIS Executive Management.

Achieved 100% of goal to hold monthly staff meetings at all staff levels. Monthly staff meetings are regularly held for Operations personnel for all shifts including lead supervisors.

OPERATING SYSTEMS:

Achieved 100% of goal to implement the technical and supporting network infrastructure for supporting the Telecommuting project.

Achieved 100% of goal to finalize the report management information project on computer resources usage and on forecasted capacity required to provide continuous availability of resources for future growth. Completed the management information project on computer resources usage. Implemented a process for forecasting capacity needs and usage for the Komand charge back system.

Achieved 100% of goal to complete an analysis and make recommendations on the feasibility of using TCP/IP on the host mainframe computer. This includes a needs analysis, identification of potential applications and a cost justification. A feasibility study was completed for using TCP/IP on the IBM host and the DEC/VAX platform, the AS400 platform.

Achieved 100% of goal to extend the usable life of the IBM 3090 mainframe computer by implementing more efficient software with a target of reducing total utilization by no less than 10%. The installation of the IBM 9672 parallel processor reduced the utilization by 30% and relieved the over-capacity issue of the IBM 3090.

Achieved 100% of goal to assist the Applications Division in identification of poor performing applications so they may be re-engineered to use less system resources. Monthly reports of poor performing application transactions are identified and reported to the Applications Division as potential candidates for re-engineering.

Achieved 80% of goal to implement the BMC Recovery Plus system to facilitate automatic recovery of VSAM data base systems to eliminate having Applications' staff develop and maintain local backup and recovery systems. The BMC Recovery Plus software products have been installed and the Applications Division is in the process of migrating their selected applications to utilize these products and eliminate the "home-grown" programming code for backup and recovery of their systems.

Achieved 0% of goal to support the migration of existing DB2 applications to ADABAS and de-install the product from both MVS/ESA and CICS. The projected completion date for the migration of the existing DB2 applications to ADABAS has been adjusted to January 1996.

Achieved 100% of goal to install new versions and upgrades on the entire DIS software portfolio as soon as they are proven to be stable and beneficial. The installation of the IBM 9672 mainframe required the implementation of MVS 5.1 and 5.2 which in turn resulted in all software products being migrated to the most current version and release available.

Achieved 99% of goal to 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. DIS has completed the implementation of ACF2 throughout all County Departments with the exception of the County Sheriff. The Sheriff requested that his office be converted after he has appointed a Local Security Administrator to handle security issues for his personnel. The DIS Applications Division is in process of removing embedded application security from its applications and replacing it with ACF2 security.

Achieved 100% of goal to attend division sponsored cross training seminars on LAN, NETWORK, CICS and MVS related subjects. Division members attended cross training seminars to improve staff system knowledge.

Achieved 100% of goal to develop and hold training classes on the following subjects: CICS Version 3.3; ACF2 Technical Overview; SMS Overview; and SLR Overview and Operation. Technical sessions were presented to DIS personnel on the above subjects.

Achieved 100% of goal to provide all Operating Systems' staff with appropriately configured work stations and support devices.

Achieved 100% of goal to ensure staff is aware of and time is allowed to attend periodic Operations' Round Table meetings. Weekly Operating System Division meetings are held to maintain open communication among staff and with Executive management.

Achieved 50% of goal to convert all Operating Systems' software documentation from hard copy to CD ROM. Documentation is currently received on a CD ROM from all vendors offering this type of media.

Achieved 100% of goal to establish and maintain an inventory of the skills and special interests of each Operating Systems' staff member and make assignments based on that inventory where possible. A skills inventory has been developed and is maintained by the DIS Training Officer. Assignments are based on an individuals current skills to maximize productivity and effectiveness.

NETWORK MANAGEMENT

Achieved 75% of goal to cross-train existing staff to bridge LAN/WAN technologies and maximize staff resources. The cross training process was initiated with staff receiving appropriate training and hands-on experience. Professional classes supporting the acquisition of the Certified Network Technician (CNE) achievement are being taken by staff members.

Achieved 100% of goal to rename the Data Communications Division to Network Management Division to reflect its current area of service/support activities.

Achieved 100% of goal to plan, prepare and publish an annual LAN software upgrade schedule which targets currency of all versions of network-supported products County-Wide.

Achieved 100% of goal to centralize network management capability in the LAN, and Token-Ring environments. The Managewise and LANdesk network management products have been acquired and installed to facilitate a centralized approach for managing the LAN area. Responsibility for centralized management of the WAN network was transferred to the Telecommunications Division.

Achieved 100% of goal to prepare least-cost viable solution alternatives and complete implementation of an appropriately sized backup hardware/software capability for CAC/LAN file disaster recovery. The daily backup processes for LANs were assigned to the Operations Division as part of their responsibility. Backup tapes are cycled to offsite storage on a scheduled basis to provide backup capability in the event of a disaster.

Achieved 100% of goal 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. Technical input is ongoing for establishing goals, objectives and guidelines to support the implementation and maintenance activities of PC and LANs. WAN responsibilities were transferred to the Telecommunications Engineering Division.

Achieved 100% of goal to maintain all standard LAN/WAN core software upgrades through DIS to ensure global compatibility, distribution and most advantageous vendor licensing and pricing plans. The Network Management Division chairs the Standards Committee. The Standards Committee audits and reviews product and processes in use or contemplated for use by county Departments.

Achieved 107% of goal to expand the County Enterprise E-mail service to include 75% of County departments by December 1994. 80% of County departments were using County Enterprise E-mail service as of December 1994.

Achieved 100% of goal to 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. Nine circuits were upgraded to SDLC from Bi-synch line protocols during the fiscal year. The SNA network has been documented and is being maintained on a regular basis.

Achieved 88% of goal to improve the customer rating in all categories to a 4.5 level. An overall 4.0 level rating has been attained during the fiscal year.

Achieved 100% of goal to participate in the customer-sponsored COC LAN Administrator's and WAN Standards monthly meetings to support the network customer base. The LAN Standards meeting is chaired by the Manager of NMD to provide an enterprise-wide perspective for the implementation of LAN standards.

Achieved 100% of goal to 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. The Network Management Guidebook was created and published during the fiscal year.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain the availability of all computer platforms for prime time business days at above 99%.
 - a. Process 4,519 hours of CICS CPU time.
 - b. Process 351 hours of TSO CPU time.
2. Maintain production runs without abends at above 99.5%.
 - a. Process 7,017 hours of Batch CPU time.
3. Maintain the service availability of all network devices at above 99%.
 - a. Maintain 14,380 network devices.

Note: Program outcome objectives are listed in numerical order of importance; program output objectives follow their related outcomes and are designated with a lower case letter.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [5.43 SY; E = \$198,310; 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.

2. Computing Operations [52.00 SY; E = \$3,299,321; R = \$195,530] 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 Increased in appropriations in Salaries & Benefits due to step and benefit changes.
 - o Increased \$31,128 in the Services & Supplies Account to fund contractual increases related to ongoing hardware maintenance charges.
 - o Decreased three staff years in support of the County's Net Cost Reduction Program: one Data Entry Supervisor (Class 3035); one Senior Data Entry Operator (Class 3069); and one Data Entry Operator (Class 3030).
 - o Increased one position (0.0 SY) to account for shared position in DIS Computer Operator Class 3112.

3. Operating System Software [16.00 SY; E = \$2,621,261; 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 in appropriations in Salaries & Benefits due to step and benefit changes.

4. Network Management [15.00 SY; E = \$1,621,170; 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.
 - o Increased in appropriations in Salaries & Benefits due to step and benefit changes.
 - o Increased \$217,100 in Fixed Asset Appropriations to acquired critical data processing equipment.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
9176 AB189 Criminal Justice	\$0	\$0	\$0	0
9436 Reim Judicial Expense	10,000	0	0	0
9782 Interfund Charges-Road Fund	86,029	68,695	47,000	(21,695)
9783 Interfund Charges-APCD	199	3,500	120	(3,380)
9786 Charges in Internal Service Fund	82,439	74,500	38,000	(36,500)
9787 Charges in Airport Ent Fund	150	0	160	160
9788 Charges in Liq Waste Fund	546	0	100	100
9790 Charge in Solid Waste Ent Fund	2,614	0	0	0
9792 Charges in Spec Dists	8,578	3,900	15,000	11,100
9793 Charges in Library Fund	926	150	150	0
9864 Micrographics Fee	0	0	0	0
9865 Recording Fee - Modernization	7,242	0	0	0
9971 Other Svcs to Other Govmt Agencies	250,572	92,100	95,000	2,900
9988 Rev App Pr Yr-Other Revenue	0	0	0	0
9996 Other Sales-Taxable	0	0	0	0
Sub-Total	\$449,295	\$242,845	\$195,530	\$(47,315)
Total	\$449,295	\$242,845	\$195,530	\$(47,315)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$9,317,843	\$7,249,613	\$7,544,532	\$294,919
Total	\$9,317,843	\$7,249,613	\$7,544,532	\$294,919

EXPLANATION/COMMENT ON PROGRAM REVENUES

Variances between estimated actuals and budgeted in FY 94-95 include the following: Account 9436 reflects collection of prior year revenues; Account 9971 reflects significant increase in resource utilization; Account 9865 reflects mid-year transfer of revenues and appropriations related to hardware maintenance expenses for the Recorder's DEC/VAX System.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$217,100
Total	\$217,100

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
COMPUTING OPERATIONS					
% OF RESOURCES: 60%					
<u>OUTCOME (Planned Result)</u>					
% of network uptime	98.7	99.3	99.6	99.6	99.0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to maintain online platforms *	\$1,250,709	\$1,410,537	\$1,363,445	\$1,288,884	\$1,464,855
<u>OUTPUT (Service or Product)</u>					
CICS CPU hrs ***	2,685	3,734	3,933	3,833	4,519
<u>EFFICIENCY (Input/Output)</u>					
Cost per CICS CPU hour	\$300.59	\$293.70	\$291.43	\$291.43	\$291.74
<u>OUTPUT (Service or Product)</u>					
TSO CPU hrs ***	897	834	515	408	351
<u>EFFICIENCY (Input/Output)</u>					
Cost per TSO CPU hour	\$494.58	\$355.86	\$421.20	\$421.20	\$417.34
<u>OUTCOME (Planned Result)</u>					
% of production runs w/o ABEND	99.3	99.9	99.5	99.7	99.5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to maintain production runs *	\$3,543,700	\$3,344,627	\$2,975,089	\$2,896,807	\$3,188,908
<u>OUTPUT (Service or Product)</u>					
Batch CPU hrs ***	6,308	7,699	6,591	6,418	7,017
<u>EFFICIENCY (Input/Output)</u>					
Cost per batch CPU hour	\$561.79	\$451.37	\$451.36	\$451.36	\$454.45

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY B:					
NETWORK MANAGEMENT					
% OF RESOURCES: 16%					
<u>OUTCOME (Planned Result)</u>					
% of network device availability	N/A	N/A	99.0	N/A	99.0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to maintain network devices **	\$1,308,669	\$1,038,281	\$975,213	\$1,385,226	\$1,322,278
<u>OUTPUT (Service or Product)</u>					
Network devices	10,528	12,787	13,439	13,880	14,380
<u>EFFICIENCY (Input/Output)</u>					
Cost to maintain each device	\$124.30	\$81.20	\$72.57	\$99.80	\$91.95

* Based on published rates.

** Based on cost of staff and maintenance fees.

*** Does not include DIS utilization.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
0971	Info Systems Manager	1	1.00	1	1.00	\$64,917	\$64,664
2231	Deputy Director, DIS	1	1.00	1	1.00	78,051	77,749
2466	DIS LAN Sys Analyst II	6	6.00	6	6.00	256,359	269,753
2467	DIS LAN Sys Analyst III	1	1.00	1	1.00	54,747	54,533
2468	DIS LAN Sys Supervisor	1	1.00	1	1.00	58,942	58,713
2487	EDP Distr Network Coord	1	1.00	1	1.00	49,672	49,481
2488	Asst Mgr EDP Ops	1	1.00	1	1.00	49,590	49,396
2518	DIS Systems Programmer IV	2	2.00	2	2.00	123,646	114,952
2520	DIS Systems Programmer III	7	7.00	7	7.00	388,489	385,944
2522	DIS Systems Programmer II	5	5.00	5	5.00	242,387	245,038
2524	DIS Systems Programmer I	1	1.00	1	1.00	39,134	40,911
2532	DIS QA Analyst II	2	2.00	2	2.00	81,432	81,114
2650	Stock Clerk	1	1.00	1	1.00	19,812	19,733
2700	Intermed Clerk Typist	3	3.00	3	3.00	62,010	56,524
2757	Admin Secy II	1	1.00	1	1.00	25,474	25,372
2834	Datacomm Net Tech I	3	3.00	3	3.00	84,252	83,919
2842	Datacomm Net Spec II	4	4.00	4	4.00	132,677	137,973
2843	Datacomm Net Spec III	1	1.00	1	1.00	37,647	35,907
3026	Data Process Supvr II	2	2.00	2	2.00	81,722	81,402
3030	Data Entry Operator	10	10.00	9	9.00	198,513	174,333
3031	Data Control Tech IV	1	1.00	1	1.00	27,770	27,660
3032	Data Control Tech III	3	3.00	3	3.00	68,672	71,054
3033	Data Control Tech II	2	2.00	2	2.00	38,611	38,423
3035	Data Entry Supervisor	1	1.00	0	0.0	21,591	0
3036	EDP Operations Coord	1	1.00	1	1.00	43,930	43,758
3069	Senior Data Entry Oper	4	4.00	3	3.00	89,028	66,501
3111	Senior DIS Comp Oper	7	7.00	7	7.00	218,852	221,492
3112	DIS Computer Operator	14	14.00	15	14.00	387,381	386,506
3120	Dept Com Spec II	1	1.00	1	1.00	41,842	41,678
9999	Extra Help	17	3.43	17	3.43	61,313	61,313
Total		105	91.43	103	88.43	\$3,128,463	\$3,065,796
Salary Adjustments:						0	106
Premium/Overtime Pay:						90,700	90,700
Employee Benefits:						975,942	1,038,632
Salary Savings:						(149,034)	(149,787)
Total Adjustments						\$917,608	\$979,651
Program Totals		105	91.43	103	88.43	\$4,046,071	\$4,045,447

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,603,232	\$2,401,908	\$2,541,035	\$2,666,225	\$2,477,558	(7.1)
Services & Supplies	453,474	292,416	296,812	861,935	315,935	(63.3)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$3,056,706	\$2,694,324	\$2,837,847	\$3,528,160	\$2,793,493	(20.8)
PROGRAM REVENUE	(368,868)	(165,252)	(257,885)	(831,034)	(332,235)	(60.0)
NET GENERAL FUND CONTRIBUTION	\$2,687,838	\$2,529,072	\$2,579,962	\$2,697,126	\$2,461,258	(8.7)
STAFF YEARS	57.82	51.57	55.34	62.25	53.25	(14.5)

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures in Salaries & Benefits reflect mid-year reduction of positions deleted as part of Board approved contracting out of telephone services. Actual expenditures in Services & Supplies reflect mid-year transfer of appropriations for the 800 MHz project to the Capital Projects budget.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved 100% of goal to 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. Reviewed existing department telecommunications applications by conducting 366 field visits. Completed training services for 756 users to improve efficiency.

Achieved 100% of goal to research new services and potential Pacific Bell contracts to reduce telecommunications cost. Renegotiated all Pacific Bell contracts to receive State of California Pricing which is guaranteed to be the lowest cost.

Achieved 100% of goal to replace Deputy Director position with an empowered collaborative management team to achieve staff confidence, support, and objectives. The Telecommunications Services Division Management Team was incorporated into the program during the fiscal year.

Achieved 40% of goal to actively seek ways to improve work areas for radio and microwave. 40% of the work areas were refurbished with the remainder scheduled for improvements in 95/96.

Achieved 50% of goal to design and develop a strategic 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. 100% of the research on technology and equipment has been completed. The remaining portions of the project will be completed this year.

Achieved 100% of goal to replace the Board of Supervisors' audio system to avoid system failures caused by aging equipment. This was completed in September of 1994.

Achieved 113% of goal to install mobile radios in 325 replacement vehicles for the Sheriff, Marshal, D.A. and the Department of Public Works. There were 366 radios installed during 94/95.

Achieved 70% of goal to develop a strategic video conferencing plan to accommodate higher service standards for future department applications. 70% of the research on technology and equipment has been completed. The remaining portions of the project will be completed this year.

Achieved 100% of goal to 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.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain an overall customer feedback rating of very good to excellent (4.5 on scale of 1-5) on all completed Telephone Service Requests.
 - a. Process 2,800 Telephone Service Requests.
2. Process 100% of Billing Information Sheets in one day.
 - a. Process 360 billing sheets.
3. Provide a 90% turnaround time on completion of hardware orders as follows: 1 to 10 stations in 5 days or less; 11 or more stations in 8 days or less.
 - a. Process 1,764 hardware orders.
4. Reduce average repair time of handheld radios from 2 hours to 1.75 hours.
 - a. Repair 960 radios.
5. Provide preventative maintenance for 95% of the public safety/emergency services microwave systems.
 - a. Service 1,093 systems.

Note: Program outcome objectives are listed in numerical order of importance; program output objectives follow their related outcomes and are designated with a lower case letter.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [3.25 SY; E = \$139,701; 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 Increased one Communications System Manager position (Class 8803) and one Administrative Secretary II position (Class 2757) transferred from Microwave/Radio Services sub program and decreased one Administrative Secretary II position (Class 2757) and one Senior Clerk position (Class 2730) transferred to Telecommunications Services sub program to reflect current reporting structure.
 - o Decreased one Extra Help staff year (Class 9999) deleted as part of Board approved contracting out of Telephone Services.
2. Telecommunications Engineering [2.00 SY; E = \$141,828; 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 [31.00 SY; E = \$1,721,157; R = \$156,000] 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 Decreased \$546,000 in one time Services and Supplies appropriations and matching revenues related to implementation of an 800 MHz Radio Communications System.
 - o Decreased (1) System Manager position (Class 8803) and one Admin. Secretary II position (Class 2757) transferred to Program Management sub program to reflect current reporting structure.
4. Telecommunications Services [17.00 SY; E = \$790,807; R = \$176,235] 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 one Administrative Secretary II (Class 2757) and one Senior Clerk (Class 2730) position transferred from Program Management sub program to reflect current reporting structure.
 - o Decreased two (2) Telecommunications Customer Representative positions (Class 2816), one (1) Telecommunications Network Analyst position (Class 2818), one (1) Intermediate Account Clerk position (Class 2493) and four (4) Telephone Switchboard Operator positions (Class 2810) deleted as part of Board approved contracting out of Telephone Services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
FEES:				
9210 Rents and Concessions	\$64,548	\$58,825	\$105,690	46,865
9694 License Fee	0	0	0	0
9720 Communications Svcs	1,000	0	0	0
9746 Other Governmental Agencies	0	0	0	0
9782 Chg in Road Fund	218	0	0	0
9784 Interfund Chgs	0	0	0	0
9785 Chg in COF	75,493	0	109,000	109,000
9786 Chg in Internal Service Funds	42,166	40,000	40,000	0
9787 Chg in Airport Ent. Fund	419	500	500	0
9788 Chg in Liquid Waste Ent. Fund	64	500	500	0
9790 Chg in Solid Waste Ent. Fund	0	500	0	(500)
9792 Chg in Other/Special Dist.	6,631	6,000	6,000	0
9804 Transfer from CATV	67,086	67,086	67,922	836
9816 TSFR From Asset Forftr	0	0	0	0
9964 Proceeds - Long Term Debt	0	655,000	0	(655,000)
9987 Rev App Prior Year	0	0	0	0
9989 Recovered Expenditures	100	0	0	0
9994 Other Sales Revenue	160	2,623	2,623	0
9998 Work Auth-Excess Cost	0	0	0	0
Sub-Total	\$257,885	\$831,034	\$332,235	\$(498,799)
Total	\$257,885	\$831,034	\$332,235	\$(498,799)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$2,579,962	\$2,697,126	\$2,461,258	\$(235,868)
Total	\$2,579,962	\$2,697,126	\$2,461,258	\$(235,868)

EXPLANATION/COMMENT ON PROGRAM REVENUES

One time proceeds from bond issuance related to funding for implementation of an 800 MHz Radio Communications System have been reflected in Account 9964. Those proceeds were transferred mid-year to Capital Projects, and will be expended through the Capital Projects budget.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
TELECOMMUNICATIONS SERVICES					
% OF RESOURCES: 30%					
<u>OUTCOME (Planned Result)</u>					
Customer satisfaction rating	4.6	4.8	4.7	4.5	4.5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost for TSR service *	\$27,289	\$27,722	\$27,841	\$27,841	\$27,732
<u>OUTPUT (Service or Product)</u>					
TSR's processed	2,798	2,685	2,942	3,000	2,800
<u>EFFICIENCY (Input/Output)</u>					
Cost per service request	\$9.75	\$10.32	\$9.46	\$9.28	\$9.90
<u>OUTCOME (Planned Result)</u>					
% billing processed w/i one day	N/A	N/A	N/A	N/A	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to process billing *	N/A	N/A	N/A	N/A	\$3,585
<u>OUTPUT (Service or Product)</u>					
# of billing sheets processed	N/A	N/A	N/A	N/A	360
<u>EFFICIENCY (Input/Output)</u>					
cost per billing sheet	N/A	N/A	N/A	N/A	\$9.96
<u>OUTCOME (Planned Result)</u>					
% hardware orders processed on time	N/A	N/A	N/A	N/A	90%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to process hardware orders *	N/A	N/A	N/A	N/A	\$25,876
<u>OUTPUT (Service or Product)</u>					
# of hardware orders	N/A	N/A	N/A	N/A	1,764
<u>EFFICIENCY (Input/Output)</u>					
Cost per hardware order	N/A	N/A	N/A	N/A	\$14.67

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY B: MICROWAVE/RADIO SERVICES					
% OF RESOURCES: 31%					
<u>OUTCOME (Planned Result)</u>					
Radio repair time (hours)	N/A	N/A	N/A	N/A	1.75
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of repair service *	N/A	N/A	N/A	N/A	\$23,368
<u>OUTPUT (Service or Product)</u>					
Radios repaired	N/A	N/A	N/A	N/A	960
<u>EFFICIENCY (Input/Output)</u>					
Cost per radio repair	N/A	N/A	N/A	N/A	\$24.34
<u>OUTCOME (Planned Result)</u>					
% of systems serviced	N/A	N/A	N/A	N/A	95%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of preventive maint. service *	N/A	N/A	N/A	N/A	\$70,320
<u>OUTPUT (Service or Product)</u>					
# of systems serviced	N/A	N/A	N/A	N/A	1,093
<u>EFFICIENCY (Input/Output)</u>					
Cost per system	N/A	N/A	N/A	N/A	\$64.34

* Based on cost of staff in unit

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2303	Admin Asst II	1	1.00	1	1.00	\$41,842	\$41,678
2360	Video Op Coord	1	1.00	1	1.00	52,156	51,954
2376	Telephone Sys Spec	4	4.00	4	4.00	148,344	147,764
2386	Telecomm Manager	1	1.00	1	1.00	45,284	53,246
2403	Accounting Technician	1	1.00	1	1.00	23,949	26,562
2493	Intermed Account Clerk	4	4.00	3	3.00	80,269	57,419
2615	Electronics Pts Storekpr	1	1.00	1	1.00	21,968	21,881
2616	Senior Elect Pts Storekpr	1	1.00	1	1.00	24,201	24,104
2730	Senior Clerk	1	1.00	1	1.00	20,774	20,655
2757	Admin Secretary II	2	2.00	2	2.00	43,602	47,363
2810	Telephone Switchbd Oper	4	4.00	0	0.00	82,398	0
2815	Telephone Supervisor	1	1.00	1	1.00	22,673	19,572
2816	Telecomm Customer Rep	2	2.00	0	0.00	51,927	0
2818	Telecomm Network Analyst	3	3.00	2	2.00	111,816	74,250
2819	Telecomm Network Mgr	1	1.00	1	1.00	49,590	49,396
3119	Dept Comp Op Spec II	1	1.00	1	1.00	35,269	35,131
3670	Senior Electronics Engr	1	1.00	1	1.00	58,109	57,882
3672	Assoc Electronics Engr	1	1.00	1	1.00	50,738	50,542
6148	Telecomm Technician IV	2	2.00	2	2.00	93,206	92,840
6149	Telecomm Technician III	3	3.00	3	3.00	121,558	126,660
6150	Telecomm Technician II	20	20.00	20	20.00	724,109	729,672
6151	Telecomm Technician I	2	2.00	2	2.00	54,086	61,614
6153	Radio Comm Manager	1	1.00	1	1.00	53,454	53,246
8803	Comm Systems Manager	1	1.00	1	1.00	63,515	63,566
9999	Extra Help	10	2.25	10	1.25	40,410	27,930
Total		70	62.25	62	53.25	\$2,115,247	\$1,934,927
Salary Adjustments:						0	3,375
Premium/Overtime Pay:						37,315	37,315
Employee Benefits:						608,547	601,083
Salary Savings:						(94,884)	(99,142)
Total Adjustments						\$550,978	\$542,631
Program Totals		70	62.25	62	53.25	\$2,666,225	\$2,477,558

PROGRAM: Department Administration

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 92101

ORGANIZATION #: 0750

MANAGER: Jon W. Fullinwider, Director

REFERENCE: 1995-96 Proposed Budget - Pg. 52-25

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$984,602	\$793,539	\$807,476	\$775,603	\$798,918	3.0
Services & Supplies	219,139	212,423	333,457	346,594	422,045	21.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	158,230	0	272,000	100.0
TOTAL DIRECT COST	\$1,203,741	\$1,005,962	\$1,299,163	\$1,122,197	\$1,492,963	33.0
PROGRAM REVENUE	(0)	(0)	(136)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,203,741	\$1,005,962	\$1,299,027	\$1,122,197	\$1,492,963	33.0
STAFF YEARS	21.61	16.02	15.13	15.58	15.58	0.0

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actual expenditures in Salaries & Benefits reflect discrepancy between Salary Savings and Vacancy Rates. Actual expenditures in Fixed Assets reflect mid-year transfer of Teeter Plan reserves to acquire critical automation infrastructure items.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved 100% of goal to coordinate with managers to establish metrics for each program that are true representations of workload, efficiency, and effectiveness. Program outcome and output objectives have been established for Fiscal Year 1995-96, and are reviewed and posted on a monthly basis.

Achieved 100% of goal to coordinate Employee Recognition Program awards and ceremonies within time lines established by DIS Administrative Policy. A Department-wide ceremony honoring employees was held on January 27, 1995. Photographs of those employees who were recognized have been displayed in the DIS-CAC hallway.

Achieved 100% of goal to support the DIS Cultural Diversity Committee and establish a departmental training program on this topic. Information related to cultural diversity was made available to DIS. A cultural diversity bulletin board was actively maintained. Posters acknowledging the role of cultural diversity are presented throughout DIS-CAC.

Achieved 100% of goal to provide support and guidance to Managers and Supervisors in the ongoing development of a departmental training plan for each employee. Every DIS employee completed a Training Needs Assessment in February, 1995. These assessments served as the foundation for developing individual training profiles that were ultimately summarized into a Departmental Training Plan which provides direction concerning training focus, resource allocation, and employee development. Each staff person's training profile and training history were reviewed by his/her supervisor during the past year.

Achieved 100% of goal to provide scheduling, coordination and quality control services for the DIS training program, and ensure that appropriate staff are technically current on all existing hardware and software. DIS continues to provide high quality technical training to ensure that its staff is fully qualified to use the software and hardware tools required to be successful in providing professional customer service. Examples of the technical training completed during FY 94/95 include the following:

Ongoing training to facilitate NMD staff's objective of becoming Certified Network Engineers
Microfocus COBOL training of 36 Applications Systems staff
Project Manager Workbench training for 12 Applications Systems staff
Windows/WordPerfect 6.0 training for 77 DIS staff
Ongoing personal computer training through Learnsoft, Inc.
Client/server training for 25 Applications Systems staff
DEC training in support of customer computer platforms
TCP/IP training for 5 NMD and Software staff
FOCUS training for 10 DIS staff
Defender training to support DIS' objective of enhancing the telecommuting program

Achieved 100% of goal to manage, administer and coordinate County-wide microcomputer training services for our County-wide customer community. During FY 94/95, 1,989 County employees attended microcomputer training at Learnsoft, Inc. Course evaluations, for each County Department by training class attended, are maintained in a database for feedback purposes.

Achieved goal of coordinating with Department Executive Management to develop FY 95-96 rates based upon FY 94-95 budgeted costs and FY 95-96 forecasted utilization for data processing services. However, the goal to obtain rate approval by February 1 was not met due to delays in obtaining the utilization projections necessary for rate development. Nonetheless, customers were notified within contractual requirements.

Achieved 100% of goal to coordinate with Department technical staff to issue accurate customer billings within ten (10) workdays of the close of each ARMS Period.

Achieved 100% of goal to 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.

Achieved 83% of goal to 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.

Achieved 100% of goal to develop and negotiate customer agreements with all non-County customers before commencement of services.

Achieved 100% of goal to 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.

Achieved 100% of goal to develop, and submit for approval to the Board of Supervisors, all agreements with projected revenues in excess of \$10,000 within thirty (30) days of contract acceptance by the customer.

Achieved 100% of goal to coordinate with Department Executive Management and 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.

Achieved 100% of goal to 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.

Achieved 100% of goal to 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.

Achieved 75% of goal to develop and submit for Executive Management review, an Expenditure Status Report within ten (10) workdays of the end of each ARMS period. The Director was updated on a quarterly basis prior to submission of the Fund Balance Report to the Chief Financial Officer.

Achieved 100% of goal to provide initial budget cycle activity by developing projections of staffing needs within timelines established by the Auditor; and 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.

Achieved 100% of goal to 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. Approximately 20 DIS-specific exams were developed resulting in eligible lists of highly qualified candidates. This was the first full year DIS functioned without an assigned DHR analyst. Although there have been some delays, the level of service from DHR has been maintained.

Achieved 100% of goal to 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. All interviews and selections have been conducted in accordance with Civil Service Rules and ECOMO regulations. Two selection appeals to the Civil Service Commission resulted in the Commission denying appellants requests for investigations.

Achieved 100% of goal to 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. One employee was dismissed during probation.

Achieved 50% of goal to conduct classification studies as functional units emerge to ensure correct class for employees. The PAS audit indicated two divisions in need of classification studies: Operations and Telecommunications. The Operations Division classification study is in progress. DHR has conducted most of the desk audits and will make recommendations upon their completion. The class study of the Telecommunications Division is also nearing completion. DIS has forwarded its recommendations to DHR. Achievement of these goals has been difficult because of the classification study freeze on any reclasses resulting in a fiscal impact.

Achieved 100% of goal to formulate and implement by July 30 a classification maintenance program to keep class specifications current. All active class specifications specific to DIS are current.

Achieved 100% of goal to provide counseling to managers/supervisors on progressive discipline. DIS is committed to intervention and rehabilitation of its employees with disciplinary action as a last option. For this fiscal year, there have been six letters of warning, three letters of reprimand, two terminations (one was affirmed by Civil Service Commission; one did not appeal action), and two dismissals during probation.

Achieved 100% of goal to ensure that all required time frames have been met when employees grieve a working condition. A Letter of Reprimand was grieved; however, employee rescinded the grievance at the mid-management level. The Letter of Reprimand was filed in the employee's personnel file in accord with County rules and regulations.

Achieved 100% of goal to ensure that required time frames have been met when an employee appeals a performance appraisal. There have been two appeals this fiscal year.

Achieved 100% of goal to, within five workdays of the end of the month, prepare and issue the Monthly Status Report for Personnel, Training and Payroll Unit, including 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). The online position control, that reconciles allocated positions with budgeted positions, has replaced some of these reports. Personnel actions (hires, resignations, etc.) are provided monthly to all staff in DIS through use of Personnel and Payroll E-mail broadcast messages. Performance appraisal status continues to be forwarded to all managers and deputy directors.

Achieved 100% of goal to, at least monthly, provide Deputy Directors with report of number of budgeted positions, number filled, and listing of incumbents. The online position control has replaced this manually prepared report.

Achieved 100% of goal to provide current listing of all classes' respective eligible lists including promulgation and expiration.

Carried forward goal to prepare all policies and procedures pertaining to personnel, training and payroll; maintain and update Administrative Manual policies prior to expiration of sunset date. This is an ongoing project. Policies are in place; however, sunset dates have been difficult to maintain because of the inability to publish online since the system conversion. This problem has been corrected and staff is amending and publishing approximately four policies a month. This will continue until the manual is fully updated.

Achieved 100% of goal to, 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.

Achieved 100% of goal to minimize the year-end impact of procurement activities, and to ensure timely completion of all services and supplies acquisitions, by developing with Department Executive Management a FY 94-95 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.

Achieved 95% of goal to process requisitions on the Department of Purchasing and Contracting within (5) workdays of receipt of approved requests.

Achieved 95% of goal to initiate contract renewal or replacement with adequate lead time such that contract award precedes contract expiration. An extension was requested and granted by Purchasing and Contracting for the contract for offsite storage of computer tapes.

Carried forward goal to 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. Additional office space has now been identified, and a space plan request has been submitted to the Department of General Services.

Achieved 0% of goal to perform random site inspections at least once each ARMS period as a check against the integrity of the Department Inventory System. The Tri-Annual Inventory was completed; because of this, random checks were not considered necessary.

Achieved 100% of goal to accomplish the Tri-Annual Inventory directed by the Auditor and Controller in the most efficient manner within the given timelines.

Achieved 75 % of goal to 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.

Achieved 77 % of goal to 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.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Collect 85% of all accounts receivable within 90 days of invoicing.
 - a. Process 2,264 invoices.
2. Increase technical and administrative/management skill level of DIS staff by 5%.
 - a. Coordinate 480 training sessions.

Note: Program outcome objectives are listed in numerical order of importance; program output objectives follow their related outcomes and are designated with a lower case letter.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Director [2.58 SY; E = \$557,268; 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 Increased \$250,000 in Fixed Asset appropriations for automation equipment.
 - o Increased \$22,000 in Fixed Asset appropriations and \$78,000 in Services & Supplies appropriations to acquire "Firewall" for Internet.
2. Administrative Services [13.00 SY; E = \$935,695; 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.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$272,000
Total	\$272,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: ACCOUNTS RECEIVABLE					
% OF RESOURCES: 23%					
<u>OUTCOME (Planned Result)</u>					
% accts receive collected w/i 90 days	N/A	N/A	88%	85%	92%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per dollar collected *	N/A	N/A	\$0.13	\$0.24	\$0.16
<u>OUTPUT (Service or Product)</u>					
Invoices processed	N/A	N/A	2,214	1,840	2,264
<u>EFFICIENCY (Input/Output)</u>					
Cost per invoice processed *	N/A	N/A	26.62	\$32.00	26.62
ACTIVITY B: TRAINING					
% OF RESOURCES: 23%					
<u>OUTCOME (Planned Result)</u>					
Staff skill level	N/A	N/A	1.98	1.95	2.05
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of training unit **	N/A	N/A	\$140,154	\$149,154	\$135,003
<u>OUTPUT (Service or Product)</u>					
DIS training sessions	N/A	N/A	473	400	480
<u>EFFICIENCY (Input/Output)</u>					
Cost per training session ***	N/A	N/A	\$171	\$245	\$205

* Based on half time cost of staff in Fiscal Unit and charges for current services in org 0771.

** Based on cost of staff in Training Unit.

*** Based on training expenses from accounts 2349 and 2358.

STAFFING SCHEDULE

Class	Title	1994-95 Budget Positions	1994-95 Budget Staff Yrs	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1994-95 Budget Cost	1995-96 Budget Cost
2123	Director, DIS	1	1.00	1	1.00	\$102,167	\$101,774
2302	Admin Assistant III	2	2.00	2	2.00	81,447	87,661
2303	Admin Assistant II	2	2.00	2	2.00	83,684	75,974
2307	Dept Personnel Ofc III	1	1.00	1	1.00	52,156	51,954
2369	Admin Services Mgr II	1	1.00	1	1.00	54,747	54,533
2383	Tech Training Coordinator	1	1.00	1	1.00	46,163	45,983
2403	Accounting Technician	1	1.00	1	1.00	26,666	26,562
2413	Analyst III	1	1.00	1	1.00	46,163	45,983
2425	Associate Accountant	1	1.00	1	1.00	24,484	25,655
2493	Intermed Account Clerk	2	2.00	2	2.00	38,863	38,196
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	22,482
2700	Intermed Clerk Typist	0	0.00	0	0.00	0	0
2758	Admin Secretary III	1	1.00	1	1.00	28,268	29,619
9999	Extra Help	3	0.58	3	0.58	10,451	10,451
Total		18	15.58	18	15.58	\$620,315	\$616,827
Salary Adjustments:						(123)	13,374
Premium/Overtime Pay:						0	0
Employee Benefits:						183,761	197,707
Salary Savings:						(28,350)	(28,990)
Total Adjustments						\$155,288	\$182,091
Program Totals		18	15.58	18	15.58	\$775,603	\$798,918

MAJOR MAINTENANCE

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
MAJOR MAINTENANCE	\$2,233,766	\$1,777,213	\$4,661,690	\$4,771,997	\$4,689,364	(82,633)	(1.7)
MAJOR MAINTENANCE REMODELS	295,428	307,634	243,303	120,000	145,609	25,609	21.3
TOTAL DIRECT COST	\$2,529,194	\$2,084,847	\$4,904,993	\$4,891,997	\$4,834,973	\$(57,024)	(1.2)
PROGRAM REVENUE	(2,022,525)	(1,696,885)	(776,380)	(1,047,387)	(625,802)	421,585	(40.3)
NET GENERAL FUND COST	\$506,669	\$387,962	\$4,128,613	\$3,844,610	\$4,209,171	\$363,509	9.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To support Board of Supervisors priorities. 24% of Major Maintenance budgeted funds support law enforcement/public protection operations.

To support the provision of services to the public by providing safe and operationally reliable buildings to house County employees, programs and the public.

To implement and complete critical reroofing, parking lot and mechanical system repairs within available resources.

To provide space reconfigurations and installation of trailers as approved through the space planning process in order to support County departments with programmatic space requirements.

The essential program mission is to preserve, recondition, and repair facilities to ensure the operational condition of major infrastructural systems and to maintain the value of the County's capital assets by addressing the deferred and current year major maintenance projects.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Establish a multi-year Major Maintenance work program to address current year priority projects and reduce the unfunded deferred Major Maintenance backlog.
 - a. Analyze total Countywide major maintenance program and prepare annual issue paper and budget information to the Board of Supervisors regarding deferred maintenance issues.
2. To provide space remodeling services as approved and funded by the Board of Supervisors.

PROGRAM: Major Maintenance

DEPARTMENT: MAJOR MAINTENANCE

PROGRAM #: 81900
MANAGER: SALLY B. HAZZARD-DIAZ, Director

ORGANIZATION #: 5590
REFERENCE: 1995-96 Proposed Budget - Pg. 53-1

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Services & Supplies	\$2,232,571	\$1,777,213	\$4,613,219	\$4,728,997	\$4,655,409	(1.6)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	1,195	0	48,471	43,000	33,955	(21.0)
TOTAL DIRECT COST	\$2,233,766	\$1,777,213	\$4,661,690	\$4,771,997	\$4,689,364	(1.7)
PROGRAM REVENUE	(1,734,380)	(1,447,098)	(630,865)	(927,387)	(594,813)	(35.9)
NET GENERAL FUND CONTRIBUTION	\$499,386	\$330,115	\$4,030,825	\$3,844,610	\$4,094,551	6.5
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary Page.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

In FY95-96 \$670,000 or 24%, of Major Maintenance budgeted funds will support law enforcement/public protection operations. Due to the reduction in available Penalty Assessment funding we estimate a 73% decline from the \$2,557,200 FY94-95 expenditures. There is no new Penalty Assessment funding allocated in FY95-96 for law enforcement and public protection facility maintenance projects. Accordingly, projects to support law and justice programs are dependent on General Fund appropriations. Actual Net General Fund Contributions (net costs) were \$186,215 higher than FY94-95 Budget, due in part to a reduction in program revenue realized in the year. Current year expenditures totaled \$4,001,917 and prior year expenditures were \$659,773.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Achieved 80% of all health and safety projects in the same year in which they were budgeted.
2. Achieved 50% of all programmatic projects in the same year in which they were budgeted.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the department Outcome and Output objectives on the Department Summary Page.

1995-96 ADOPTED SUB PROGRAM ACTIVITIES

Projects in this program are administered by personnel in the Facilities Services Division. Attachment I lists the projects in this program.

The activities of this program are summarized as follows:

1. Craft Support [0.00 SY; E = \$445,490; R = \$56,131] including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
 - o Mandated/Discretionary Service Level.
 - o Offset by 12.6% in program revenue.

2. Contracted Services [0.00 SY; E = \$4,243,874; R = \$538,682] 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 Mandated/Discretionary Service Level.
 - o Providing an estimated \$4,243,874 (90.5% of budget) in privatized services.
 - o Offset by 9.5% in program revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
FINES, FORFEITURES & PENALTIES:				
Criminal Justice Facilities (9176)	\$318,021	\$319,000	\$54,900	(264,100)
Court Facilities (9177)	35,629	34,388	0	(34,388)
Sub-Total	\$353,650	\$353,388	\$54,900	\$(298,488)
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Fed Aid-Comm.Develop Block Grant (9683)	\$13,653	\$77,589	\$50,272	\$(27,317)
Sub-Total	\$13,653	\$77,589	\$50,272	\$(27,317)
MISCELLANEOUS SERVICES				
Int Service Fund Sales (9917)	\$0	\$9,000	\$9,000	\$0
Sub-Total	\$0	\$9,000	\$9,000	\$0
CHARGES FOR CURRENT SERVICES:				
Micro-Automation Fee (9834)	\$19,703	\$ 33,850	\$10,762	(23,088)
2% Automation Fees (9837)	48,000	0	0	0
Micrographics Fee (9864)	71	10,613	10,545	(68)
Recording Fee-Modernization (9865)	3,755	17,404	17,404	0
Other-Employee Maintenance (9974)	66,049	80,000	80,000	0
Other Miscellaneous (9979)	3,348	3,348	0	(3,348)
Sub-Total	\$140,926	\$163,215	\$136,711	\$(26,504)
OTHER REVENUE :				
SDG&E Retrofit Rebates (9957)	\$0	\$140,000	\$100,000	(40,000)
Sub-Total	\$0	\$140,000	\$100,000	\$(40,000)
OTHER FINANCING SOURCES:				
Road Fund (9802)	\$118,040	\$202,195	\$7,700	(194,495)
Parklnd Dedic. Ord. (9811)	3,527	0	0	0
OP TSFR from Other Dist (9812)	0	0	254,230	254,230
Other Sales Taxable (9996)	1,069	0	0	0
Sub-Total	\$122,636	\$202,195	\$261,930	\$59,735
Total	\$630,865	\$927,387	\$594,813	\$(332,574)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$4,030,825	\$3,844,610	\$4,094,551	\$249,941
Sub-Total	\$4,030,825	\$3,844,610	\$4,094,551	\$249,941
Total	\$4,030,825	\$3,844,610	\$4,094,551	\$249,941

EXPLANATION/COMMENT ON PROGRAM REVENUES

The total revenue earned in FY94-95 for maintenance projects was \$630,865. The major projects with earned revenue were the following: security fencing repairs at Descanso Detention Facility for \$68,201 (revenue account 9176); sewer line rehabilitation at Rancho Del Campo for \$107,919 (revenue account 9176); chiller repairs at North County Regional Center for \$155,357 (revenue account 9176); and various Public Works repairs for \$118,040 (revenue account 9802).

The major changes in the FY95-96 Budget from the previous budget are a decrease of \$298,488 in Penalty Assessment revenue (revenue accounts 9176 and 9177) and a decrease of \$194,495 in Road Fund revenue (revenue account 9802).

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: MAJOR MAINTENANCE SERVICES					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Establish a multi-year major maintenance work program to address current year priority projects and reduce the unfunded deferred major maintenance backlog ¹ by \$4 million in 1995-96; and by \$4 million per year in subsequent years through a multi-year work program. Unfunded current year and deferred major maintenance backlog costs (93-94 base year).					
	\$0	\$23.8 mill	\$21.5 mill	\$21.5 mill	\$20.4 mill
<u>EFFECTIVENESS (Input/Outcome)</u>					
<u>Total Major Maintenance Program Funding</u>	\$0	\$ 6.6 mill	\$ 9.5 mill	\$ 6.5 mill	\$ 6.3 mill
• New appropriation	\$0	\$ 5.1 mill	\$ 4.9 mill	\$ 1.8 mill	\$.5 mill
• Rebudgets	\$0	\$.7 mill	\$ 3.9 mill	\$ 3.9 mill	\$ 4.1 mill
• Carryover	\$0	\$.8 mill	\$.7 mill	\$.8 mill	\$ 1.7 mill
<u>OUTPUT (Service or Product)</u>					
Increase major maintenance project funding and reduce remaining unfunded backlog costs					
• <u>Total Projects</u>					
• Unfunded backlog costs	\$0	\$23,870,000	\$21,544,200	\$21,544,200	\$20,400,000
• Total appropriations	\$0	\$ 6,675,292	\$ 9,587,663	\$ 6,546,089	\$ 6,365,712
• Project expenditures	\$0	\$ 2,551,832	\$ 4,904,993	\$ 3,273,045	\$ 3,182,856 ²
• Remaining unfunded backlog costs ³	\$0	\$18,770,000	\$16,644,200	\$19,744,200	\$19,900,000
<u>EFFICIENCY (Input/Output)</u>					
Total project expenditures (expenditures/encumbrances)	\$0	\$ 2,551,832	\$ 4,904,993	\$ 3,273,045	\$ 3,182,856
% of program funding expended	0	38.2%	51.2%	50%	50%
% <reductions> increase in unfunded current year and prior year backlog costs	0	(21.4%)	(22.7%)	(18.4%)	(2.4%)
\$ <reduction> increase in unfunded current year and prior year backlog costs	0	\$(5,100,000)	\$(4,900,000)	\$(1,800,000)	\$(498,000)

¹ Unfunded major maintenance backlog is defined as unfunded current year major maintenance projects and prior year deferred projects which require funding.

² Expenditures estimated at 50% of appropriations.

³ Remaining unfunded cost is the unfunded backlog cost less new appropriations.

PERFORMANCE MEASURES

1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
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COMMENT

This program mission is supported by resources within the General Services and Public Service Utilities budgets. The combined resources (input) of these budgets reflect the following outputs and efficiencies in the 1995-96 budget:

- Deferred major maintenance activities are comprised of reroofing projects, mechanical system replacement and retrofit projects, parking lot repair projects, structural repair projects, security installation and upgrade projects, carpet and flooring replacement projects and energy conservation projects.
- 22.7% of annually identified major maintenance program needs were funded in 1994-95.
- 2.4% of annually identified major maintenance program needs are funded in the 1995-96 Adopted Budget.
- 51% of annual project funding is expended or encumbered within the budget year.
- 1995-96 unfunded major maintenance cost requirements have decreased by \$1.1 million from 1994-95.
- The trend of deferred major maintenance costs estimated at \$20.4 million for FY95-96 represents a significant unfunded liability to the County.

PROGRAM: Major Maintenance Remodels

DEPARTMENT: MAJOR MAINTENANCE

PROGRAM #: 82000
MANAGER: SALLY B. HAZZARD-DIAZ, Director

ORGANIZATION #: 5590
REFERENCE: 1995-96 Proposed Budget - Pg. 53-7

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Services & Supplies	\$295,428	\$307,634	\$243,303	\$120,000	\$145,609	21.3
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$295,428	\$307,634	\$243,303	\$120,000	\$145,609	21.3
PROGRAM REVENUE	(288,145)	(249,787)	(145,515)	(120,000)	(30,989)	(74.2)
NET GENERAL FUND CONTRIBUTION	\$7,283	\$57,847	\$97,788	\$0	\$114,620	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary Page.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The FY94-95 Actual Net General Fund Contribution is \$97,788 higher than the FY94-95 Adopted Budget. This is due primarily to prior year expenditures totaling \$123,303, completed during the year. Major projects completed in this program included the following: repairs at various health centers for \$52,069; removal of impediments to the disabled at the El Cajon and Escondido Social Services offices for \$89,810; remodel of conference room 302-303 at the County Administration Center for \$51,076; and a Superior Court Probate office remodel for \$43,529.

ACHIEVEMENT OF 1994-95 OBJECTIVES

No 1994-95 objectives were established due to the absence of remodel funding in the 1994-95 Adopted Budget. 80% of funded mid-year projects were completed within the budget year.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To provide space remodeling services as approved and funded by the Board of Supervisors.
2. Develop and take to the Chief Administrative Officer a Countywide policy regarding specifications, Tenant Improvement Standards of Occupancy and Processing Minor Facility Improvement Requests.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The 1995-96 Adopted Budget includes funding for six remodels. Attachment I lists the funded projects.

The activities of this program are summarized as follows:

1. Craft Support [0.00 SY; E = \$12,887; R = \$2,944] including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
 - o Discretionary/Discretionary Service Level.
2. Contracted Services [0.00 SY; E = \$132,722; R = \$28,045] 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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
INTERGOVERNMENTAL REV:				
AB75 Capital Outlay Revenue (9515)	\$51,680	\$0	\$0	0
Fed Aid - Comm Develop Block Grant (9683)	89,810	120,000	30,989	(89,011)
Sub-Total	\$141,490	\$120,000	\$30,989	(89,011)
CHARGES FOR CURRENT SERVICES				
Small Claims (9827)	\$4,025	\$0	\$0	\$0
Sub-Total	\$4,025	\$0	\$0	\$0
Total	\$145,515	\$120,000	\$30,989	\$(89,011)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$97,788	\$0	\$114,620	\$114,620
Sub-Total	\$97,788	\$0	\$114,620	\$114,620
Total	\$97,788	\$0	\$114,620	\$114,620

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue earned in FY94-95 was \$25,515 higher than budgeted. The following revenue projects were completed during the year: 1) Various health center repairs, \$51,680 (revenue account 9515); 2) Escondido Courthouse Remodel, \$4,025 (revenue account 9827); 3) El Cajon Social Services ADA Remodel, \$52,652 (revenue account 9683); and 4) Escondido Social Services ADA Remodel, \$37,158 (revenue account 9683).

FY95-96 Adopted revenue has been reduced by \$89,011 from FY94-95. This is primarily due to a reduction in Community Development Block Grant (revenue account 9683) funding in this program budget.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
MAJOR MAINTENANCE REMODEL SUPPORT SERVICES					
% OF RESOURCES: 3%					
<u>OUTCOME (Planned Result)</u>					
Complete 80% of approved remodel projects in the same year as budgeted	N/A	80%	80%	80%	80%
Ensure that site electro-mechanical, infrastructure, and energy conservation, requirements are identified, costed, and considered for implementation as part of remodeling projects; and that regulatory requirements (ADA) are always included as a component of all remodeling projects.					
<u>EFFECTIVENESS (Input/Outcome)</u>					
Major Maintenance remodeling (budgeted) ¹	N/A	\$579,548	\$272,225	\$120,000	\$145,609
Major maintenance remodeling expended/encumbered	N/A	\$249,787	\$243,303	\$120,000	\$116,487
<u>OUTPUT (Service or Product)</u>					
Provide support to law & justice based on authorized funding	N/A	\$ 65,041	\$47,986	\$0	\$0
<u>EFFICIENCY (Input/Output)</u>					
% of program funding expended (expenditure/encumbrance)	N/A	43%	80%	80%	80%
<u>OUTPUT (Service or Product)</u>					
Provide support to General gov't dept's based on authorized funding	N/A	\$ 17,206	\$195,317	\$120,000	\$145,609

¹ Includes budgeted and mid-year appropriations.

10/20/95

ATTACHMENT

FY 1995-96 MAJOR MAINTENANCE & REMODEL PROJECTS

FACILITY/REQUEST	ESTIMATED COST	PROJECT NUMBER	FUNDING SOURCE
MAINTENANCE			
SDMC - Counter Modification	10,762.00	MB3887A	MICRO-AUTO
RECORDER - Repair/Modify Equipment and Lighting	10,545.00	MB3888	MICRO GRAPH
SE HLTH CTR - Modify Imped to the Disabled	26,304.00	MB3891	CDBG
ESCONDIDO HLTH CTR - Modify Imped to the Disabled	23,968.00	MB3893	CDBG
RECORDER - Carpeting Room 260	17,404.00	MB4194	RCRDR FUND
COC - Lighting Controls	54,077.00	MB4195	GF
VAR MISC ROOF REPLACEMENT	309,797.00	MB4400	GF
COC - Parking Lot Repairs	228,330.00	MB4512	GF
CARPET REPLACEMENT UMA	492,178.00	MB4699	GF
VISTA DF - Replacement of Control Panel	36,100.00	MB4861	GF
VISTA DF - Replacement of Control Panel	54,900.00	MB4861A	AB189
COC - Fire Alarm System Repairs	233,626.00	MB4865	GF
HILLCREST RECEIVING HOME - Asbestos Removal	90,800.00	MB4867	GF
CAC - Rebuild Entrance Doors	33,000.00	MB4872	GF
COC - Replacement of Cooling Tower/Chiller	41,400.00	MB4874	GF
SO BAY DF - Replacement of Deputy Alarm Systems	40,000.00	MB4875	GF
PSYCHIATRIC HOSPITAL - Awning	12,000.00	MB4886	GF
CAC - Parking Lot Repair	9,000.00	MB4890	GF
CAC - Parking Lot Repair	9,000.00	MB4890A	ACE PARKING
COUNTYWIDE - Security Install	133,955.00	MB4894	GF
COC - Install Overhead Cabinets in Material Lab	7,700.00	MB5201	ROAD FUND
OFFICE OF VET - HVAC	15,000.00	MB5893	GF
JUVENILE HALL - Security Fencing	254,230.00	MB5895	INMATE WELF
COUNTYWIDE - Var Rpr & Maintenance (Cogen Proceeds)	230,000.00	MB5899	GF
VARIOUS - Lighting and Mechanical System Retrofit	100,000.00	MB6001	SDG&E REVEN
EMPLOYEE HOUSING UMA	80,000.00	MB6300	EMP HOUSING
GENERAL FUND UMA	300,000.00	MB6800	GF
DEFERRED MAINTENANCE UMA	1,556,688.00	MD5700	GF
COC - Ceiling Tile Removal, Carpeting & Painting	270,000.00	MD5701	GF
CAC- Sidewalk Repair (North)	8,600.00	MD5709	GF
MAINTENANCE TOTAL	4,689,364.00		
REMODELS			
EL CAJON DSS - Removal of Imped to the Disabled	6,841.00	MR4892	CDBG
ESCONDIDO DSS - Removal of Imped to the Disabled	24,148.00	MR4893	CDBG
SOUTH BAY MUNI CT - Rmdl of Bail Office	9,500.00	MR5894	GF
COC - Mail Processing Ctr Remodel	55,120.00	MR6894	GF
CAC & COC - Remodel of Auditor & Controllers Offic	25,000.00	MR6898	GF
CAC - Remodel of Auditors Conference room	25,000.00	MR6898A	GF
REMODELS TOTAL	145,609.00		
GRAND TOTAL	4,834,973.00		

PUBLIC SERVICES UTILITIES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Public Services Utilities	\$16,581,736	\$15,485,445	\$16,545,378	\$17,074,362	\$18,160,681	1,086,319	6.4
TOTAL DIRECT COST	\$16,581,736	\$15,485,445	\$16,545,378	\$17,074,362	\$18,160,681	\$1,086,319	6.4
PROGRAM REVENUE	(257,270)	(137,337)	(154,948)	(150,895)	(150,895)	0	0.0
NET GENERAL FUND COST	\$16,324,466	\$15,348,108	\$16,390,430	\$16,923,467	\$18,009,786	\$1,086,319	6.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To support Board of Supervisors priorities. 56% of budgeted utility funds support law enforcement/public protection operations.

To support the provision of services to the public by managing the payment system for gas, electricity, water and sewer to ensure the operational reliability of facilities and program services.

To monitor utility consumption rates and charges for accuracy and energy conservation opportunities.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Continue energy conservation projects designed to save consumption and costs.
 - a. Implement five energy conservation initiatives per year designed to reduce or avoid utility costs.
2. Reduce square foot consumption in order to avoid added utility costs associated with rate increases.
 - a. Utilize S.D.G.&E. financing to fund three energy modernization projects in major maintenance activities.

PROGRAM: Public Services Utilities

DEPARTMENT: PUBLIC SERVICES UTILITIES

PROGRAM #: 82104

ORGANIZATION #: 5610

MANAGER: Sally B. Hazzard-Diaz, Director

REFERENCE: 1995-96 Proposed Budget - Pg. 54-1

AUTHORITY: Administrative Code 398.5 Sections (j) Utilities/Vehicle Fuels and (i) Postage, delegate to the Department of General Services the administration of utilities.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Gas & Electric	\$11,489,971	\$10,382,314	\$11,258,347	\$11,251,676	\$12,055,000	7.1
Postage	4,467,778	4,357,259	4,415,312	4,548,270	4,743,060	4.3
Water and Sewage	1,398,910	1,553,709	1,681,428	1,933,098	1,933,098	0.0
Bottled Gas	85,197	95,375	101,516	90,000	90,000	0.0
Fixed Assets	0	0	0	0	0	0.0
Less Reimbursements	(860,120)	(903,212)	(911,225)	(748,682)	(790,577)	5.6
Other Charges	0	0	0	0	130,100	100.0
TOTAL DIRECT COST	\$16,581,736	\$15,485,445	\$16,545,378	\$17,074,362	\$18,160,681	6.4
PROGRAM REVENUE	(257,270)	(137,337)	(154,948)	(150,895)	(150,895)	0.0
NET GENERAL FUND CONTRIBUTION	\$16,324,466	\$15,348,108	\$16,390,430	\$16,923,467	\$18,009,786	6.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary page.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

In FY94-95 \$7.3 million, or 54% of Public Services Utilities budgeted funds were spent in support of law enforcement/public protection operations. \$7.0 million, or 58% was spent in support of law enforcement/public protection operations in FY93-94.

FY94-95 Net General Fund Contribution (net costs) were \$533,037 less than budget. This underexpenditure was due to savings achieved in postage, water and sewer, and the overrealization of Reimbursements (Costs Applied).

Postage costs were \$132,958 under budgeted appropriations due to lower mailing volume than projected.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1. Achieved 100% of goal to complete the installation of back-up boilers at the downtown Courthouse and Law Library.
2. Achieved 100% of goal to continue to investigate water conservation methods and implement when feasible.
3. Achieved 100% of goal to establish a comprehensive self-funding energy management program.
4. Achieved 100% of goal to continue energy conservation initiatives utilizing achieved savings to offset energy costs associated with rate increases and added facilities. Applying net utility cost savings as a funding source to finance major maintenance programs for the restoration and rehabilitation of County facilities.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to department Outcome and Output Objectives on the Department Summary page (green sheet).

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

Payment of Countywide utilities is managed by staff in the Facilities Services Program of the Department of General Services.

The activities of this program are summarized as follows:

-
1. Gas and Electricity [0.00 SY; E = \$11,531,171; R = \$121,960] is:
 - o Mandated/Discretionary Service Level.
 - o Providing for payments to SDG&E (\$11,041,071) to include the Hall of Justice/Central Plant, contracted chilled water services at the downtown Courthouse (\$360,000); and allocating funds for energy management debt service payments (\$130,100).
 - o Increasing by \$803,324.
 - o Offset by \$653,929 in costs applied.
 2. Postage [0.00 SY; E = \$4,638,360; R = \$0] is:
 - o Mandated/Discretionary Service Level.
 - o Providing funding to process County U.S. metered, bulk and business reply mail.
 - o Increasing by \$194,790 due to the full-year impact of a 10% postage rate increase which became effective January 1, 1995.
 - o Offset by \$104,700 in costs applied.
 3. Water and Sewage [0.00 SY; E = \$1,901,150; R = \$28,935] is:
 - o Mandated/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 Mandated/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	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES FOR CURRENT SERVICES				
Internal Service Fund (9786)	\$7,368	\$4,500	\$4,500	0
Employee Maintenance (9974)	7,678	10,000	10,000	0
Other Miscellaneous (9979)	4,409	0	0	0
Sub-Total	\$19,455	\$14,500	\$14,500	\$0
OTHER REVENUE:				
Rents and Concessions (9210)	\$16,000	\$10,500	\$10,500	0
Aid From City of San Diego (9741)	107,121	125,395	125,395	0
Aid From Other Govt. Agencies (9746)	0	0	0	0
Other Miscellaneous (9995)	12,372	500	500	0
Recovered Expenditures (9989)	0	0	0	0
Sub-Total	\$135,493	\$136,395	\$136,395	\$0
Revenue Total	\$154,948	\$150,895	\$150,895	0
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Road Fund (5682)	\$472,556	\$339,122	\$381,017	41,895
APCD (5683)	28,766	61,292	61,292	0
Airports (5687)	65,430	55,608	55,608	0
Liq. Waste (5688)	9,772	9,175	9,175	0
Solid Waste (5690)	100,068	54,485	54,485	0
Library Fund (5693)	249,249	229,000	229,000	0
Cost Applied Excess Cost (5998)	(14,616)	0	0	0
Costs Applied Total	\$911,225	\$899,577	\$941,472	\$41,895
Total Revenue & Cost Applied	\$1,066,173	\$1,050,472	\$1,092,367	\$41,895

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$16,390,430	\$16,923,467	\$18,009,786	\$1,086,319
Sub-Total	\$16,390,430	\$16,923,467	\$18,009,786	\$1,086,319
Total	\$16,390,430	\$16,923,467	\$18,009,786	\$1,086,319

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue in this program is earned from utilities charges to other governmental agencies, charges to non-General Fund activities, and various miscellaneous charges. Expenditure Transfers (Costs Applied) are earned from utilities charges to non-General Fund programs and activities, i.e., Library, Airports, Air Pollution Control, etc.

FY94-95 revenues were overrealized by \$4,053. This is primarily due to miscellaneous revenue earned, Account 9979.

FY94-95 Costs Applied were overrealized by \$162,542. This was primarily due to increased usage by the Road Fund, Account 5682, and the Solid Waste Enterprise Fund, Account 5690.

FY95-96 Budgeted revenue remains unchanged from FY94-95 Budget.

FY95-96 Costs Applied is projected to increase by \$41,895, for Road Fund utilities payments, Account 5682.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A:					
MANAGEMENT OF GAS, ELECTRIC, WATER AND SEWER SERVICES					
% OF RESOURCES: 74%					
<u>OUTCOME (Planned Result)</u>					
Implement five energy conservation initiatives per year designed to reduce or avoid utility costs.	N/A	5	5	5	5
Utilize S.D.G.&E. financing to fund three energy modernization projects in major maintenance activities.	N/A	3	2	3	3
Provide reliable utility services to support the provision of public services.	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct Cost					
• Gas and Electricity	N/A	\$10,382,314	\$11,315,173	\$11,251,676	\$12,055,000
• Water and Sewer	N/A	\$ 1,553,709	\$ 1,695,818	\$ 1,933,098	\$ 1,933,098
	N/A	\$11,936,023	\$13,010,991	\$12,994,774	\$13,988,098
Third Party Resources					
• S.D.G.&E. Credit Line	N/A	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$4,699,094
Funding from SDG&E financing (credit line)	N/A	\$ 0	\$ 300,906	\$ 0	\$800,000
Annual debt service payment	N/A	\$ 0	\$ 19,820	\$ 0	\$130,100
Rate Consultant Contract Costs	N/A	\$ 11,640	\$ 11,640	\$ 11,640	\$ 11,640
<u>OUTPUT (Service or Product)</u>					
Provide utility services to 6.7 million square feet of County buildings	N/A	6,214,992	6,451,992	6,451,992	6,751,992
<u>EFFICIENCY (Input/Output)</u>					
Average utility costs per sq. ft.	N/A	\$ 1.82	\$ 2.02	\$ 1.90	\$ 2.07
Law & justice sq. ft.	N/A	3,239,019	3,332,639	3,239,019	3,632,639
Law & justice utility costs/sq.ft.	N/A	\$ 2.10	\$ 2.19	\$ 2.25	\$ 2.15
Law & justice costs (millions)	N/A	\$ 6.8	\$ 7.3	\$ 7.5	\$ 7.8
BOMA ¹ average cost per sq. ft.	N/A	\$ 1.90	\$ 1.94	\$ N/A	\$ N/A
<u>OUTPUT (Service or Product)</u>					
Implement 1.2 million sq. ft. of lighting retrofits.	N/A	116,320	605,372	729,000	1,284,777
Save 3.1 million Kwh.(Base Year=92/93)	N/A	818,632	1,920,932	2,184,547	3,118,147
<u>EFFICIENCY (Input/Output)</u>					
Electrical cost avoidance	N/A	\$ 72,450	\$ 170,195	\$ 196,610	\$332,862
Rate consultant cost savings	N/A	\$ 34,940	\$ 179,134	\$ 50,000	\$75,000
<u>OUTPUT (Service or Product)</u>					
Purchase 103 million Kwh of electricity.	N/A	101,483	105,925	105,519	103,305
Reduce Kwh per sq. ft. per year to 15.3.	N/A	16.3	16.4	16.3	15.3
<u>EFFICIENCY (Input/Output)</u>					
Electricity cost per 1000 kwh	N/A	\$ 88.52	\$ 88.60	\$ 90.00	\$106.75

¹ 1993 Building Owners and Managers Assn. Annual Report for the San Diego Region

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
<u>OUTPUT (Service or Product)</u>					
Purchase 1.9 million therms of gas	N/A	1,809	1,884	1,880	1,958 ²
<u>EFFICIENCY (Input/Output)</u>					
Gas cost per 1000 therms	N/A	\$551.43	\$492.54	\$555.00	\$525.81
Therms per sq. ft. per year	N/A	289	292	291	290
<u>OUTPUT (Service or Product)</u>					
Purchase 574 thousand units of water (unit = 748 gallons)	N/A	505,161	529,577	506,812	555,900 ²
<u>EFFICIENCY (Input/Output)</u>					
Water use per sq. ft. per year (units)	N/A	.081	.082	.078	.082
Water cost per unit	N/A	\$ 1.52	\$ 1.50	\$ 1.55	\$ 1.62
Sewer cost per unit	N/A	\$ 1.08	\$ 1.52	\$ 1.20	\$ 1.64
Service cost per unit	N/A	\$.31	\$.18	\$.20	\$.20
Total cost per unit	N/A	\$ 2.91	\$ 3.20	\$ 2.95	\$3.47
<u>OUTPUT (Service or Product)</u>					
Reduce purchase of chilled water to 800 thousand tons	N/A	1,392	1,908	2,784	800
<u>EFFICIENCY (Input/Output)</u>					
Chilled water cost per unit (1000 tons)	N/A	\$.26	\$.25	\$.21	\$.25

²Therms and water increases reflect increased consumption due to new facilities coming on-line (Hall of Justice, S.D. Central Jail).

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY B: POSTAGE					
% OF RESOURCES: 26%					
<u>OUTCOME (Planned Result)</u>					
To provide postage for 52 County departments and offices.	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Postage costs ¹	\$4,467,778	\$4,357,259	\$4,415,312	\$4,548,270	\$4,743,060
<u>OUTPUT (Service or Product)</u>					
Number of pcs. of U.S. mail	15,354,113	15,558,573	14,206,789	15,585,000	14,500,000
<u>EFFICIENCY (Input/Output)</u>					
U.S. Postal Rate/First Class/1 oz only	\$.2900	\$.2900	\$.2900	\$.2900	\$.3200
County Cost when presorted & barcoded by Zip Code/First Class/1 oz.	\$.2330	\$.2330	\$.2740	\$.2330	\$.2640
Differential	\$.0570	\$.0570	\$.0310	\$.0570	\$.0560
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost Avoidance Percentage	19.65%	19.65%	10.16%	19.65%	17.50%

¹ Postage costs consist of first class postage, certified mail, registered mail, insured mail, bulk mail, business reply and express mail. Only first class mail receives discounted rates when barcoded and pre-sorted by zip code, and discounts are applied to the first ounce only. Approximately 65% of all County mail processed currently qualifies for discounted rates. The County netted postage discounts totaling \$328,597 in FY94-95.

COUNTY WIDE RENTS AND LEASES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
RENTS AND LEASES	\$11,266,999	\$10,844,343	\$10,810,080	\$11,229,903	\$10,995,132	(234,771)	(2.1)
TOTAL DIRECT COST	\$11,266,999	\$10,844,343	\$10,810,080	\$11,229,903	\$10,995,132	\$(234,771)	(2.1)
PROGRAM REVENUE	(2,421,479)	(2,727,164)	(2,718,461)	(2,673,112)	(2,320,895)	352,217	(13.2)
NET GENERAL FUND COST	\$8,845,520	\$8,117,179	\$8,091,619	\$8,556,791	\$8,674,237	\$117,446	1.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To support Board of Supervisors priorities. Approximately 55.5% of Countywide Rents and Leases budgeted funds support law enforcement/public protection operations.

To provide funding for the payment of Board approved leases that serve the programmatic needs of County departments and offices.

To provide funding for office space and other types of real property (radio sites, libraries, parks, courtrooms, Sheriff substations, etc.) via lease contracts in a cost effective manner.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Realize significant rental savings over lease term by renegotiating acquisition lease contracts.
 - a. Renegotiate 4 existing lease contracts for approximately \$1,500,000 savings over lease term.

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).

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	12,495,708	12,091,316	12,078,721	12,517,605	12,288,646	(1.8)
Other Charges	0	0	0	0	0	0.0
Less Reimbursements	(1,228,709)	(1,246,973)	(1,268,641)	(1,287,702)	(1,293,514)	0.5
TOTAL DIRECT COST	\$11,266,999	\$10,844,343	\$10,810,080	\$11,229,903	\$10,995,132	(2.1)
PROGRAM REVENUE	(2,421,479)	(2,727,164)	(2,718,461)	(2,673,112)	(2,320,895)	(13.2)
NET GENERAL FUND CONTRIBUTION	\$8,845,520	\$8,117,179	\$8,091,619	\$8,556,791	\$8,674,237	1.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary page.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

In FY94-95 approximately \$6,975,858 or 57.8% of Rents and Leases budgeted funds were spent for law enforcement/public protection operations.

In FY94-95, overall Net General Fund Contributions were \$465,172 under budget. Actual expenditures for lease payments were \$438,884 below budget due to the successful renegotiation of various leases which were a part of the Rent Reduction Program and the relocation/consolidation of the Assessor/Recorder San Marcos leases. Reimbursements were \$19,061 under budget due to Library renegotiations resulting in lower rental rates. Revenues were overrealized by \$45,349 due primarily to an unbudgeted receipt of revenue from the City of San Diego for the Otay Mesa Pre-Arrestment Facility ground lease.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Achieved 223% of goal to realize \$490,000 in rental savings over lease term. Resulted in \$1,093,723 in savings from successful renegotiations of four lease contracts and from terminating and replacing one lease contract.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the departmental Outcome and Output Objectives on the Department Summary page.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

This program is managed by staff in the Real Property Division of the Department of General Services.

The activities of this program are summarized as follows:

1. Rents and Leases [0.00 SY; E = \$10,995,132; R = \$2,320,895]
 - o Mandated/Discretionary Service Level
 - o Acquiring Board approved leases for all County departments and offices.
 - o Providing property management services for 190 leases serving 31 County departments and offices.
 - o Providing budget administration for 149 leases serving 27 County departments.
 - o Offset by \$1,293,514 in costs applied.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
FINES, FORFEITURES & PENALTIES				
Criminal Justice Facilities (9176)	\$250,149	\$251,152	\$812,352	\$561,200
Court Facilities (9177)	932,168	969,200	0	(969,200)
Sub-Total	\$1,182,317	\$1,220,352	\$812,352	\$(408,000)
USE OF MONEY AND PROPERTY:				
Rents and Concessions (9210)	\$872,109	\$688,000	\$460,725	\$(227,275)
Sub-Total	\$872,109	\$688,000	\$460,725	\$(227,275)
AID FROM OTHER GOVERNMENT AGENCIES:				
State Auto Ins. Fraud (9502)	\$40,100	\$40,100	\$32,900	\$(7,200)
State Aid - Office of Alcohol (9516)	212,900	226,700	235,800	9,100
Women, Infants & Children-WIC (9538)	25,729	61,200	21,000	(40,200)
Fed Aid for Contr - Other (9617)	49,820	52,560	70,200	17,640
Fed - Other Fed Grants (9678)	34,768	39,600	33,300	(6,300)
Fed - Other - IVD Admin Costs (9679)	71,700	71,700	58,500	(13,200)
Aid From Other Government Agencies (9746)	28,800	28,800	29,700	900
Sub-Total	\$463,817	\$520,660	\$481,400	\$(39,260)
CURRENT SERVICES:				
Recording Fee - Modernization (9865)	\$79,714	\$46,300	\$364,718	\$318,418
Contract Cities - Law Svcs (9879)	120,260	197,800	201,700	3,900
Other Misc. (9995)	245	0	0	0
Sub-Total	\$200,219	\$244,100	\$566,418	\$322,318
Revenue Total	\$2,718,462	\$2,673,112	\$2,320,895	\$(352,217)
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Road Fund (5682)	\$288,223	\$277,800	\$283,100	\$5,300
APCD (5683)	296,500	296,500	331,000	34,500
Internal Service Fund (5686)	60,564	62,000	62,500	500
Liquid Waste Enterprise Fund (5688)	126,950	127,200	129,600	2,400
Inmate Welfare Fund (5692)	3,150	3,300	3,400	100
Library Fund (5693)	504,129	520,902	483,914	(36,988)
Excess Cost (5998)	(10,874)	0	0	0
Costs Applied Total	\$1,268,642	\$1,287,702	\$1,293,514	\$5,812
Total Revenue	\$2,718,462	\$2,673,112	\$2,320,895	\$(352,217)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$8,091,619	\$8,556,791	\$8,674,237	\$117,446
Total	\$8,091,619	\$8,556,791	\$8,674,237	\$117,446

EXPLANATION/COMMENT ON PROGRAM REVENUES:

FY94-95 Actual Revenue was \$45,349 over budget. Revenue was overrealized by \$184,109 due primarily to receipt of unbudgeted revenue from the City of San Diego for the Otay Mesa Pre-Arrestment Facility ground lease, Account 9210; and by \$33,414 due to the relocation/consolidation of the North County Assessor/Recorder, Account 9865. Revenue was underrealized by \$77,540 due to the delay of the new Sheriff Poway lease, Account 9879; by \$37,032 due to savings from the Mental Health Counselor lease renegotiation and to lower than anticipated operating expense costs for the Home Savings lease, Account 9177; and by \$35,471 due to the cancellation of the Vista WIC lease, Account 9538.

FY95-96 Budgeted Revenue is \$352,217 less than FY94-95 due primarily to reduced Court Facilities funding, Account 9177; the cancellation of the Loma Portal sublease and the Front & B Street revenue lease due to the San Diego Central Jail construction plans, Account 9210; and the cancellation of the Vista WIC lease, Account 9538. Recording Fees revenue is increased by \$318,418 primarily due to the new Assessor/Recorder Kearny Mesa lease, Account 9865.

PERFORMANCE MEASURES

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget
ACTIVITY A: LEASE SAVINGS PROGRAM					
% OF RESOURCES: 0%					
<u>OUTCOME (Planned Result)</u>					
Realize significant rental savings over lease term by renegotiating lease contracts.	N/A	\$712,196	\$1,098,723	\$490,000	\$1,500,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct Cost to renegotiate lease contracts ²	N/A	\$33,695	\$40,991	\$56,530	\$62,551
Effectiveness Ratio = Direct Cost/ Rental savings over lease term	N/A	\$1:\$21.14	\$1:\$26.80	\$1:\$8.87	\$1:\$23.98
<u>OUTPUT (Service or Product)</u>					
Renegotiate lease contracts	N/A	7	5	4	4
<u>EFFICIENCY (Input/Output)</u>					
Direct Cost per renegotiated lease	N/A	\$4,814	\$8,198	\$14,132	\$15,638

Comment

¹ Savings realized and projected in the Lease Savings Program include all leases renegotiated and managed by the Real Property Division including leases budgeted outside the Rents and Leases program budget, such as those budgeted in the Department of Social Services. Figures include additional savings achieved from lease contracts terminated and replaced with new lease contracts negotiated at lower rates.

² Staff resources (input) are budgeted in the Department of General Services Real Property program budget. These amounts are approximated based on new reporting systems developed in FY94-95 that will be tested and refined in FY95-96. FY93-94 and FY95-96 amounts were estimated using FY94-95 figures from the new reporting systems.

Projected FY95-96 rental savings are significantly increased due to the size of the leases being targeted in the next fiscal year. Staff hours (costs) are estimated at a higher rate due to the complexity of the targeted renegotiations. The number of leases to be renegotiated and the amount of savings will vary in future years since fluctuating economic conditions affect rental levels and the County's ability to achieve success in rental rate negotiations. It is unlikely that the current soft real estate market will exist for an extended period of time.

COUNTYWIDE RENTS & LEASES
 FY95-96 ADOPTED BUDGET
 SUMMARY

DEPARTMENT	FY94-95 ADOPTED COST	FY95-96 ADOPTED COST	INCREASE/ (DECREASE)	FY95-96 ADOPTED REV/COST A	FY95-96 ADOPTED NET COST
AGRICULTURE/WEIGHTS & MEASURES	30,700	35,300	4,600	0	35,300
AIR POLLUTION CONTROL	296,500	331,000	34,500	331,000	0
ALTERNATE DEFENSE COUNSEL	80,100	122,000	41,900	29,700	92,300
ALTERNATE PUBLIC DEFENDER	212,700	222,100	9,400	49,852	172,248
ANIMAL CONTROL	62,200	56,500	(5,700)	0	56,500
ASSESSOR/RECORDER/CLERK	535,900	759,968	224,068	364,718	395,250
AUDITOR & CONTROLLER	239,900	208,500	(31,400)	0	208,500
BOARD OF SUPERVISORS	0	4,668	4,668	0	4,668
CAO	31,800	30,000	(1,800)	0	30,000
COUNTY COUNSEL	175,000	147,800	(27,200)	0	147,800
DISTRICT ATTORNEY	2,032,900	1,759,200	(273,700)	124,700	1,634,500
ENVIRONMENTAL HEALTH	332,000	325,500	(6,500)	0	325,500
GENERAL GOVERNMENT	994,767	994,767	0	456,685	538,082
GENERAL SERVICES	121,300	74,000	(47,300)	4,040	69,960
HEALTH SERVICES	1,313,481	1,115,546	(197,935)	256,800	858,746
HUMAN RESOURCES	194,100	135,600	(58,500)	0	135,600
INFORMATION SERVICES	71,901	557,151	485,250	0	557,151
LIBRARY	535,902	498,914	(36,988)	483,914	15,000
MARSHAL	26,140	17,000	(9,140)	2,540	14,460
MUNICIPAL COURT NORTH COUNTY	250,801	258,101	7,300	38,560	219,541
PARKS & RECREATION	1,102	1,152	50	0	1,152
PROBATION	1,369,750	1,412,100	42,350	167,900	1,244,200
PUBLIC DEFENDER	1,461,200	1,458,400	(2,800)	0	1,458,400
PUBLIC WORKS	405,000	412,700	7,700	412,700	0
SHERIFF	946,331	717,679	(228,652)	337,800	379,879
SUPERIOR COURT	796,130	633,000	(163,130)	553,500	79,500
TOTAL	12,517,605	12,288,646	(228,959)	3,614,409	8,674,237
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DATE 9/19/95

COUNTYWIDE RENTS & LEASES
FY95-96 ADOPTED BUDGET

Page 1			FY94-95	FY95-96		FY95-96	FY95-96
DEPARTMENT	ACTIVITY NUMBER	FACILITY NAME	ADOPTED COST	ADOPTED COST	INCREASE/ (DECREASE)	ADOPTED REV/COST A	ADOPTED NET COST
AGRICULTURE/WTS&MS	PL4003	VISTA OFFICE	30,700	31,000	300	0	31,000
AGRICULTURE/WTS&MS	PL4463	SO BAY OFFICE	0	4,300	4,300	0	4,300
TOTAL AGRICULTURE			30,700	35,300	4,600	0	35,300
AIR POLLUTION CONTROL	** PL4216	KEARNY MESA OFFICE	296,500	331,000	34,500	331,000	0
TOTAL AIR POLL. CTRL			296,500	331,000	34,500	331,000	0
ALTERNATE DEFENSE CNSL	* PL4380	SMALL CLAIMS	28,800	29,700	900	29,700	0
ALTERNATE DEFENSE CNSL	PL4380	INDIGENT CONFLICT ADM.	51,300	52,800	1,500	0	52,800
ALTERNATE DEFENSE CNSL	PL4466	DOWNTOWN ANNEX	0	14,300	14,300	0	14,300
ALTERNATE DEFENSE CNSL	PL4469	KEARNY MESA	0	25,200	25,200	0	25,200
TOTAL ALT. DEF. COUNSEL			80,100	122,000	41,900	29,700	92,300
ALTERNATE PUBLIC DFNDR	PL4375	KEARNY MESA	76,000	77,500	1,500	0	77,500
ALTERNATE PUBLIC DFNDR	PL4392	NO. CNTY/VISTA	10,400	10,900	500	0	10,900
ALTERNATE PUBLIC DFNDR	PL4392	NO. CNTY/VISTA EXPAN	5,200	12,600	7,400	0	12,600
ALTERNATE PUBLIC DFNDR	* PL4419	DOWNTOWN	121,100	121,100	0	49,852	71,248
TOTAL ALT. PUBLIC DEFENDER			212,700	222,100	9,400	49,852	172,248
ANIMAL CONTROL	PL2021	N. COUNTY ANIMAL SHLTR	62,200	56,500	(5,700)	0	56,500
ANIMAL CONTROL	PL4075	CENTRAL SHELTER	0	0	0	0	0
TOTAL ANIMAL CONTROL			62,200	56,500	(5,700)	0	56,500
ASSESSOR/RECORDER/CLE	* PL4206	KEARNY MESA OFFICE	157,500	493,868	336,368	336,368	157,500
ASSESSOR/RECORDER/CLE	* PL4293	SAN MARCOS OFFICE	85,100	81,000	(4,100)	28,350	52,650
RECORDER/COUNTY CLERK	* PL4293	SAN MARCOS OFFICE	46,300	0	(46,300)	0	0
ASSESSOR/RECORDER/CLERK	PL4333	EL CAJON OFFICE	40,500	40,500	0	0	40,500
ASSESSOR/RECORDER/CLERK	PL4345	ESCONDIDO OFFICE	13,000	0	(13,000)	0	0
ASSESSOR/RECORDER/CLERK	PL4347	CARLSBAD OFFICE	44,300	45,600	1,300	0	45,600
ASSESSOR/RECORDER/CLERK	PL4404	SO. BAY CT. EXPANSION	149,200	99,000	(50,200)	0	99,000
TOTAL ASSESSOR/RECORDER/CLERK			535,900	759,968	224,068	364,718	395,250
* REVENUE	** COST APPLIED				*** BUDGETED IN OTHER PROGRAMS		

COUNTYWIDE RENTS & LEASES
FY95-96 ADOPTED BUDGET

Page 2			FY94-95	FY95-96		FY95-96	FY95-96
DEPARTMENT	ACTIVITY		ADOPTED	ADOPTED	INCREASE/ (DECREASE)	ADOPTED	ADOPTED
	NUMBER	FACILITY NAME	COST	COST		REV/COST A	NET COST
AUDITOR & CONTROLLER	PL4404	REV & REC SO BAY CRT EXP	117,200	77,800	(39,400)	0	77,800
AUDITOR & CONTROLLER	PL4416	REV & REC EL CAJON	122,700	130,700	8,000	0	130,700
TOTAL AUDITOR & CONTROLLER			239,900	208,500	(31,400)	0	208,500
BOARD OF SUPERVISORS	PL4306	1ST DIST FLD OFF-SO. BAY I	0	0	0	0	0
BOARD OF SUPERVISORS	PL4306	1ST DIST FLD OFF-SO. BAY II	0	4,668	4,668	0	4,668
TOTAL BOARD OF SUPERVISORS			0	4,668	4,668	0	4,668
CAO	PL4350	VETERANS AFFAIRS OFFICE	31,800	30,000	(1,800)	0	30,000
TOTAL CAO			31,800	30,000	(1,800)	0	30,000
COUNTY COUNSEL	PL4206	KEARNY MESA OFFICE	175,000	147,800	(27,200)	0	147,800
TOTAL COUNTY COUNSEL			175,000	147,800	(27,200)	0	147,800
DISTRICT ATTORNEY	PL0358	COURTHOUSE PARKING	37,000	30,600	(6,400)	0	30,600
DISTRICT ATTORNEY	PL4329	DOWNTOWN WELLS FARGO	1,203,272	1,003,200	(200,072)	0	1,003,200
DISTRICT ATTORNEY	* PL4329	W.F.-AUTO INS FRAUD	40,100	32,900	(7,200)	32,900	0
DISTRICT ATTORNEY	PL4329	W.F.-VICTIM/WITNESS	45,200	37,100	(8,100)	***	37,100
DISTRICT ATTORNEY	* PL4329	W.F.-CHILD SUP AUTOMATIO	71,700	58,500	(13,200)	58,500	0
DISTRICT ATTORNEY	PL4329	W.F.-INS FRAUD ETC	154,728	130,050	(24,678)	***	130,050
DISTRICT ATTORNEY	PL4363	FILE ROOM CENTRE CITY	48,300	42,050	(6,250)	0	42,050
DISTRICT ATTORNEY	PL4414	NORTH COUNTY	312,600	306,000	(6,600)	0	306,000
DISTRICT ATTORNEY	* PL4418	JUDGE UNIT - VISTA	39,600	33,300	(6,300)	33,300	0
DISTRICT ATTORNEY	PL4445	REG'L AUTO THEFT TEAM	80,400	85,500	5,100	***	85,500
TOTAL DISTRICT ATTORNEY			2,032,900	1,759,200	(273,700)	124,700	1,634,500
ENVIRONMENTAL HEALTH	PL4373	NORTH COUNTY OFFICE	248,200	255,000	6,800	***	255,000
ENVIRONMENTAL HEALTH	PL4399	EL CAJON OFFICE	83,800	70,500	(13,300)	***	70,500
TOTAL ENVIRONMENTAL HEALTH			332,000	325,500	(6,500)	0	325,500
GENERAL GOVERNMENT	* LEASES	REVENUE LEASES				456,685	(456,685)
GENERAL GOVERNMENT	PL4379	MTS OPER EXP/GRND LSE	994,767	994,767	0	0	994,767
TOTAL GENERAL GOV'T			994,767	994,767	0	456,685	538,082

* REVENUE

** COST APPLIED

*** BUDGETED IN OTHER PROGRAMS

COUNTYWIDE RENTS & LEASES
FY95-96 ADOPTED BUDGET

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DEPARTMENT	ACTIVITY NUMBER FACILITY NAME	FY94-95 ADOPTED COST	FY95-96 ADOPTED COST	INCREASE/ (DECREASE)	FY95-96 ADOPTED REV/COST A	FY95-96 ADOPTED NET COST
GENERAL SERVICES	PLDESC DESCANSO GARAGE	7,200	7,200	0	0	7,200
GENERAL SERVICES	PL0390 SANTEE GARAGE	69,100	62,800	(6,300)	0	62,800
GENERAL SERVICES	* PL4216 TRACOR SUBLEASE	45,000	4,000	(41,000)	4,040	(40)
TOTAL GENERAL SERVICES		121,300	74,000	(47,300)	4,040	69,960
HEALTH SERVICES	* PL4043 ALCOHOL DETOX CENTER	226,700	235,800	9,100	235,800	0
HEALTH SERVICES	PL4086 MENTAL HEALTH - ESCONDI	52,800	52,800	0	***	52,800
HEALTH SERVICES	PL4217 MENTAL HLTH - EL CAJON	140,400	140,400	0	0	140,400
HEALTH SERVICES	PL4245 LOMA PORTAL HLTH SVC	380,000	181,635	(198,365)	0	181,635
HEALTH SERVICES	PL4314 EC HLTH CTR/ENV HLTH	0	0	0	0	0
HEALTH SERVICES	PL4344 CONREP	56,800	57,900	1,100	***	57,900
HEALTH SERVICES	PL4365 LOMA PORTAL EXPANSION	40,500	40,500	0	0	40,500
HEALTH SERVICES	PL4370 CENTRAL CLINIC	220,600	222,700	2,100	***	222,700
HEALTH SERVICES	PL4371 LOMA PORTAL ANNEX	23,400	23,400	0	0	23,400
HEALTH SERVICES	PL4382 HILLCREST REC HOME ADJ	19,080	0	(19,080)	***	0
HEALTH SERVICES	PL4423 LOMA PORTAL II-C&A SVCS	75,500	77,700	2,200	0	77,700
HEALTH SERVICES	* PL4436 VISTA WIC	10,200	0	(10,200)	0	0
HEALTH SERVICES	PL4440 SELPA TRAILER	1	1	0	0	1
HEALTH SERVICES	* PL4449 ESCONDIDO WIC	20,000	21,000	1,000	21,000	0
HEALTH SERVICES	PL4459 ECCHS - OPER EXP	16,500	33,000	16,500	0	33,000
HEALTH SERVICES	PLTERM MENTAL HLTH KEARNY MES	0	28,710	28,710	0	28,710
HEALTH SERVICES	* PLWWIC WIC NEW LEASE - VISTA EXP	31,000	0	(31,000)	0	0
TOTAL HEALTH SERVICES		1,313,481	1,115,546	(197,935)	256,800	858,746
HUMAN RESOURCES	PL4324 RISK/WORKERS COMP/BEN	194,100	135,600	(58,500)	0	135,600
TOTAL HUMAN RESOURCES		194,100	135,600	(58,500)	0	135,600
INFORMATION SERVICES	PL0000 MT. WOODSON RADIO	0	0	0	0	0
INFORMATION SERVICES	PL0000 MT SOLEDAD-EMER MED	0	0	0	0	0
INFORMATION SERVICES	PL0300 DICKINSON RADIO SITE/UCS	0	0	0	0	0
INFORMATION SERVICES	PL1904 MONUMENT PEAK RADIO	500	800	300	0	800
INFORMATION SERVICES	PL1905 LYONS PEAK RADIO	250	400	150	0	400
INFORMATION SERVICES	PL1908 LOS PINOS PEAK RADIO	1,300	1,400	100	0	1,400
INFORMATION SERVICES	PL1909/4 SAN MIGUEL MTN. RADIO	55,300	58,000	2,700	0	58,000
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	0	0	0	0	0

* REVENUE

** COST APPLIED

*** BUDGETED IN OTHER PROGRAMS

COUNTYWIDE RENTS & LEASES
FY95-96 ADOPTED BUDGET

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INFO SVCS (CONT'D) DEPARTMENT	ACTIVITY NUMBER FACILITY NAME	FY94-95 ADOPTED COST	FY95-96 ADOPTED COST	INCREASE/ (DECREASE)	FY95-96 ADOPTED REV/COST A	FY95-96 ADOPTED NET COST
INFORMATION SERVICES	PL4334 RAINBOW PEAK RADIO	0	0	0	0	0
INFORMATION SERVICES	PL4337 COWLES MTN.	2,400	0	(2,400)	0	0
INFORMATION SERVICES	PL4339 INC W/ PL1909	0	0	0	0	0
INFORMATION SERVICES	PL4341 SHARP CABRILLO HOSPITAL	2,500	0	(2,500)	0	0
INFORMATION SERVICES	PL4377 HUBBARD HILL RADIO	450	450	0	0	450
INFORMATION SERVICES	PL4413 SAN MARCOS PEAK	2,700	2,700	0	0	2,700
INFORMATION SERVICES	PL4433 SDG&E BLDG SANCONTEL	0	0	0	0	0
INFORMATION SERVICES	PL4435 MT SOLEDAD (ANIMAL CTRL)	6,400	3,200	(3,200)	0	3,200
INFORMATION SERVICES	PL4454 OCEANSIDE SANCONTEL	0	0	0	0	0
INFORMATION SERVICES	PL4458 MARY LANE RADIO	0	100	100	0	100
INFORMATION SERVICES	PL4462 SDG&E SAN MIGUEL	0	0	0	0	0
INFORMATION SERVICES	PLXXXX 800 MHZ SITE LEASES	0	490,000	490,000	0	490,000
TOTAL INFORMATION SVCS		71,901	557,151	485,250	0	557,151
LIBRARY	** PL2077 DEL MAR BRANCH	1	1	0	1	0
LIBRARY	** PL4010 VALLEY CENTER BRANCH	13,900	17,500	3,600	17,500	0
LIBRARY	** PL4028 BORREGO BRANCH	6,500	5,400	(1,100)	5,400	0
LIBRARY	** PL4050 RANCHO SANTA FE	33,900	40,200	6,300	40,200	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	27,100	27,800	700	27,800	0
LIBRARY	** PL4134 SPRING VALLEY BRANCH	37,200	37,300	100	37,300	0
LIBRARY	** PL4172 CAMPO BRANCH	5,900	4,800	(1,100)	4,800	0
LIBRARY	** PL4173 POTRERO BRANCH	8,800	6,000	(2,800)	6,000	0
LIBRARY	** PL4174 POWAY BRANCH	46,100	46,500	400	46,500	0
LIBRARY	** PL4202 PINE VALLEY BRANCH	13,600	13,600	0	13,600	0
LIBRARY	** PL4231 JACUMBA BRANCH	2,300	2,300	0	2,300	0
LIBRARY	** PL4236 ALPINE BRANCH	17,400	17,400	0	17,400	0
LIBRARY	** PL4244 BONITA BRANCH	41,700	43,900	2,200	43,900	0
LIBRARY	** PL4249 CREST BRANCH	5,400	6,600	1,200	6,600	0
LIBRARY	** PL4251 LEMON GROVE	44,600	44,600	0	44,600	0
LIBRARY	** PL4303 SOLANA BEACH BRANCH	49,300	50,700	1,400	50,700	0
LIBRARY	** PL4319 CARDIFF BRANCH	46,900	46,600	(300)	46,600	0
LIBRARY	** PL4322 SAN MARCOS BRANCH	23,500	0	(23,500)	0	0
LIBRARY	** PL4325 SANTEE BRANCH	96,800	72,711	(24,089)	72,711	0
LIBRARY	PL4400 ADULT LITERARY PROGRAM	15,000	15,000	0	0	15,000
LIBRARY	** PL4457 DESCANSO LEASE II	0	0	0	0	0
LIBRARY	** PL4464 VISTA	0	1	1	1	0
TOTAL LIBRARY		535,902	498,914	(36,988)	483,914	15,000

* REVENUE

** COST APPLIED

*** BUDGETED IN OTHER PROGRAMS

COUNTYWIDE RENTS & LEASES
FY95-96 ADOPTED BUDGET

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DEPARTMENT	ACTIVITY NUMBER	FACILITY NAME	FY94-95 ADOPTED COST	FY95-96 ADOPTED COST	INCREASE/ (DECREASE)	FY95-96 ADOPTED REV/COST A	FY95-96 ADOPTED NET COST
MARSHAL	PL0090	DOWNTOWN PARKING	9,540	0	(9,540)	0	0
MARSHAL	* PL4373	SAN MARCOS MUNI CT	16,600	17,000	400	2,540	14,460
TOTAL MARSHAL			26,140	17,000	(9,140)	2,540	14,460
MUNI CT NO. COUNTY	* PL4373	SAN MARCOS MUNI CT	250,800	258,100	7,300	38,560	219,540
MUNI CT NO. COUNTY	PL4447	BREEZE HILL LAND EXCNG	1	1	0	0	1
TOTAL MUNI CT NO. CNTY			250,801	258,101	7,300	38,560	219,541
PARKS & RECREATION	PL0015	OAK OASIS PARK	1,100	1,150	50	0	1,150
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 I	1	1	0	0	1
PARKS & RECREATION	PL1900	AGUA CALIENTE SPRGS II	0	0	0	0	0
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	PL4263	HERITAGE PARK - PARKING	0	0	0	0	0
PARKS & RECREATION	PL4330	SAN ELJO NATURAL CTR	0	0	0	0	0
TOTAL PARKS & RECREATION			1,102	1,152	50	0	1,152
PROBATION	PL1906	WESTFORK	1,300	1,300	0	0	1,300
PROBATION	PL4110	BARRETT LAKE CAMP	5,650	8,400	2,750	0	8,400
PROBATION	PL4178	ADULT SUPR. OHIO ST.	356,000	390,000	34,000	0	390,000
PROBATION	* PL4267	ADULT - ASH ST.	201,300	167,900	(33,400)	167,900	0
PROBATION	PL4405	SO. BAY COURT EXPAN.	326,300	339,400	13,100	0	339,400
PROBATION	PL4416	JUVENILE - EL CAJON	117,900	125,700	7,800	0	125,700
PROBATION	PL4422	ADULT - EL CAJON	361,300	379,400	18,100	0	379,400
TOTAL PROBATION			1,369,750	1,412,100	42,350	167,900	1,244,200
PUBLIC DEFENDER	PL4367	EAST COUNTY OFFICE	84,500	62,000	(22,500)	0	62,000
PUBLIC DEFENDER	PL4368	DOWNTOWN OFFICE	577,000	611,000	34,000	0	611,000
PUBLIC DEFENDER	PL4369	NO. COUNTY OFFICE	184,400	188,600	4,200	0	188,600
PUBLIC DEFENDER	PL4375	KEARNY MESA OFFICE	270,000	266,800	(3,200)	0	266,800
PUBLIC DEFENDER	PL4403	SOUTH BAY OFFICE	320,300	309,000	(11,300)	0	309,000
PUBLIC DEFENDER	PL0358	PARKING DOWNTOWN	25,000	21,000	(4,000)	0	21,000
TOTAL PUBLIC DEFENDER			1,461,200	1,458,400	(2,800)	0	1,458,400

* REVENUE

** COST APPLIED

*** BUDGETED IN OTHER PROGRAMS

COUNTYWIDE RENTS & LEASES
FY95-96 ADOPTED BUDGET

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DEPARTMENT	ACTMITY NUMBER FACILITY NAME	FY94-95 ADOPTED COST	FY95-96 ADOPTED COST	INCREASE/ (DECREASE)	FY95-96 ADOPTED REV/COST A	FY95-96 ADOPTED NET COST
PUBLIC WORKS	** PL4340 RUFFIN RD-ROAD FUND	277,800	283,100	5,300	283,100	0
PUBLIC WORKS	** PL4340 RUFFIN RD-LIQUID WSTE	127,200	129,600	2,400	129,600	0
TOTAL PUBLIC WORKS		405,000	412,700	7,700	412,700	0
SHERIFF	PL0090 FRONT & B PARKING	10,800	0	(10,800)	0	0
SHERIFF	PL2009 EMERG. SHELTER GILLESPI	7,000	6,300	(700)	0	6,300
SHERIFF	PL2028 NAVAL AIR RANGE REPL	1	1	0	0	1
SHERIFF	PL2031 AVIATION FACILITY	29,000	26,300	(2,700)	0	26,300
SHERIFF	PL2058 DULZURA LOT RENTAL	450	450	0	0	450
SHERIFF	PL3036 SAN FELIPE RD MAINT	0	0	0	0	0
SHERIFF	PL4090 FALLBROOK SUBSTATION	19,000	23,688	4,688	0	23,688
SHERIFF	PL4101 JULIAN SUBSTATION	11,400	11,500	100	0	11,500
SHERIFF	PL4128 BORREGO SPRINGS SUB	2,900	4,200	1,300	0	4,200
SHERIFF	PL4132 FORENSIC LAB	118,700	0	(118,700)	0	0
SHERIFF	PL4220 PINE VALLEY SUBSTATION	9,400	13,240	3,840	0	13,240
SHERIFF	* PL4230 POWAY SUBSTATION	249,500	249,500	0	140,000	109,500
SHERIFF	PL4290 VALLEY CENTER STATION	6,980	7,200	220	0	7,200
SHERIFF	PL4300 IMPERIAL BEACH SUBSTA	18,400	18,500	100	0	18,500
SHERIFF	PL4307 ALPINE SUBSTATION	51,000	49,100	(1,900)	0	49,100
SHERIFF	PL4308 LEMON GROVE SUBSTA	94,600	95,300	700	0	95,300
SHERIFF	* PL4331 CARLSBAD NARCOTICS	60,400	70,200	9,800	70,200	0
SHERIFF	PL4349 REGIONAL INVEST FAC	112,400	0	(112,400)	0	0
SHERIFF	** PL4366 JAIL STORES	62,000	62,500	500	62,500	0
SHERIFF	PL4384 CRIME LAB PARKING	15,300	14,600	(700)	0	14,600
SHERIFF	PL4395 PARKING KURTZ STREET	6,000	0	(6,000)	0	0
SHERIFF	PL4441 BONSTALL	0	0	0	0	0
SHERIFF	** PL4446 CHAPLAIN/INMATE WELFAR	3,300	3,400	100	3,400	0
SHERIFF	PL4448 VISTA	0	0	0	0	0
SHERIFF	* PL4453 SAN MARCOS SUBSTATION	57,800	61,700	3,900	61,700	0
SHERIFF	PL4465 CAMP PENDLETON RANGE	0	0	0	0	0
TOTAL SHERIFF		946,331	717,679	(228,652)	337,800	379,879
SUPERIOR COURT	PL4355 GRAND JURY	92,000	79,500	(12,500)	0	79,500
SUPERIOR COURT	* PL4372 MTL HEALTH COUNS-SD	103,000	80,500	(22,500)	80,500	0
SUPERIOR COURT	* PL4374 FURNITURE STORAGE	14,800	15,400	600	15,400	0
SUPERIOR COURT	* PL4439 TEMP CTS - HOME SAVINGS	584,000	457,600	(126,400)	457,600	0
SUPERIOR COURT	PL4456 GRAND JURY SHORT TERM	2,330	0	(2,330)	0	0
TOTAL SUPERIOR COURT		796,130	633,000	(163,130)	553,500	79,500
COUNTYWIDE TOTALS		12,517,605	12,288,646	(228,959)	3,614,409	8,674,237
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* REVENUE	** COST APPLIED	*** BUDGETED IN OTHER PROGRAMS				

COUNTYWIDE RENTS & LEASES
 FY95-96 ADOPTED BUDGET
 LEASES OUTSIDE OF RENTS & LEASES BUDGET
 SUMMARY

	FY94-95 ADOPTED COST	FY95-96 ADOPTED COST	INCREASE/ (DECREASE)	FY95-96 ADOPTED REV/C.A.	FY95-96 ADOPTED NET COST
DISTRICT ATTORNEY	427,000	434,779	7,779	434,779	49,225
HEALTH SERVICES	134,500	116,924	(17,576)	116,924	0
PUBLIC WORKS AIRPORTS	0	3,000	3,000	3,000	0
PUBLIC WORKS ROAD FUND	1,200	6,200	5,000	6,200	0
PUBLIC WORKS SANITATION DISTRICT	7,200	0	(7,200)	0	0
PUBLIC WORKS SOLID WASTE ENTERPRISE FUND	31,300	7,560	(23,740)	7,560	0
PUBLIC WORKS SPECIAL DISTRICT	0	0	0	0	0
SOCIAL SERVICES	7,736,963	7,960,525	223,562	6,368,420	1,592,105
TOTAL LEASES OUTSIDE RENTS & LEASES BUDGET	8,338,163	8,528,988	190,825	6,936,883	1,641,330
	=====	=====	=====	=====	=====
TOTAL - ALL COUNTY LEASES	20,855,768	20,817,634	(38,134)	10,551,292	10,315,567
	=====	=====	=====	=====	=====

DATE 9/19/95

COUNTYWIDE RENTS & LEASES
 FY95-96 ADOPTED BUDGET
 LEASES OUTSIDE RENTS & LEASES DETAIL

PAGE 1

DEPARTMENT	ACTIVITY NUMBER	FACILITY NAME	FY94-95 ADOPTED COST	FY95-96 ADOPTED COST	INCREASE/ (DECREASE)	FY95-96 ADOPTED REV/C.A.	FY95-96 ADOPTED NET COST
DISTRICT ATTORNEY	PL4329	WELLS FARGO-WELFARE FR	237,000	196,900	(40,100)	147,675	49,225
DISTRICT ATTORNEY	PL4467	WELFARE FRAUD W/ DSS	190,000	237,879	47,879	237,879	0
TOTAL DISTRICT ATTY			427,000	434,779	7,779	434,779	49,225
HEALTH SERVICES	PL4394	ADMIN MEDICUS	119,000	101,124	(17,876)	101,124	0
HEALTH SERVICES	PL1700	SOLANA BCH PARAMEDICS	15,500	15,800	300	15,800	0
TOTAL HEALTH SERVICES			134,500	116,924	(17,576)	116,924	0
PUBLIC WORKS AIRPORTS	PL4464	PALOMAR	0	3,000	3,000	3,000	0
TOTAL PUBLIC WORK AIRPORTS			0	3,000	3,000	3,000	0
PUBLIC WORKS ROAD FUND	PL3506	MONTE VISTA	1,200	1,200	0	1,200	0
PUBLIC WORKS ROAD FUND	PL4451	SN LUIS REY EMRG BRIDGE	0	4,500	4,500	4,500	0
PUBLIC WORKS ROAD FUND	PL4451	SN LUIS REY EMRG BRIDGE	0	500	500	500	0
TOTAL PUBLIC WORKS RD FUND			1,200	6,200	5,000	6,200	0
PUB WORKS SANITATION	PL9390	PINE VALLEY SANI DIST.	7,200	0	(7,200)	0	0
TOTAL PUBLIC WORKS SANITATION DIST			7,200	0	(7,200)	0	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	15,000	0	(15,000)	0	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	8,800	0	(8,800)	0	0
PUB WORKS SOLID WSTE	PL5019	BIN SITE JULIAN - MOA	0	60	60	60	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			31,300	7,560	(23,740)	7,560	0
PUB WORKS SPECIAL DIST	PL4385	SAN PASQUAL FIRE DEPT	0	0	0	0	0
PUB WORKS SPECIAL DIST	PL4460	SAN DIEGUITO AMBULANCE	0	0	0	0	0
TOTAL PUB WORKS SPECIAL DIST			0	0	0	0	0

COUNTYWIDE RENTS & LEASES
 FY95-96 ADOPTED BUDGET
 LEASES OUTSIDE OF RENTS & LEASES BUDGET

PAGE 2

DEPARTMENT	ACTIVITY NUMBER FACILITY NAME	FY94-95 ADOPTED COST	FY95-96 ADOPTED COST	INCREASE/ (DECREASE)	FY95-96 ADOPTED REV/C.A.	FY95-96 ADOPTED NET COST
SOCIAL SERVICES	PL0001 LOGAN HTS REPLACEMENT	393,750	490,498	96,748	392,398	98,100
SOCIAL SERVICES	PL000X EAST CO PROPOSED	241,613	0	(241,613)	0	0
SOCIAL SERVICES	PL4070 MISSION VALLEY OFFICE	1,039,500	1,080,801	41,301	864,641	216,160
SOCIAL SERVICES	PL4171 LOGAN HGHT DIST OFF	250,100	244,704	(5,396)	195,763	48,941
SOCIAL SERVICES	PL4272 JOB CLUB - OCEANVIEW	40,000	40,236	236	32,189	8,047
SOCIAL SERVICES	PL4277 JOB CLUB CHULA VISTA	9,500	9,636	136	7,709	1,927
SOCIAL SERVICES	PL4299 DIST OFFICE-OCEANSIDE	478,500	0	(478,500)	0	0
SOCIAL SERVICES	PL4340 CPS 5454 RUFFIN	786,000	800,949	14,949	640,759	160,190
SOCIAL SERVICES	PL4343 DIST OFFICE SO BAY	500,700	493,440	(7,260)	394,752	98,688
SOCIAL SERVICES	PL4352 GAIN & ADULT SVCS	439,100	438,821	(279)	351,057	87,764
SOCIAL SERVICES	PL4354 CPS ESCONDIDO	200,300	207,400	7,100	165,920	41,480
SOCIAL SERVICES	PL4357 GAIN - ESCONDIDO	68,900	67,816	(1,084)	54,253	13,563
SOCIAL SERVICES	PL4358 LOGAN HTS ANNEX	144,600	148,494	3,894	118,795	29,699
SOCIAL SERVICES	PL4359 GAIN - NORTHEAST	162,100	167,439	5,339	133,951	33,488
SOCIAL SERVICES	PL4360 GAIN - EL CAJON ADULT	264,800	278,124	13,324	222,499	55,625
SOCIAL SERVICES	PL4361 GAIN - OCEANSIDE	64,200	66,105	1,905	52,884	13,221
SOCIAL SERVICES	PL4362 GAIN - BEECH - UPTOWN	169,000	172,148	3,148	137,718	34,430
SOCIAL SERVICES	PL4379 FOOD STAMP MILLS BLD	9,000	6,224	(2,776)	4,979	1,245
SOCIAL SERVICES	PL4383 DIST OFF LEMON GROVE	1,017,400	1,162,008	144,608	929,606	232,402
SOCIAL SERVICES	PL4386 TAYARI ADOPTIONS UNIT	47,500	49,206	1,706	39,365	9,841
SOCIAL SERVICES	PL4398 DIST OFFICE NORTHEAST	107,000	108,990	1,990	87,192	21,798
SOCIAL SERVICES	PL4415 CPS CAMINO DEL RIO	434,300	491,989	57,689	393,591	98,398
SOCIAL SERVICES	PL4450 ESCONDIDO I.M. EXPANSIO	213,800	219,644	5,844	175,715	43,929
SOCIAL SERVICES	PL4455 OCEANSIDE EXPANSION	345,300	325,890	(19,410)	260,712	65,178
SOCIAL SERVICES	PL4461 I.M./CHILD SVCS TEMP	0	29,125	29,125	23,300	5,825
SOCIAL SERVICES	PL4467 WELFARE FRAUD	310,000	474,299	164,299	379,439	94,860
SOCIAL SERVICES	PL4468 I.M. OCEANSIDE	0	386,539	386,539	309,231	77,308
TOTAL SOCIAL SERVICES		7,736,963	7,960,525	223,562	6,368,420	1,592,105
TOTAL - LEASES OUTSIDE RENTS & LEASES BUDGET		8,338,163	8,528,988	190,825	6,936,883	1,641,330
		=====	=====	=====	=====	=====

RUN DATE 9/19/95

CAPITAL/MISCELLANEOUS

CAPITAL

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget	% Change
Capital Outlay Fund	\$24,691,940	\$20,282,517	\$26,500,334	\$15,096,608	\$16,529,930	1,433,322	9.5
County Health Complex	3,072,341	3,870,800	4,440,455	4,456,510	2,385,715	(2,070,795)	(46.5)
Criminal Justice Facilities	23,309,389	32,186,647	47,215,174	10,395,822	12,743,133	2,347,311	22.6
TOTAL DIRECT COST	\$51,073,670	\$56,339,964	\$78,155,963	\$29,948,940	\$31,658,778	\$1,709,838	5.7
PROGRAM REVENUE	(36,164,820)	(37,584,909)	(51,301,377)	(6,386,725)	(6,506,236)	(119,511)	1.9
NET GENERAL FUND COST	\$14,908,850	\$18,755,055	\$26,854,586	\$23,562,215	\$25,152,542	\$1,590,327	6.8
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.

1995-96 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

Given the unique nature of this program, the following information on capital projects has been provided in an attachment to this budget:

1. To account for and report open and continuing capital project activity including: amount of remaining appropriations; amount of remaining General Fund contribution; total project expenditures from FY89/90 through FY94/95 and expended to date (from FY89/90 through the FY94/95); and, the projected date of completion.
2. To account for and report the completion or closure of capital projects including, total amount spent for the project and the cost per square foot for construction, where appropriate.

PROGRAM: Capital Outlay Fund

DEPARTMENT: CAPITAL

PROGRAM #: 86200
 MANAGER: Manuel Lopez

ORGANIZATION #: 5490
 REFERENCE: 1995-96 Proposed Budget - Pg. 56-3

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37, B-46, F-20, F-37 and F-39; Administrative Code Section 398.5.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Lease/Purchase	\$7,654,872	\$9,637,917	\$14,172,522	\$14,798,508	\$15,929,930	7.6
Land Acquisition	11,419,913	4,153,670	1,013,470	0	0	0
Capital Projects	5,339,955	6,490,930	11,314,342	298,100	600,000	101.3
Operating Transfers	277,200	0	0	0	0	0
TOTAL DIRECT COST	\$24,691,940	\$20,282,517	\$26,500,334	\$15,096,608	\$16,529,930	9.5
PROGRAM REVENUE	(16,541,711)	(10,301,867)	(12,672,090)	(1,103,077)	(1,647,638)	49.4
FUND BALANCE	30,961	79,713	112,478	(0)	(0)	0
NET GENERAL FUND CONTRIBUTION	\$8,181,190	\$10,060,363	\$13,940,722	\$13,993,531	\$14,882,292	6.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Due to changes in debt schedules \$500,000 in lease/purchase appropriations were transferred mid-year to the Criminal Justice unit of the COF to cover debt costs paid through that unit. In total, lease/purchase costs are projected to end the year \$125,986 under budget after the transfer. This savings to the General Fund is due to the use of residuals to pay the Vista Regional Center debt payment. Land Acquisition and Capital Project expenditures varies from the budget due to work performed on projects originally budgeted prior to FY94/95. Of the cost for land acquisition, San Dieguito River Valley Park spent \$754,195 of State Bond Act (88) funds. Of the Capital Project expenditures, \$2.6 million was spent on various transit projects, the largest single category of expenditures.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see the Capital Summary page for information on objectives.

1995-96 CAPITAL PROJECTS

Note: Debt service payments assumes the use of residuals within the bond issue to discount the scheduled debt payment by a total of \$786,674, of which all is a savings to the General Fund.

Project #	Description	Funding Source	Amount	Comment
Capital Projects				
KK6100	Underground Storage Tanks	Gen Fund	\$ 600,000	regulatory mandate
Lease-Purchase				
PP0047	So. County Regional Center	Gen Fund	\$3,556,473	
PP0052	East County Regional Center	Gen Fund	\$4,752,320	
PP0085	Vista Regional Center	Gen Fund	2,852,058	
PP4379	MTS Towers	Gen Fund	2,595,129	
PP0396	Topaz Bldg (AAA/Vector)	Gen Fund	439,428	
PP0263	Children's Center	CAPF	1,647,638	
PP0391	Star Builders Bldg Restor	Gen Fund	86,884	

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Sales & Use Tax (TDA 9061)	\$628,439	\$0	\$0	0
Federal Aid (CDBG)	0	0	0	0
Road Fund (9802)	4,897	0	0	0
Parkland Dedication (PLDO 9811)	667,709	0	0	0
Aid From Other Gov't Agent (9746)	6,523,589	0	0	0
Aid From Other Cities (9742)	17,100	0	0	0
Aid From JPA (9743)	743,110	0	0	0
State Aid - Recreation (9444)	1,750,146	0	0	0
State Aid - Narcotics	0	0	0	0
AB-189 Criminal Justice Facilities (9176)	0	0	0	0
Interest (9190)	85,225	0	0	0
Donations from Private Party (9957)	807,223	804,977	1,647,638	842,661
Fed Aid - HUD (9683)	409,556	0	0	0
Other - Misc Revenues	85,372	0	0	0
SANCAL Reimbursement (9949)	31,386	0	0	0
Sale of Fixed Assets (9993)	743,539	0	0	0
Charges in Internal Service Funds (9786)	22,527	0	0	0
Micrographics Fees (Recorder) (9864)	1,107	298,100	0	(298,100)
Recording Fees - Modernization (9865)	60,000	0	0	0
Proceeds Long Term Debt (9964)	91,165	0	0	0
General Fund Contribution (COF 9801)	13,940,722	13,993,531	14,882,292	888,761
Sub-Total	\$26,612,812	\$15,096,608	\$16,529,930	\$1,433,322
Total	\$26,612,812	\$15,096,608	\$16,529,930	\$1,433,322

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$13,940,722	\$13,993,531	\$14,882,292	888,761
Sub-Total	\$13,940,722	\$13,993,531	\$14,882,292	\$888,761
Total	\$13,940,722	\$13,993,531	\$14,882,292	888,761

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues are "booked" in Capital ONLY after the expenditure occurs. Generally, FY94-95 actuals DO NOT relate to the budgeted revenues for FY94-95. 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 1991-92 a project is budgeted at \$1,000,000 in both expenditures and revenues. During FY91-92 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, FY92-93, construction begins and during the year \$350,000 in payments are made and construction is completed in FY93-94 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. By action of the Board of Supervisors, remaining funds from closed or cancelled projects revert to Major Maintenance if permitted by the funding source from which it was originally appropriated, otherwise the funds are returned to the original funding source.

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.

PROGRAM: County Health Complex

DEPARTMENT: CAPITAL

PROGRAM #: 86500

ORGANIZATION #: 5491

MANAGER: Manuel Lopez

REFERENCE: 1995-96 Proposed Budget - Pg. 56-5

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37; F-20; F-37; Administrative Code section 398.5.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Lease/Purchase - Structures	\$2,321,760	\$3,868,116	\$4,440,455	\$4,456,510	\$2,385,715	(46.5)
Fixed Assets - Structures	84,833	0	0	0	0	0
Operating Transfers	665,748	2,684	0	0	0	0
TOTAL DIRECT COST	\$3,072,341	\$3,870,800	\$4,440,455	\$4,456,510	\$2,385,715	(46.5)
PROGRAM REVENUE	(56,939)	(622,562)	(5,397)	(0)	(0)	0
FUND BALANCE	(693,642)	19,878	5,397	0	0	0
NET GENERAL FUND CONTRIBUTION	\$3,015,402	\$3,268,116	\$4,440,455	\$4,456,510	\$2,385,715	(46.5)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Lease/purchase costs are projected to end the year \$16,128 under budget due to actual debt payments costing \$1,128 less than anticipated and the County was not charged administration/trustee fees, budgeted at \$15,000.

There are NO open capital projects in this unit.

The \$5,397 in revenue is interest earnings from the Health Services Complex bond reserves and, as indicated, is currently retained in the COF as fund balance.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

As this unit currently functions to provide a means to pay established debt service, no outcome or output measures are proposed. Please see the Capital Summary page for information on objectives for open capital projects.

1995-96 CAPITAL PROJECTS

Only the debt service on the Health Services Complex, a General Fund expense, is paid through this unit.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Interest	\$5,397	\$0	\$0	0
Transfer from General Fund	4,440,455	4,456,510	2,385,715	(2,070,795)
Sub-Total	\$4,445,852	\$4,456,510	\$2,385,715	\$(2,070,795)
Total	\$4,445,852	\$4,456,510	\$2,385,715	\$(2,070,795)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	4,440,455	\$4,456,510	\$2,385,715	(2,070,795)
Sub-Total	\$4,440,455	\$4,456,510	\$2,385,715	\$(2,070,795)
Total	\$4,440,455	\$4,456,510	\$2,385,715	\$(2,070,795)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The General Fund contribution for all Capital Programs is budgeted in contributions to Capital (Org. 5350), but treated as revenue in each individual Capital program.

The scheduled debt service payment due in FY95/96 is \$2,592,865, \$207,150 in residuals related to the bond proceeds are available and will be used to help reduce the cost to the General Fund. Beyond the use of the residuals, the debt service payments in this budget unit have decreased because the payment for Clairemont Hospital (\$1,863,645) has been moved to the Criminal Justice Capital budget unit (5492) as the facility has become the new Crime Lab.

PROGRAM: Criminal Justice Facilities

DEPARTMENT: CAPITAL

PROGRAM #: 86400
 MANAGER: Manuel Lopez

ORGANIZATION #: 5492
 REFERENCE: 1995-96 Proposed Budget - Pg. 56-7

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37, F-20, and F-37; Administrative Code Section 398.5.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Lease/Purchase	\$9,032,119	\$8,858,276	\$10,261,744	\$10,045,822	\$12,443,133	23.9
Land Acquisition	163,186	8,584,422	31,665	0	50,000	0
Capital Projects	13,864,084	14,743,949	36,921,765	350,000	250,000	(28.6)
Operating Transfers	250,000	0	0	0	0	0
TOTAL DIRECT COST	\$23,309,389	\$32,186,647	\$47,215,174	\$10,395,822	\$12,743,133	22.6
PROGRAM REVENUE	(19,492,996)	(26,900,847)	(38,850,926)	(5,283,648)	(4,858,598)	(8.0)
FUND BALANCE	589,507	140,776	103,534	0	0	0
NET GENERAL FUND CONTRIBUTION	\$4,405,900	\$5,426,576	\$8,467,782	\$5,112,174	\$7,884,535	54.2
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

While lease/purchase costs appear to be \$215,922 over budget, \$500,000 was transferred during the year from the Capital Outlay unit to this unit to cover projected payments related to changes in debt schedules. As such, there is actually a savings of \$284,078. The land expenses are related to Real Property activities associated with East Mesa paid from funds budgeted in prior years. Likewise, Capital Project expenses were paid with funds budgeted in prior years. As part of the Capital Project costs, significant expenditures occurred for the Hall of Justice (\$24.3 million), the Crime Lab (\$2.6 million), the Central Mechanical Plant (\$3 million), the new Downtown Jail (\$4.9 million) and the North County Regional Center Expansion (\$1.06 million).

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see the Capital Summary page for information on objectives.

1995-96 CAPITAL PROJECTS

Note: Debt service payments assumes the use of residuals within the bond issue to discount the scheduled debt payment by a total of \$973,102, of which the \$811,553 is a savings to the General Fund and \$161,549 is a savings to Penalty Assessments.

Project #	Description	Funding Source	Amount	Comment
Land Acquisition				
KA8758	Descanso Water Tanks	Gen Fund	\$50,000	for land to move water tanks
Capital Projects				
KK8758	Descanso Water Tanks	Gen Fund	\$250,000	for costs to move/rebuild water tanks
Lease-Purchase				
PP4356	East Mesa	Gen Fund	\$4,838,858	
PP4356	East Mesa	Pen.Asses	\$2,261,107	sancal 87a Intrm Justice issue
PPMuni	SD Muni Ct. Civil Bldg	Pen.Asses	708,014	
PP4338	Burnham Bldg.	Pen.Asses	666,349	
PP0340	Juvenile Hall	Pen.Asses	1,223,605	sancal 87a Intrm Justice & 89a issues
PP0474	Ridgehaven (Sheriff)	Gen Fund	365,767	asset forfeiture contribution ended FY94/95
PP0090	Clairemont Crime Lab	Gen Fund	1,710,042	moved from Health Complex unit
NEW	Central Mechanical Plant	Gen Fund	669,391	

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
SB-668 (County Courthouse Constr. Fund 9177)	\$1,462,612	\$1,535,085	\$0	(1,535,085)
AB-189 (County Justice Facility Constr. Fund 9176)	3,333,637	3,170,678	4,858,598	1,688,397
Aid from Joint Powers Authority (JPA 9743)	27,838,525	0	0	0
State Aid Correctional Facility Const.(9451)	1,631,530	0	0	0
Aid from Redevelopment Agency (9744)	0	0	0	0
Interest (9190)	132,657	0	0	0
Court Fees & Costs - Other	0	0	0	0
Other - Misc	33,627	0	0	0
Sale of Fixed Assets (9993)	717,338	0	0	0
Transfer from Asset Forfeiture (9816)	227,885	577,885	0	(577,885)
Proceeds - Long Term Debt	0	0	0	0
SANCAL Reimbursements (9949)	3,473,115	0	0	0
General Fund Contribution	8,467,782	5,112,174	7,884,535	2,772,361
Sub-Total	\$47,318,708	\$10,395,822	\$12,743,133	\$2,347,311
Total	\$47,318,708	\$10,395,822	\$12,743,133	\$2,347,311

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$8,467,782	\$5,112,174	\$7,884,535	2,772,361
Sub-Total	\$8,467,782	\$5,112,174	\$7,884,535	\$2,772,361
Total	\$8,467,782	\$5,112,174	\$7,884,535	\$2,772,361

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.

As of FY95/96 AB-189 Revenue (Penalty Assessment) pays for only debt service. The General Fund Contribution pays for \$7,584,535 in debt service and \$300,000 for the Descanso Water Tanks capital project (KA/KK8758).

PROGRAM: Contributions to Capital

DEPARTMENT: CAPITAL

PROGRAM #: 86300
MANAGER: Manuel Lopez

ORGANIZATION #: 5350
REFERENCE: 1995-96 Proposed Budget - Pg. 56-9

AUTHORITY: California Government Code # 53730-37; Board of Supervisors Policy B-37, F-37; Administrative Code Section 398.5.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Lease/Purchase	\$0	\$8,142,025	\$0	\$0	\$0	0
Operating Transfers	14,848,445	18,755,055	26,825,934	23,562,215	25,152,542	6.7
TOTAL DIRECT COST	\$14,848,445	\$26,897,080	\$26,825,934	\$23,562,215	\$25,152,542	6.7
PROGRAM REVENUE	(0)	(8,244,025)	(68,148)	(80,191)	(160,382)	100
NET GENERAL FUND CONTRIBUTION	\$14,848,445	\$18,653,055	\$26,757,786	\$23,482,024	\$24,992,160	6.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	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).

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Due to bond residuals applied to debt payments, total debt service payments totaled \$426,119 under budget. On the other hand, contributions to Capital Projects exceeded the Adopted Budget figure by \$3,689,838 due to expenditures appropriated to projects mid-year or in prior years. Please refer to the Capital Program detail for further information.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

This program serves only as a conduit for funding while actual projects are budgeted in the other Capital units. There are no proposed measures specific to this program. Please see the Capital Summary page for further information on objectives.

New Capital Projects funded by the General Fund and approved through the 1995-96 Budget process includes:

KA/KK8758	Descanso Water Tanks	\$300,000
KK6100	Underground Storage Tanks	\$600,000

Note: Due to the availability of residuals contained within various bond issues, that can be applied toward the scheduled debt payment, the budgeted General Fund contribution has been discounted by a total of \$1,805,376 for 1995-96. Achieving this plan depends, in part, on obtaining the approval of the SANCAL Board of Directors.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
CHARGES:				
Rents and Concessions	\$0	\$0	\$0	0
Aid from Joint Powers Authority (9743)	21,212	0	0	0
Charges in Solid Waste Ent. Fd. (9790)	46,711	80,191	160,382	80,191
Interest (9190)	225	0	0	0
Sub-Total	\$68,148	\$80,191	\$160,382	\$80,191
Total	\$68,148	\$80,191	\$160,382	\$80,191

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1994-95 Actual	1994-95 Budget	1995-96 Budget	Change From 1994-95 Budget
GENERAL FUND SUPPORT COSTS:	\$26,757,786	\$23,482,024	\$24,992,160	1,510,136
Sub-Total	\$26,757,786	\$23,482,024	\$24,992,160	\$1,510,136
Total	\$26,757,786	\$23,482,024	\$24,992,160	1,510,136

EXPLANATION/COMMENT ON PROGRAM REVENUES

The General Fund Contribution for all Capital Programs is budgeted in Contributions to Capital (Org. 5350), but treated as revenue in each individual Capital program. The only revenue to this program will be from Solid Waste for their continued use of the Ridgehaven building.

The total General Fund contribution to the Capital Outlay Fund (COF), program orgs. 5490, 5491, and 5492 exceeds the 1994-95 actual total operating transfers from this budget unit because \$23,025 was contributed to a capital project from budget org. 0251.

FY95/96 OPEN & CONTINUING CAPITAL PROJECTS

The following is a listing of all Capital Projects created in prior years on the books in the Capital Outlay Fund for FY95/96. Column A is the remaining project appropriations; column B is the remaining General Fund contribution to the project for FY95/96; column C is the cumulative total project expenditures from FY89/90 thru FY94/95; column D is the cumulative total General Fund project expenditures from FY89/90 thru FY94/95; column E is the estimated date the project will be completed.

General Government (org. 5490)

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Project #	Project Description	A Remaining Project Appropriations	B Remaining Gen Fund Contribution	C Project Expenditures Thru FY94/95	D Total Gen Fund Expenditures Thru FY94/95	E Estimated Completion Date
Land Acquisition						
KA0071	SPRING VALLEY TRANSIT CTR	\$50,000	\$0	\$0	\$0	June / 97
KA1308	GOODAN RANCH ACQUISITION	\$34,651	\$0	\$2,065,349	\$0	Dec. / 96
KA2211	4883 GOPHER CYN RD PARK	\$6,193	\$6,193	\$7,642	\$7,642	June / 96
KA2217	SWEETWATER SUMMIT ACQ.	\$25,252	\$0	\$4,548	\$0	Dec. / 98
KA3017	MISSION TRAILS RELOCATION	\$7,964	\$0	\$46,336	\$0	June / 96
KA3946	BAY FRONT TRLLY STATION	\$59,745	\$0	\$532,848	\$0	June / 96
KA4261	ESCONDIDO TRANSIT CTR LND	\$674,067	\$0	\$4,858,171	\$0	June / 96
KA5028	RUTHERFORD RNCH PH III	\$330,000	\$0	\$0	\$0	Dec. / 96
KA6250	SWEETWATER REG PARK ACQ	\$66,250	\$0	\$0	\$0	June / 98
KA7686	OSIDE TRNS CTR PKG ACQUIS	\$1,414,227	\$0	\$4,821,120	\$0	June / 96
KA7913	BANCROFT PARK LAND ACQ	\$12,186	\$12,186	\$898,542	\$10,868	June / 98
KA8764	CAC TROLLEY LAND	\$1,251,735	\$1,251,735	\$18,265	\$18,265	Jan / 96
KA9728	LAND-FIELD STAN-ALPINE	\$20,000	\$0	\$7,082	\$0	holding
KA9730	TIJUANA RIVER VALLEY ACQ	\$2,469,764	\$0	\$9,457,939	\$0	June / 98
Capital Projects						
KH0069	SANTEE TRANSIT CENTER	\$831,352	\$0	\$168,648	\$0	June / 96
KH0070	CARLSBAD TRANSIT CENTER	\$757,117	\$0	\$3,249,473	\$0	June / 96
KH0071	SPRING VALLEY TRANSIT CTR	\$1,009,169	\$0	\$140,831	\$0	June / 97
KH0072	SO WESTRN COLLEGE TR CTR	\$916,700	\$0	\$133,300	\$0	Jan. / 97
KH0073	GROSSMONT COLLEGE TR CTR	\$1,173,737	\$0	\$439,314	\$0	June / 97
KH1096	INS BUTIMAL TANK RAMONA	\$29,732	\$0	\$268	\$0	holding

FY95/96 Open Capital Projects

General Government (org. 5490)

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Project #	Project Description	A Remaining Project Appropriations	B Remaining Gen Fund Contribution	C Project Expenditures Thru FY94/95	D Total Gen Fund Expenditures Thru FY94/95	E Estimated Completion Date
Capital Projects (cont'd)						
KH2109	4842 NEW FUEL TNKS-JULIAN	\$5,324	\$0	\$35,398	(\$4,174)	May / 96
KH2118	4844 DIV I RPLC A/C VENT	\$11,474	\$0	\$33,326	\$0	Completed
KH2120	4847 CAMPO RD NEW BLDG	\$81,988	\$0	\$13,012	\$0	Mar / 96
KH2127	4853 KEARNY MESA BUS XFER	\$2,000,000	\$0	\$0	\$0	June / 00
KH3933	SDSU TRANSIT CTR.CONST.	\$28,346	\$0	\$132,302	\$0	June / 96
KH3946	CHULA VISTA E ST TROLLEY	\$866,717	\$0	\$780,157	\$0	June / 96
KH4249	PALOMAR COLLEGE TRNST4694	\$353,078	\$0	\$2,002,008	\$0	June / 96
KH4261	ESCONDIDO MULTI TRANS FAC	\$628,855	\$0	\$2,959,669	\$0	June / 96
KH7686	OCEANSIDE TRAN CTR PKING	\$5,877,999	\$0	\$1,332,421	\$0	June / 96
KH8764	CAC LIGHT RAIL STATION	\$505,814	\$0	\$479,618	\$0	April / 96
KH9629	ENCINITAS TRANSIT CTR	\$1,283,955	\$0	\$3,266,045	\$0	June / 96
KK0066	EDGEMOOR TUNNEL	\$314,286	\$314,286	\$85,714	\$85,714	Mar / 96
KK0129	UC MED CENTER MICRW ANTNA	\$24,701	\$24,701	\$10,299	\$10,299	holding
KK1018	COC WATER LINES REPLAC	\$1,335	\$1,335	\$66,665	\$66,665	completed
KK1311	MEDICAL EXAMINER'S RMDL	\$3,042	\$3,042	\$127,958	\$76,850	completed
KK1639	COC B-12 EARTHQUAKE TOW	\$57,943	\$57,943	\$5,057	\$5,057	holding
KK2113	4843 TOPAZ BLDG HEATING U	\$18,000	\$0	\$0	\$0	holding
KK2206	STAR BUILDERS RESTORATION	\$1,202,762	\$0	\$97,238	\$0	Jan / 97
KK4903	LINCOLN ACRE COM CTR HVAC	\$8,962	\$0	\$21,038	\$0	completed
KK5005	CAC RECORDER REMODEL	\$296,993	\$0	\$1,107	\$0	Dec / 96
KK5011	CAC/COUNTY CLK MARR FUNC	\$95,644	\$0	\$131,308	\$0	Mar / 96
KK5014	EL CAJON DSS OFFICE REMOD	\$102,815	\$0	\$8,185	\$0	Jul / 96
KK5015	RCS RADIO SITE UPGRADE	\$71,967,507	\$19,061,220	\$588,780	\$588,780	Oct / 98
KK5016	RCS COMMUNICATIONS/EOC	\$10,758,521	\$1,450,000	\$91,165	\$0	Oct / 98
KK5021	PINE VALLEY LIBRARY 4678	\$154,551	\$108,000	\$0	\$0	Oct / 96
KK5022	RAMONA LIBRARY 4679	\$51,890	\$0	\$10,110	\$0	Dec / 96
KK5026	ANIM CTRL MODU UNITS-4826	\$65,120	\$0	\$0	\$0	Mar / 96
KK5490	STANDARD EXP & REV	\$0	\$0	\$278,275	\$0	holding
KK9743	CLAIREMONT HOSPITAL	\$20,225	\$0	\$17,979,775	\$0	completed
KN0005	AGUA CALIENTE PARK IMPROV	\$432,988	\$0	\$17,012	\$0	June / 96

FY95/96 Open Capital Projects

General Government (org. 5490)

Cont'd Page 3 of 5

Project #	Project Description	A Remaining Project Appropriations	B Remaining Gen Fund Contribution	C Project Expenditures Thru FY94/95	D Total Gen Fund Expenditures Thru FY94/95	E Estimated Completion Date
Capital Projects (cont'd)						
KN0015	MISSION TRAIL PK TRAIL DV	\$9,474	\$0	\$110,826	\$0	Dec. / 95
KN0087	SWEETWATER REGL PK-PH IV	\$65,000	\$15,000	\$0	\$0	Dec. / 98
KN0110	ALPINE UNION JPA PARK PRJ	\$101,218	\$0	\$302,782	\$0	ongoing
KN0121	FLINN SPRINGS PARK SYS UP	\$15,216	\$15,216	\$123,443	\$72,784	Mar. / 96
KN0125	SAN DIEGUITO LOCAL PARK	\$451,025	\$0	\$149,409	\$10,000	Mar. / 97
KN0130	SWTWATER LN PARK GRADING	\$317,076	\$0	\$474,644	\$0	June / 97
KN1130	WM HEISE RESTROOM IMPRO	\$27,041	\$0	\$222,959	\$49,856	June / 96
KN1131	RAMONA TOWNHALL RESTOR	\$88,152	\$0	\$219,848	\$0	holding
KN1304	FALLBROOK COMM CTR IMP	\$14,107	\$0	\$20,893	\$0	June / 97
KN1313	FALLBROOK COM CTR RSTR IM	\$59,698	\$0	\$52,502	\$0	June / 97
KN1318	FALLBROOK AIRPCK FLD 4874	\$5,489	\$0	\$44,511	\$0	Dec. / 98
KN2102	4837 JACUMBA RSTRM/SEPTIC	\$47,750	\$0	\$2,250	\$0	June / 97
KN2104	4836 HERITAGE PK PRKNG LT	\$261,861	\$40,000	\$28,139	\$0	June / 96
KN2105	4838 GUAJOME CAMPGRND II	\$541,682	\$80,000	\$88,318	\$0	June / 96
KN2106	4839 EL MONTE C PICNIC UP	\$4,859	\$4,859	\$316,141	\$45,141	June / 96
KN2107	4840 TIJUANA RVR VLL PARK	\$79,714	\$50,000	\$11,549	\$0	June / 96
KN2210	4881 FALLBRK SCHOOL DIST	\$5,187	\$0	\$34,813	\$0	on-going (JPA)
KN3021	GOODLAND ACRES COM CT4552	\$94,529	\$0	\$60,471	\$25,530	June / 97
KN3033	PAUMA SCHOOL DISTRICT JPA	\$2,221	\$0	\$113,629	\$0	on-going (JPA)
KN3037	JAMUL PK-DEV.LOCAL PARK	\$26,235	\$0	\$206,365	\$0	on-going (JPA)
KN3106	SWTWTR-LAKEVIEW REC.SITE	\$280,468	\$0	\$7,193,240	\$767,371	June / 99
KN3944	LOS PENASQUITOS RANCH HSE	\$24,047	\$24,047	\$371,704	\$195,876	Dec. / 98
KN4902	LINDO LAKE WALKWAY LIGHT	\$0	\$0	\$16,000	\$0	holding
KN4908	LINDO LAKE PARK WALKWAYS	\$3,164	\$0	\$111,336	\$0	June / 96
KN4909	COLLIER YOUTH RECREA BLDG	\$443,542	\$0	\$44,958	\$0	Aug. / 96
KN5012	SAN PASQUAL SCH DIST JPA	\$125,066	\$0	\$5,934	\$0	ongoing (JPA)
KN5013	FALLBROOK CNTRL MINI PARK	\$3,981	\$0	\$20,919	\$0	June / 96
KN5018	COMM SERVICES DISTRIC JPA	\$480,792	\$0	\$59,558	\$0	ongoing (JPA)
KN5019	CAJON VALLEY SCH DIST JPA	\$148,838	\$0	\$162	\$0	ongoing (JPA)

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FY95/96 Open Capital Projects

General Government (org. 5490)

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Project #	Project Description	A Remaining Project Appropriations	B Remaining Gen Fund Contribution	C Project Expenditures Thru FY94/95	D Total Gen Fund Expenditures Thru FY94/95	E Estimated Completion Date
Capital Projects (cont'd)						
KN5020	COLLIER PARK IMPROVEMENTS	\$98,191	\$0	\$1,809	\$0	June / 97
KN5023	SAN ELIJO L VISITORS 4823	\$20,000	\$20,000	\$0	\$0	June / 98
KN5024	VALLECITO SEISMIC STA4824	\$30,000	\$30,000	\$0	\$0	Dec. / 96
KN5025	LAKE MORENA BOAT DOCK4825	\$28,049	\$28,049	\$0	\$0	June / 97
KN6248	FALLBROOK PK IMPROVEMENTS	\$14,431	\$0	\$53,257	\$0	June / 96
KN6272	SPRING VAL ROOM ADDITION	\$51,295	\$18,256	\$935,444	\$11,744	June / 97
KN6904	SAN ELIJO LAGOON DREDGING	\$4,923	\$0	\$51,661	\$26,366	June / 96
KN6905	TREES FOR QUAIL GARDENS	\$5,000	\$0	\$0	\$0	Dec. / 98
KN6907	SAN ELIJO NATURE TRAIL	\$12,000	\$12,000	\$0	(\$679)	Dec. / 98
KN6913	FELICITA PK PICNIC AREA	\$24,659	\$0	\$286,042	\$0	Jan. / 96
KN7915	GUAJOME RESTORATION	\$1,231,623	\$0	\$461,915	\$231,756	Dec. / 98
KN8687	LINDO LAKE COMMUNITY CTRE	\$21,779	\$0	\$1,633,803	\$0	June / 97
KN8688	LAKESIDE BLM SITE DEVELOP	\$12,242	\$12,242	\$43,356	\$4,619	Oct. / 96
KN8689	S DIGUITO UPPER AREA DEV	\$5,133	\$5,133	\$274,048	\$109,233	June / 97
KN8702	GUAJOME MARSH RESTORATION	\$113,703	\$18	\$636,977	\$70,772	June / 96
KN9600	SWEETWATER RIPARIAN HAB	\$112,065	\$0	\$306,042	\$0	June / 96
KN9613	RAMONA WELLFIELD PARK IMP	\$116,584	\$0	\$21,416	\$0	ongoing (JPA)

55-14

Health Services (org. 5491)

KQ2310	COUNTY HEALTH COMPLEX	\$0	\$0	\$647,800	\$0	completed
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Criminal Justice Facilities (org. 5492)

Land Acquisition

KA7905	EAST MESA DETENTION LAND	\$103,603	\$0	\$22,457,581	\$89,610	pending
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Capital Projects

KC5492	JUSTICE FACILITY	\$0	\$0	\$264,965	\$0	holding
KK0106	ECRC-REMODEL 4 COURTROOMS	\$4,177	\$0	\$5,627,899	\$0	Dec / 95
KK0108	DOWNTOWN JAIL	\$76,069,062	\$5,032,458	\$8,412,126	\$997,542	Jan / 98

FY95/96 Open Capital Projects

Criminal Justice Facilities (org. 5492)

Cont'd Page 5 of 5

Project #	Project Description	A Remaining Project Appropriations	B Remaining Gen Fund Contribution	C Project Expenditures Thru FY94/95	D Total Gen Fund Expenditures Thru FY94/95	E Estimated Completion Date
Capital Projects (cont'd)						
KK1031	4864 SD CRTHSE RPR AIR HN	\$85,597	\$0	\$826,053	\$0	completed
KK1200	BARRETT PANIC ALARM DO	\$23,508	\$0	\$25,492	\$0	June / 96
KK2139	4849 SUP CT HVAC REP-UPGR	\$52,409	\$0	\$447,591	\$0	June / 96
KK3019	DWNTWN CRTHSE BOILRS 4550	\$16,233	\$0	\$343,767	\$0	June / 96
KK3020	PROB DWNTWN CT RMDL- 4551	\$28,996	\$0	\$21,004	\$0	holding
KK3023	NO CTY REG CTR EXPANSION	\$7,486,966	\$986,930	\$2,683,760	\$428,009	holding
KK3032	HALL OF JUSTICE 4568	\$22,328,895	\$1,446,000	\$31,892,299	\$0	Jun / 97
KK3116	SHERIFF COMM CTR-COC 2400	\$11,590	\$0	\$24,580	\$0	holding
KK4901	DWNTWN CRTHS REMODEL 4651	\$2,078,262	\$32,672	\$178,343	\$27,328	holding
KK4904	OCEANSIDE DEPEND CT REMOD	\$108,733	\$108,733	\$90,499	\$90,344	holding
KK4905	EL CAJON DETENT FAC REMOD	\$1,820,767	\$0	\$509,233	\$0	holding
KK4906	CENTRAL MECHANICAL PLANT	\$2,391,198	\$0	\$3,053,802	\$21,212	June / 97
KK4907	CENTRAL INVEST FACIITY	\$656,531	\$263,947	\$2,766,469	\$2,701,429	June / 96
KK5010	EAST MESA PRINT SHOP	\$341,724	\$0	\$8,276	\$0	Jan. / 97
KK7904	JUVENILE HALL EXPANSION	\$140,625	\$0	\$16,985,487	\$0	June / 96
KK7905	EAST MESA PROJECT SHERIFF	\$314,951	\$0	\$60,669,470	\$0	June / 96
KK7910	DESCANSO DETENTION WELL	\$23,094	\$0	\$107,906	\$0	June / 96
KK8758	DESCANSO IMPROVEMENTS	\$45,310	\$0	\$25,744	\$0	Mar. / 97

55-15

Reading the Report

The project number follows a convention – project numbers starting with 'KA' are land acquisition projects; 'KH' numbers represent Public Works projects; 'KN' numbers represent park projects; 'KK' and other numbers represent General Government and related projects. The first actual number (3rd position) indicates the fiscal year the project was created; For example, KK5010 was created in FY94/95. Actual total project related expenditures may exceed the number reported above as the Total Expenditures column (C) reports the total expended since FY89/90. Some projects are more than six years old.

Capital Projects Closed

at the end of FY94/95

Total expenditures & General Fund Contribution from
FY89/90 to Present

Project #	Project Description	General Fund Contribution	Total Expenditures	Notes/Cost per SF
General Government (org. 5490)				
KA0070	CARLSBAD TRANSIT CENTER	\$0	\$55,810	land purchase
KA0203	SANTA MARGARITA RIVER ACQ.	\$0	\$1,113,836	land purchase
KA9737	SAN DIEGUITO RIVER VAL ACQ.	\$4,500	\$9,966,005	land purchase
KH2108	NOT LISTED	\$0	\$9,479	
KH9726	FUEL TANK REPLAC-ROAD STA.	\$0	\$632,082	fuel tanks
KK0065	DPLU Remodel - Annex	\$572,686	\$573,238	remodel
KK1063	PUBLIC ADMIN VAULT SECURITY	\$23,240	\$23,240	vault replacement
KK1093	WORK FURLOUGH ELECTRIC	\$132,868	\$133,000	electrical work
KK1682	LAKESIDE LIBRARY EXPANSION	\$0	\$390,000	1,800 sf / \$216.67 per sf
KK2215	PUBLIC ADMIN. REMODEL	\$28,900	\$28,900	remodel
KK7676	RENNOVATE WAREHOUSE	\$0	\$36,824	refurbished 2,880 sf
KN2921	VALLEY CNTR PARK	\$0	\$112,926	park
KN3018	NOT LISTED	\$0	\$265,837	
KN3025	GUAJOME ADOBE PHASE II RE	\$4,973	\$4,973	park
KN4900	LAKESIDE SCOUT HUT	\$0	\$3,000	park
KN5152	BORREGO SPRINGS HS REC	\$0	\$176,411	
KN7653	LAKE MORENA CAMPGROUND	\$125,804	\$261,447	park
KN7655	ALPINE COMMUNTY CENTER	\$0	\$165,881	
KN8329	ROBERT ADAMS PARK DEVELOP	\$0	\$52,961	park
KN8769	RAMONA SCHOOL DIST PARK I	\$0	\$566,561	
KN8770	LOWER HELLHOLE CANYON	\$33,688	\$188,234	park
KN8772	JAMUL BLM SITE	\$29,025	\$26,149	
KN8961	MISSION TRAILS PARK DEV.	\$392,844	\$805,799	park
KN9731	COTTONWOOD II PARK DEVELOP	\$0	\$55,105	park
KN9742	ALTURAS PARK FALLBROOK	\$0	\$169,000	park
KN9911	LOUIS STELZER PARK DEV.	\$0	\$12,035	park
Criminal Justice Construction (org. 5492)				
KK2201	SD MUNI CT CIVIL BLDG4875	\$0	\$7,317,877	const. 44,800 sf / \$163.35 per sf
KK2203	RIDGEHAVEN BLDG/SHERIFF	\$0	\$6,834,464	buy 75,728 sf / \$90.25 per sf
KK3022	SANTEE SHERIFF SUBSTATION	\$0	\$381,571	remodel

NOTES:

Total expenditures and General Fund contributions represent the total reported from FY89/90 thru FY94/95. The first number of the project number (3rd position) indicates the fiscal year the project was first created. For example, KK7676 was created in FY86/87.

PROGRAM: Contingency Reserve

DEPARTMENT: CONTINGENCY RESERVE

PROGRAM #: 80000
MANAGER: Manuel A. Lopez

ORGANIZATION #: 1850
REFERENCE: 1995-96 Proposed Budget - Pg. 57-1

AUTHORITY: Section 29084 of the Government Code allows the Board of Supervisors to establish a Contingency Reserve up to 15% of the total appropriations.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Operating Transfers	\$0	\$0	\$0	\$7,659,392	\$10,061,148	31%
TOTAL DIRECT COST	\$0	\$0	\$0	\$7,659,392	\$10,061,148	31%
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$7,659,392	\$10,061,148	31%
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	

PROGRAM MISSION

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 Proposed Operating Reserve for FY 1995-96 is \$5,000,000 (the same amount established for FY 1994-95). The remaining \$5,061,148 is set aside as a reserve for potential additional costs in various departments and Courts for the following:

<u>Purpose set-aside</u>	<u>Amount</u>
1. Immunizations, or the Citizens Law Enforcement Review Board; to be determined mid-year by the Board of Supervisors.	\$150,442
2. Three Strike costs in the Public Defender.	\$1,121,489
3. Liability claims, and/or Workers Compensation claims (if necessary).	\$3,789,217
Total for special purposes	\$5,061,148

PROGRAM: Contribution to Library Fund

DEPARTMENT: CONTRIBUTION TO LIBRARY FUND

PROGRAM #: 00001

ORGANIZATION #: 0245

REFERENCE: 1995-96 Proposed Budget - Pg. 58-1

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Contribution to Library	\$575,661	\$687,517	\$727,926	\$620,926	\$814,928	
TOTAL DIRECT COST	\$575,661	\$687,517	\$727,926	\$620,926	\$814,928	31.2
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	
NET GENERAL FUND CONTRIBUTION	\$575,661	\$687,517	\$727,926	\$620,926	\$814,928	31.2

PROGRAM MISSION

To ensure, as a leader in the County's prevention strategy, an informed, literate and productive society by providing equal access to information through books, materials, technology, facilities, staff, programs and activities that meet the current and future information needs of each branch community's multi-dimensional population, using volunteers and community participation in planning and library service delivery, in the unincorporated County and 11 participating cities.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The 1994-95 budget of \$620,926 was expended as anticipated. The 1994-95 actuals are \$107,000 above budget due to a mid-year approved use of one-time General Fund Teeter revenue to provide office automation for the County Library.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See Library Services Program outcome and output objectives 1, 3, 4 and 5. The General Fund Contribution as shown above will be used to provide supplemental funding to achieve objectives 1, 3, 4 and 5 at the described level.

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.).

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Contribution to LAFCO	\$251,394	\$252,632	\$220,943	\$331,163	\$331,163	0.0
TOTAL DIRECT COST	\$251,394	\$252,632	\$220,943	\$331,163	\$331,163	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$251,394	\$252,632	\$220,943	\$331,163	\$331,163	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

LAFCO's actual total costs were 33% or \$110,220 below budget in FY 1994-95. LAFCO operated under budget because processing fee revenue exceeded expected projection levels and expenditures were reduced. A number of large jurisdictional change and sphere of influence proposals were submitted in FY 1994-95, allowing LAFCO to exceed its revenue goals for the fiscal year. LAFCO achieved cost-savings in salaries and benefits because two budgeted positions remained vacant for a portion of the fiscal year. Savings also occurred in LAFCO's services and supplies accounts because of cost reductions related to travel, professional services, printing, postage, and office supplies.

ACHIEVEMENT OF 1994-95 OBJECTIVES

All 1994-95 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 records management efforts.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Review changes in boundaries and governmental organization of the County's 18 cities and approximately 200 special districts.
 - a. Complete the review of approximately 50 jurisdictional change proposals.
 - b. Approve jurisdictional changes that result in logical boundaries and cost-effective patterns of public service provision.
2. Establish and update spheres of influence showing the probable service areas for cities and special districts.
 - a. Consider approximately 15 sphere of influence/update projects.
 - b. Approve spheres of influence that will effectively guide the provision of public services.
3. Provide assistance to citizens and representatives of local agencies considering changes in local government organization and boundaries.
 - a. Meet and confer with citizens and local agencies to encourage the logical provision of public services.

AUTHORITY: This program was developed for the purpose of carrying out Administrative Code Section 66.2 which established the District Attorney's Asset Forfeiture Program. Government Code Section 53647 authorizes the retention of interest in this fund.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Services & Supplies	100,000	39,020	101,062	0	75,000	100.0
Other Charges	0	0	50,000	0	0	0.0
Fixed Assets	11,522	335,493	596,378	200,000	225,000	12.5
Operating Transfer	0	0	27,000	0	0	0.0
TOTAL DIRECT COST	\$111,522	\$374,513	\$774,440	\$200,000	\$300,000	50.0
PROGRAM REVENUE	(668,032)	(872,648)	(610,537)	(200,000)	(300,000)	50.0
FUND BALANCE CONTRIBUTION	556,510	498,135	(163,903)	(0)	0	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

In compliance with Administrative Code Section 66.2, the Comprehensive Crime Control Act of 1984, United States Attorney General's Guidelines on Seized and Forfeited Property and California Health and Safety Code (Section 11470 - 11493), the mission of the District Attorney's Asset Forfeiture Program is to provide a mechanism whereby the District Attorney of San Diego County may receive seized assets transferred to him by Federal and State agencies.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The 1994-95 actual costs, which exceeded budgeted costs by \$574,440, include the expenditure of all mid-year appropriations approved by the Board of Supervisors based on either current revenues (\$610,537) or fund balance (\$163,903). Actual revenue exceeded the budgeted level by \$410,537. Revenue in this fund accrues as claims are processed at the Federal level.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To continue to provide a means whereby asset seizures can be transferred to the San Diego District Attorney.
2. To continue District Attorney participation in the investigation of drug-related activities, arrest of suspects and seizure of assets.

AUTHORITY: The Edgemoor Development Fund was established by Board Policy F-38 as a fund for the economic development of the County's Edgemoor property. In order to utilize the funds, an appropriation is required. There is no net County cost in this program.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$0	\$0	\$17,000	\$0	(100.0)
Operating Transfers	55,542	70,938	43,411	65,000	207,700	219.5
TOTAL DIRECT COST	\$55,542	\$70,938	\$43,411	\$82,000	\$207,700	153.3
PROGRAM REVENUE	(30,466)	(60,517)	(39,932)	(57,000)	(51,700)	(9.3)
FUND BALANCE	(25,076)	(10,421)	(3,479)	(25,000)	(156,000)	524.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To provide an asset which can serve as a site for future County facilities as well as generate revenue for the County through the lease and/or sale of developable parcels in the 380-acre Edgemoor property.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Actuals were less than budgeted amounts due to difficulties in the final execution of a Memorandum of Agreement (MOA) with the City of Santee. As a result pre-development activities, including an application for a Town Center Specific Plan Amendment, will proceed in FY 95-96.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Completed a Memorandum of Agreement (MOA) between the County of San Diego and the City of Santee on the 380-acre Edgemoor property.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Accomplish tasks listed in the overall work plan.
 - a. Prepare support documents necessary to obtain basic development entitlements.

1995-96 ADOPTED SUB-PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Edgemoor Development Fund: (0.00 SY; E = \$207,700; R = \$207,700) including support personnel is:
 - o Discretionary Activity/Discretionary Service Level

PROGRAM: General Fund Adjustments & Special Reserves

DEPARTMENT: GENERAL FUND ADJUSTMENTS

PROGRAM #: 01830
MANAGER: Manuel A. Lopez

ORGANIZATION #: 1830
REFERENCE: 1995-96 Proposed Budget - Pg. 61-1

AUTHORITY: Section 29085 of the Government Code allows the Board of Supervisors to establish Reserves.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	0	0	0	0	0	0.0%
Operating Transfers	0	0	11,500,000	11,500,000	2,400,000	(79.%)
TOTAL DIRECT COST	\$0	\$0	11,500,000	\$11,500,000	2,400,000	(79.%)
PROGRAM REVENUE	(0)	(0)	(14,337,198)	(14,337,198)	(0)	(100.%)
NET GENERAL FUND CONTRIBUTION	\$0	\$(0)	\$(2,837,198)	\$(2,837,198)	\$2,400,000	100.%
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

1995-96 PROGRAM MISSION

The above amounts for FY 1995-96 represent non-department specific adjustments to provide for potential payments to the State based on anticipated SB910 Medi-Cal Administrative Claims (MAC). AB911 requires that counties return one-third of all MAC claims to the State. For 1995-96 this is estimated to be \$2,400,000.

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$0	\$0	\$0	\$0	0.0
Contributions for Self Insurance:	1,442,000	24,335,000	0	0	0	0.0
Debt Service-Service Charge	148,760	599,092	176,758	150,000	0	(100.0)
Interest Pymts on Cash Financing	12,541,957	13,842,008	18,075,002	17,550,000	18,600,000	6.0
Buy-Out (ILP)	0	1,218,592	0	0	0	0.0
TOTAL DIRECT COST	\$14,132,717	\$39,994,692	\$18,251,760	\$17,700,000	\$18,600,000	5.1
Funding	(0)	(0)	(0)	(0)	(0)	0.0
Cancellation of Reserve	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$14,132,717	\$39,994,692	\$18,251,760	\$17,700,000	\$18,600,000	5.1
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To provide for the on-going cash needs of the County General Fund at the lowest possible net cost.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

1994-95 actual costs are expected to be covered by budgeted appropriations.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1995-96 Adopted Budget appropriations reflect the estimated cash flow projection and financing plan for the County's 1995-96 cash flow requirement. This estimate is based on borrowing \$215 million at 4.25% and \$99 million for Teeter financing at 6%.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Cash Borrowing: [0.00 SY; E = \$18,600,000; R = \$] including support personnel is:
 - o Discretionary/Mandated Service Level

PROGRAM: Pension Obligation Bonds

DEPARTMENT: PENSION OBLIGATION BONDS

PROGRAM #: 91000

ORGANIZATION #: 1810

MANAGER: Robert Booker, Ed.D.

REFERENCE: 1995-96 Proposed Budget - Pg. N/A

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$1,890,476	\$3,146	\$0	\$36,000	100.0
Debt Service Payments	0	0	26,492,355	26,492,355	26,492,355	0.0
TOTAL DIRECT COST	0	\$1,890,476	26,495,501	\$26,492,355	26,528,355	0.1
Funding/FB/Interfund chgs	(0)	(0)	(27,812,852)	(26,492,355)	(26,528,355)	0.1
NET FUND CONTRIBUTION	\$0	\$1,890,476	\$(1,317,351)	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To assure that sufficient funding is available to meet the annual pension obligation bond debt payment and related costs.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

1994-95 actual costs were covered by budgeted appropriations, plus an additional \$1,317,351 revenues was generated due to interest earnings and the 1994-95 split payroll. These revenues will be applied to the 1995-96 costs.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1995-96 Adopted Budget appropriations reflect the legally required level of debt service and related costs for the pension obligation bonds.

1995-96 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Debt Service: [0.00 SY; E = \$26,492,355; R = \$26,492,355] including support personnel is:
 - o Mandated/Mandated Service Level

PROGRAM: Probation Inmate Welfare

DEPARTMENT: PROBATION

PROGRAM #: 17002

ORGANIZATION #: 3560

MANAGER: David Price/Rena Robinson

REFERENCE: N/A

AUTHORITY: The Inmate Welfare Fund was established pursuant to Penal Code Section of 7025 which authorizes the Board of Supervisors to designate the Chief Probation Officer to exercise the duties otherwise allocated to the Sheriff in those Detention Facilities not governed by the Sheriff. 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 re-invest any part of the Inmate Welfare Fund in excess of that which the Treasurer deems necessary for immediate use.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$0	\$0	\$0	\$229,000	100.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	2,400	100.0
Operating Transfers	0	0	0	0	319,200	100.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$550,600	100.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(247,450)	(100.0)
FUND BALANCE	0	0	0	0	(303,150)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To expend funds solely for the benefit, education, and welfare of inmates confined within the Probation Detention Facilities.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Prior to the current year, this program operated as a Trust Fund.

ACHIEVEMENT OF 1994-95 OBJECTIVES

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To deposit in the inmate Welfare Fund any profits realized from the operation of a Commissary within Probation Facilities.
 - a) Provide Educational/Vocational Training, and recreational equipment, this preparing individuals for employment upon release, and providing equipment for productive use of detention time.

1995-96 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Adult Institutions [0.00 SY; E = \$79,000; R = \$182,930]
2. Juvenile Institutional Corrections [0.00 SY; E = \$471,600; R = \$367,670]

AUTHORITY: Government Code 26600-26602 requires the Sheriff to preserve the peace, to make arrests, to prevent unlawful disturbances, which come to his attention, and 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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$1,297,166	\$1,300,000	0.2
Services & Supplies	0	0	0	204,976	200,000	(2.4)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	155,890	146,200	(6.2)
Vehicle/Comm. Equip.	0	0	0	1,853,800	1,853,800	0.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$3,511,832	\$3,500,000	(0.3)
PROGRAM REVENUE	(0)	(0)	(0)	(3,511,832)	(3,500,000)	(0.3)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	42.17	42.00	(0.4)
POSITIONS	0	0	0	96	69	(28.1)

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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

The appropriations have been frozen until identified revenue is received.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

To realize identified revenue necessary to fund these positions.

1995-96 SUBPROGRAM ACTIVITIES

On July 28, 1994 during budget deliberations, the Board of Supervisors approved, in concept, the addition of 96 positions in the Sheriff's Department for unincorporated patrol, homicide detectives and gang detail personnel. In FY94/95, the Board directed that the 96 positions be included in the CAO's budget under Org. 0350 (CAO/Sheriff). These appropriations, which covered the costs associated with the positions and necessary services and supplies and fixed assets, were to remain frozen until the identified revenue is received. Potential sources for revenue include Civil Assessment Fees, DUI Emergency Response Fees, Defendant Booking Fees and False Alarm Fees.

The activities of this program are summarized as follows:

1. CAO/Sheriff Program [42.00 SY; E = \$3,500,000; R = \$3,500,000] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for law enforcement in the unincorporated area of San Diego County.
 - o Responsible for providing a wide variety of law enforcement services to the 380,700 residents and visitors in the unincorporated areas of San Diego County.

- o Responsible for responding to over 99,900 calls for service.
- o Responsible for requisite Homicide detectives and Gang Detail personnel.
- o Adjusted by 23 positions which were transferred to the federal C.O.P.S. grant for the unincorporated area, thereby retaining the overall additional staffing requirements for the unincorporated area at 96.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	107,300
Specialized Dept & Safety Equipment	38,900
Total	\$146,200

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Communications Equipment	274,950
Transportation Equipment	1,578,850
Total	\$1,853,800

PROGRAM: Sheriff's Asset Forfeiture Program

DEPARTMENT: SHERIFF

PROGRAM #: 12006

ORGANIZATION #: 5980

MANAGER: Jack Drown, Undersheriff

REFERENCE: 1995-96 Proposed Budget - Pg. 65-3

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	1,273,712	285,779	378,631	350,000	500,000	42.9
Other Charges	0	0	0	0	0	0.0
Fixed Assets	273,226	648,596	706,961	518,050	860,150	68.0
Vehicle/Comm. Equip.	460,400	35,400	29,796	60,815	50,000	(34.2)
Less Reimbursements	0	0	0	0	0	0.0
Operating Transfers	716,353	737,381	272,048	671,135	36,634	(94.5)
TOTAL DIRECT COST	\$2,723,691	\$1,707,156	\$1,387,436	\$1,600,000	\$1,446,784	(9.6)
PROGRAM REVENUE	(1,740,196)	(1,346,130)	(1,193,677)	(1,400,000)	(828,700)	(40.8)
FUND BALANCE CONTRIBUTION	(983,495)	(361,026)	(193,759)	(200,000)	(618,084)	209.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM 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.

1994-95 ACTUAL TO 1994-95 BUDGET COMPARISON

Operating transfers were less than budgeted due to a change in Federal guidelines regarding the funding of positions with Asset Forfeiture funds.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Assets seized by Federal agencies in drug-related arrests were transferred to the San Diego County Sheriff's Department.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Transfer \$1.4 million derived from seized assets, to support Sheriff's Department operations.
 - a. Monitor Sheriff's Asset Forfeiture acquisitions.

FIXED ASSETS

Category	Total Cost
Office Equipment-General	25,000
Data Processing Equipment	650,000
Laboratory/Med/Instit Inst & Fur	50,000
Electronic Equipment-Audio/Video	25,000
Specialized Dept & Safety Equipment	110,150
Total	\$860,150

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Communications Equipment	40,000
Transportation Equipment	10,000
Total	\$50,000

PROGRAM: Sheriff's Inmate Welfare

DEPARTMENT: SHERIFF

PROGRAM #: 15003

ORGANIZATION #: 3540

MANAGER: Ernie Frial, Facility Services Manager

REFERENCE: 1994-95 Adopted Budget - Pg. 64-3

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.

	1992-93 Actual	1993-94 Actual	1994-95 Actual	1994-95 Budget	1995-96 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	1,613,364	1,603,282	1,204,886	1,319,760	1,956,171	48.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	79,335	135,091	168,649	431,760	588,524	36.3
Vehicle/Comm. Equip.	0	0	0	5,900	3,300	(44.1)
Less Reimbursements	0	0	0	0	0	0.0
Operating Transfers	0	400,000	352,490	750,000	400,000	(46.7)
TOTAL DIRECT COST	\$1,692,699	\$2,138,373	\$1,726,025	\$2,507,420	\$2,947,995	17.6
PROGRAM REVENUE	(1,689,763)	(2,094,470)	(2,375,433)	(2,166,000)	(2,352,000)	8.6
FUND BALANCE CONTRIBUTION	(2,936)	(43,903)	649,408	(341,420)	(595,995)	74.6
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 ACTUAL TO 1994-95 BUDGET COMPARISON

The services & supplies 1994-95 actuals were lower than the 1994-95 budget, due in part to the lower average inmate population than budgeted, therefore related expenditures and revenues were reduced. Fixed assets were lower than projected because some fixed asset purchases were deemed not critical at this time and were not purchased.

ACHIEVEMENT OF 1994-95 OBJECTIVES

Profits from operating the commissary stores within the Sheriff's detention facilities were deposited into the Inmate Welfare Fund to be expended for benefits, education and purchases to increase the overall welfare of detention inmates.

1995-96 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Use over \$2,000,000 in profits from the telephone commissions, commissary store, print shop sales, and other profit-making ventures to provide benefits, education and increase overall welfare to detention inmates.
 - a. Expend \$676,000 to provide educational supplies & services to benefit detention inmates.
 - b. Spend \$400,000 to provide counseling services to detention inmates.
 - c. Dedicate \$350,000 for the Print Shop Construction Project.
 - d. Purchase industrial laundry plant washers and dryers valued at \$180,000.

FIXED ASSETS

Category	Total Cost
Office Equipment-General	26,600
Data Processing Equipment	57,929
Laboratory/Med/Instit Inst & Fur	180,995
Electronic Equipment-Audio/Video	33,500
Specialized Dept & Safety Equipment	289,500
Total	\$588,524

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Communications Equipment	3,300
Total	\$3,300