



County of San Diego
California

DO NOT REMOVE
COUNTY OF SAN DIEGO
AUDITOR & CONTRROLLER
OFF-LIBRARY

1996-97
Adopted
Program Budget

*Department Program
Budgets*

Board of Supervisors

Greg Cox
First District
Dianne Jacob
Second District
Pam Slater
Third District
Ron Roberts
Fourth District
Bill Horn
Fifth District

Lawrence B. Prior III
Chief Administrative Officer

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

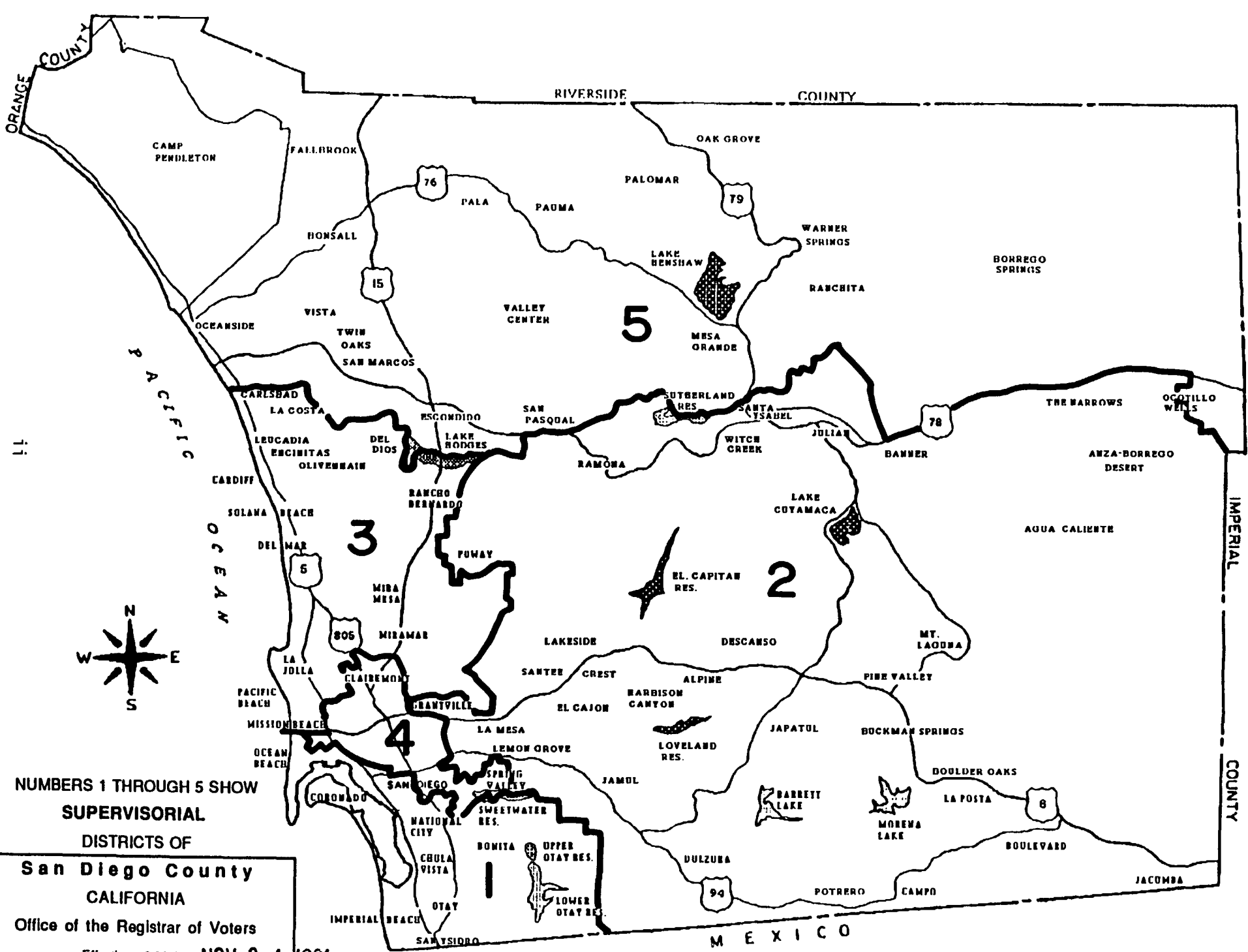
**COUNTY OF
SAN DIEGO**

**1996-97
ADOPTED
PROGRAM BUDGET**

Department Program Budgets

LAWRENCE B. PRIOR III
CHIEF ADMINISTRATIVE OFFICER

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

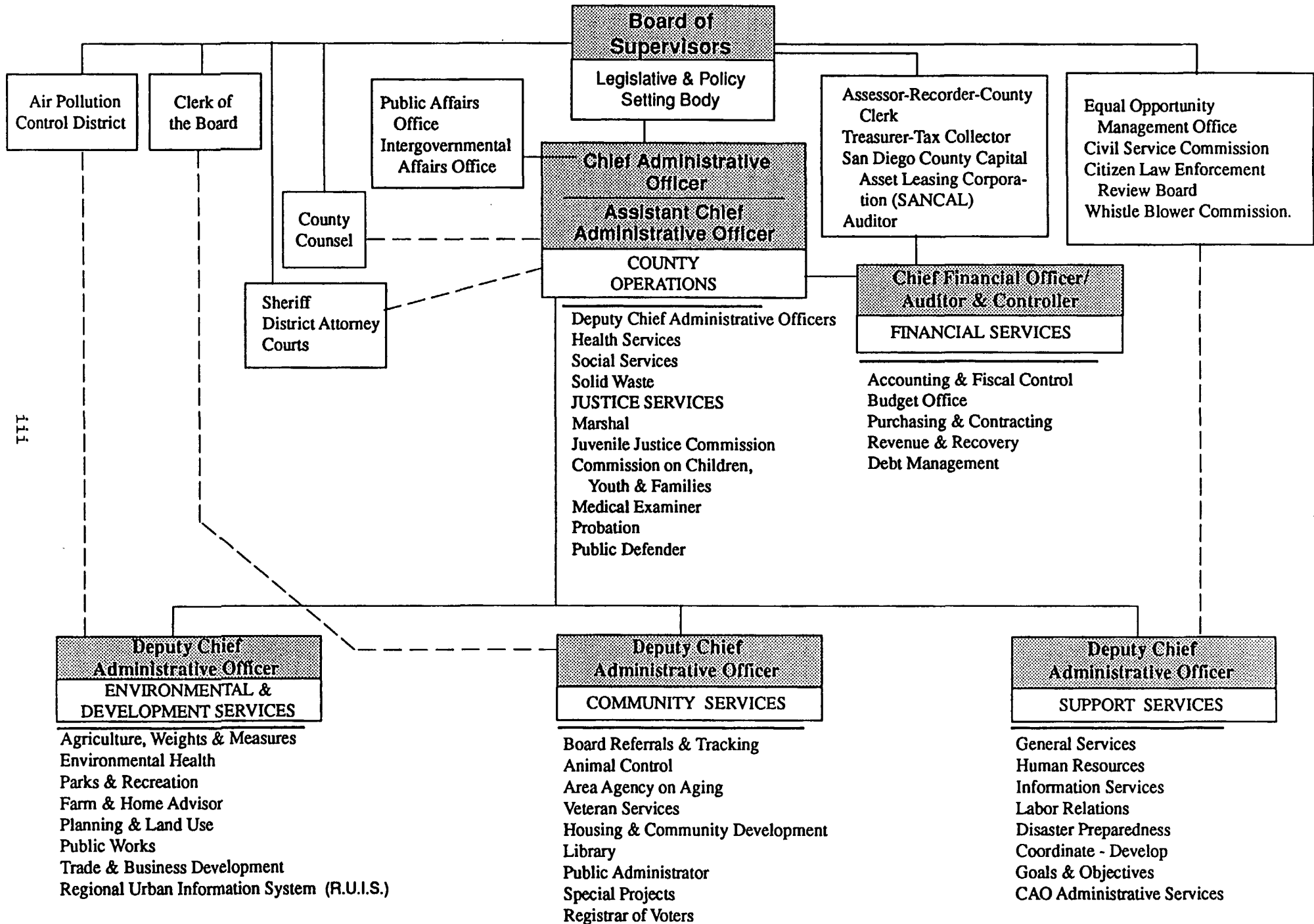


NUMBERS 1 THROUGH 5 SHOW
 SUPERVISORIAL
 DISTRICTS OF
San Diego County
 CALIFORNIA

Office of the Registrar of Voters

Effective ~~000000~~ NOV 0 1 1991

COUNTY ORGANIZATION CHART



111



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.

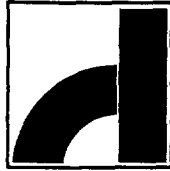
Maximize the capacity of County government to deliver the highest quality service through the use of administrative and management techniques that foster an integrated, systems-oriented County operation.

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, 1996**

Arthur R. Lynch *Jeffrey L. Esser*
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 1996-97 fiscal year beginning July 1, 1996.

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.

TABLE OF CONTENTS — DEPARTMENT PROGRAM BUDGETS

County of San Diego Map ii

County of San Diego Organization Chart iii

County of San Diego Vision, Purpose, Culture, Mission,
and Five Year Strategic Directions iv

Government Finance Officers' Association Award v

Table of Contents — Department Program Budgets by Functional Group vii

Department Budgets - Alphabetical Order xiv

PUBLIC PROTECTION

Alternate Public Defender	1-1
Conflicts Defense	1-3
District Attorney	2-1
General Criminal Prosecution	2-3
Juvenile Court Services	2-11
Specialized Criminal Prosecution	2-15
Child Support Enforcement	2-22
District Attorney Overhead	2-29
Public Assistance Fraud	2-32
Grand Jury	3-1
Grand Jury Proceedings	3-3
Marshal	4-1
Marshal Services	4-3
Municipal Courts	
El Cajon	5-1
North County	6-1
San Diego	7-1
South Bay	8-1
Information Services Unit	9-1
Pretrial Services	10-1
Pretrial Services	10-3
Probation	11-1
Adult Field Services	11-5
Special Services	11-12
Juvenile Field Services	11-21
Juvenile Institutional Services	11-27
Department Administration	11-35
Public Defender	12-1
Indigent Defense	12-3
Sheriff	13-1
Detention Services	13-5
Law Enforcement Services	13-14
Management Services	13-23
Human Resources/Support Services	13-29
Office of the Sheriff	13-34
Superior Court	14-1
Operations	14-3

HEALTH AND SOCIAL SERVICES

Area Agency on Aging	15-1
Area Agency on Aging	15-3
Environmental Health	16-1
Environmental Health	16-3
Health Services	17-1
Alcohol and Drug Services	17-5
Community Health Services	17-14
Environmental Health Services (see new Department above)	
Mental Health Services	17-37
Administrative Support	17-51
Social Services	18-1
Adult and Employment Services	18-3
Children's Services	18-16
Community Action Partnership	18-26
Assistance Payments	18-33
Eligibility and Grant Determination	18-37
Management Services	18-45
Eligibility Review	18-56

COMMUNITY SERVICES

Agriculture/Weights & Measures	19-1
Agriculture/Weights & Measures/County Veterinarian	19-3
Animal Control	20-1
Animal Health and Regulation	20-3
Public Education — Spay/Neuter	20-12
Cable Television (CATV)	21-1
Video Services	21-3
Farm and Home Advisor	22-1
Farm and Home Advisor Education Support	22-3
Housing and Community Development	23-1
Housing and Community Development	23-3
Library (County)	24-1
Library Services	24-3
Medical Examiner	25-1
Decedent Investigation	25-3
Parks and Recreation	26-1
Parks and Recreation	26-3
Park Land Dedication	26-8
Fish and Wild Life Fund	26-9
Planning and Land Use	27-1
Planning	27-3
Public Administrator	28-1
Fiduciary Services	28-3
Public Works	29-1
Roads	29-3
Land Development	29-9
Engineering Services	29-19
Management Services	29-26
Public Services	29-31
General Fund Activities Summary	29-35
Registrar of Voters	30-1
Registration	30-3
Elections	30-9
Administration	30-16

GENERAL GOVERNMENT

Assessor/Recorder/County Clerk	31-1
Property Valuation/Identification	31-3
Recording Services	31-9
County Clerk Services	31-15
Micrographics	31-20
Modernization	31-24
Property Tax Administration	31-31
Department Administration	31-36
Auditor and Controller	32-1
Auditing	32-3
County Budget Planning and Implementation	32-7
Accounting and Fiscal Control	32-12
Purchasing and Contracting	32-19
Revenue and Recovery	32-24
Administrative Support	32-28
Board of Supervisors	
Legislative District 1	33-1
Legislative District 2	34-1
Legislative District 3	35-1
Legislative District 4	36-1
Legislative District 5	37-1
General Office	38-1
Chief Administrative Officer	39-1
Central County Administration	39-5
CAO Special Projects	39-18
Disaster Preparedness	39-22
Memberships, Audits and Other Charges	39-30
Regional Urban Information System (RUIS)	39-33
Citizens' Law Enforcement Review Board (CLERB)	39-37
Clerk of the Board of Supervisors	40-1
Legislative/Public Services	*
Community Enhancement	41-1
Community Enhancement Program	41-3
County Counsel	42-1
County Counsel	42-5
Treasurer/Tax Collector	43-1
Tax Collection	43-3
Treasury	43-9
Department Overhead	43-15

* Not available at time of printing.

SUPPORT DEPARTMENTS

Capital Asset Leasing	44-1
Civil Service Commission	45-1
Personnel Services	45-3
Electronic Systems and Equipment	46-1
Communications Equipment	46-3
Telephone Utilities	46-4
Equal Opportunity Management Office	47-1
Equal Opportunity Management	47-3
Equipment Acquisition (Countywide)	48-1
Vehicular Equipment	48-3
General Services	49-1
Architecture and Engineering	49-5
Facilities Services	49-10
Fleet Management	49-20
Printing Services	49-26
Mail Services	49-31
Real Property	49-36
Records Management	49-46
Support Services	49-51
Human Resources	50-1
Human Resources	50-5
Information Services	51-1
Account Management	51-3
Application Systems	51-7
Operations	51-11
Telecommunications	51-17
Department Administration	51-24
Major Maintenance	52-1
Major Maintenance	52-3
Major Maintenance Remodels	52-8
Public Services Utilities	53-1
Public Services Utilities	53-3
Rents and Leases (Countywide)	54-1
Countywide Rents and Leases	54-3

CAPITAL AND MISCELLANEOUS SPECIAL PROGRAMS

Capital	55-1
Capital Outlay Fund	55-3
County Health Complex	55-5
Criminal Justice Facilities	55-7
Contributions to Capital	55-9
Contingency Reserve	
Contingency Reserve	56-1
Contribution to Library Fund	
Contribution to Library Fund	57-1
Contribution to Local Agency Formation Commission	
Contribution to LAFCO	58-1
District Attorney	
District Attorney's Asset Forfeiture Fund	59-1
Edgemoor Development Fund	
Edgemoor Development Fund	60-1
General Fund Adjustments	
General Fund Adjustments and Special Reserves	61-1
Countywide General Expenses	
Cash Borrowing	62-1
Pension Obligation Bonds	
Pension Obligation Bonds	63-1
Probation	
Probation Inmate Welfare	64-1
Sheriff	
CAO/Sheriff	65-1
Sheriff's Asset Forfeiture Program	65-3
Sheriff's Inmate Welfare Fund	65-5

DEPARTMENT BUDGETS — ALPHABETICAL ORDER

Agriculture/Weights & Measures 19-1

Alternate Public Defender 1-1

Animal Control 20-1

Area Agency on Aging 15-1

Assessor/Recorder/County Clerk 31-1

Auditor and Controller 32-1

Board of Supervisors 33-1

Cable Television (CATV) 21-1

Capital 55-1

Capital Asset Leasing 44-1

Chief Administrative Officer 39-1

Civil Service Commission 45-1

Clerk of the Board of Supervisors 40-1

Community Enhancement 41-1

Contingency Reserve 56-1

Contribution to Library Fund 57-1

Contribution to LAFCO 58-1

County Counsel 42-1

District Attorney 2-1

District Attorney (Asset Forfeiture) 59-1

Edgemoor Development Fund 60-1

Electronic Systems and Equipment 46-1

Environmental Health Services 16-1

Equal Opportunity Management Office 47-1

Equipment Acquisition (Countywide) 48-1

Farm and Home Advisor 22-1

General Fund Adjustments	61-1
General Expenses (Countywide)	62-1
General Services	49-1
Grand Jury	3-1
Health Services	17-1
Housing and Community Development	23-1
Human Resources	50-1
Information Services	51-1
Library (County)	24-1
Major Maintenance	52-1
Marshal	4-1
Medical Examiner	25-1
Municipal Courts	5-1
Parks and Recreation	26-1
Pension Obligation Bonds	63-1
Planning and Land Use	27-1
Pretrial Services	10-1
Probation	11-1
Probation (Inmate Welfare)	64-1
Public Administrator	28-1
Public Defender	12-1
Public Services Utilities	53-1
Public Works	29-1
Registrar of Voters	30-1
Rents and Leases (Countywide)	54-1
Sheriff	13-1
Sheriff (CAO/Sheriff)	65-1
Sheriff (Asset Forfeiture)	65-3
Sheriff (Inmate Welfare Fund)	65-5
Social Services	18-1
Superior Court	14-1
Treasurer/Tax Collector	43-1

PUBLIC PROTECTION

ALTERNATE PUBLIC DEFENDER

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Conflicts Defense	\$4,569,603	\$5,303,558	\$5,591,212	\$5,605,472	\$5,813,227	207,755	3.7
TOTAL DIRECT COST	\$4,569,603	\$5,303,558	\$5,591,212	\$5,605,472	\$5,813,227	\$207,755	3.7
PROGRAM REVENUE	(39,552)	(39,506)	(454,099)	(269,321)	(298,827)	(29,506)	11.0
NET GENERAL FUND COST	\$4,530,051	\$5,264,052	\$5,137,113	\$5,336,151	\$5,514,400	\$178,249	3.3
STAFF YEARS	59.11	68.64	69.26	72.08	72.00	(0.08)	(0.1)

MISSION

To provide appropriate economical and competent legal representation to all adult or minor persons who cannot be represented by the Public Defender because of a conflict of interest and who are accused or charged with a public offense or other misconduct for which the possibility of custody or loss of substantial rights exists. The Alternate Public Defender provides legal services for adults in criminal cases, for minors in delinquency cases, and for parents or guardians in dependency cases.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Provide criminal legal representation in 488 Class 4, Class 5, and Class 6 felony cases.
 - a. The Alternate Public Defender will provide criminal legal representation in 488 serious felony cases at a lower cost than that of the private bar. The Department estimates the cost of this representation at less than \$3,785 per case.
2. Provide criminal legal representation in 70 three strike cases.
 - a. The Alternate Public Defender will provide criminal legal representation in 70 three strike cases at a lower cost than that of the private bar. The Department estimates the cost of this representation at less than \$9,650 per case.
3. Provide legal representation in 1,042 Juvenile Dependency cases representing the parent or guardian.
 - a. Conduct proper independent investigations, file legal motions, and hold hearings/trials for parents/guardians in 1,042 juvenile dependency matters.
4. Provide legal criminal representation in 150 two strike cases.
 - a. The Alternate Public Defender will provide criminal legal representation in 150 two strike cases at a lower cost than that of the private bar. The Department estimates the cost of this representation to be less than \$1,935 per case.
5. Provide legal representation of 1,716 Class 3 felony cases.
 - a. The Alternate Public Defender will provide criminal legal representation in 1,716 felony cases at a lower cost than that of the private bar. The Department estimates the cost of this representation to be less than \$605 per case.

Legend:

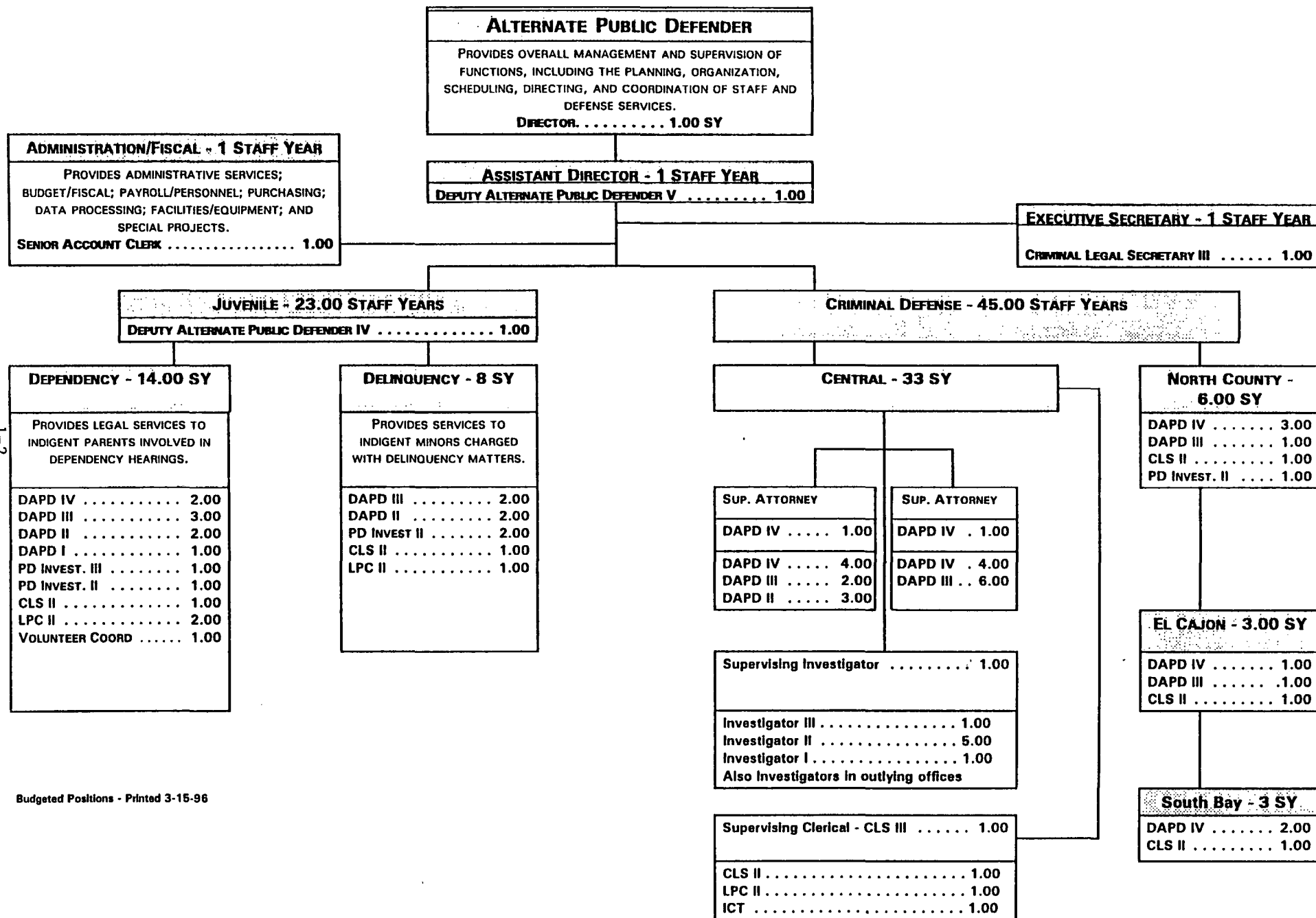
Class 6 - Death Penalty

Class 5 - Murder/Attempted Murder.

Class 4 - Crimes against persons, e.g. manslaughter, robbery, sexual assaults, etc.

Class 3 - Crimes against property, e.g. burglary, auto theft, etc.

DEPARTMENT OF THE ALTERNATE PUBLIC DEFENDER



1-2

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,072,088	\$4,763,483	\$5,071,423	\$5,101,555	\$5,332,916	4.5
Services & Supplies	453,840	482,015	519,789	503,917	480,311	(4.7)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	43,675	58,060	0	0	0	0.0
TOTAL DIRECT COST	\$4,569,603	\$5,303,558	\$5,591,212	\$5,605,472	\$5,813,227	3.7
PROGRAM REVENUE	(39,552)	(39,506)	(454,099)	(269,321)	(298,827)	11.0
NET GENERAL FUND CONTRIBUTION	\$4,530,051	\$5,264,052	\$5,137,113	\$5,336,151	\$5,514,400	3.3
STAFF YEARS	59.11	68.64	69.26	72.08	72.00	(0.1)

PROGRAM MISSION

To provide appropriate economical and competent legal representation to all adult or minor persons who cannot be represented by the Public Defender because of a conflict of interest and who are accused or charged with a public offense or other misconduct for which the possibility of custody or loss of substantial rights exists. The Alternate Public Defender provides legal services for adults in criminal cases, for minors in delinquency cases, and for parents or guardians in dependency cases.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Program revenue was approximately \$185,000 more than budgeted due to unanticipated trial court funding received from the State. This has resulted in a favorable reduction in the net General Fund contribution towards the Departments' operation this fiscal year.

ACHIEVEMENT OF 1995-96 OBJECTIVES

- a. Provided legal representation to 448 serious felony cases (i.e., Class 4, 5 and 6 cases*), at an average cost of \$3,715 per case.
- b. Provided legal representation to 72 three strike cases at an average cost of \$9,841 per case.
- c. Provided legal representation in 719 juvenile dependency cases at an average cost of \$1,947 per case.
- d. Provided legal representation in 120 two strike cases at an average cost of \$1,968 per case.
- e. Provided legal representation in 1,698 Class 3* felony cases at an average cost of \$615 per case.

*Note: See legend under Performance Measures for description of cases.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(Please refer to Department Summary page).

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [4.00 SY; E = \$351,933; R = \$298,827] including administrative support personnel and director's office is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for establishing the Department's operating policies and objectives and overall management direction for a \$5.8 million budget.
 - o Responsible for the department's budgeting, accounting, personnel, payroll and automation needs.

2. Juvenile Dependency [14.00 SY; E = \$1,008,642; R = \$0] including legal support and investigators is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for representing parents or guardians in Juvenile Court dependency proceedings.

3. Juvenile Delinquency [9.00 SY; E = \$582,376; R = \$0] including legal support and investigators is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for representing minors in delinquency cases who the Department of Public Defender cannot represent due to a conflict of interest.

4. Criminal [45.00 SY; E = \$3,870,276; R = \$0] including legal support and investigators is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for representing clients in criminal cases who the Department of Public Defender cannot represent due to a conflict of interest.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Recovered Expenditures	\$51,298	\$20,000	\$49,506	(29,506)
Trial Court Funding	\$402,801	\$249,321	\$249,321	0
Sub-Total	\$454,099	\$269,321	\$298,827	\$(29,506)
Total	\$454,099	\$269,321	\$298,827	\$(29,506)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$5,137,113	\$5,336,151	\$5,514,400	\$178,249
Total	\$5,137,113	\$5,336,151	\$5,514,400	\$178,249

EXPLANATION/COMMENT ON PROGRAM REVENUES

Recovered Expenditures are revenues from attorneys fees collected by Revenue and Recovery. Although very difficult to accurately project, for the past two years, fees collected have been approximately \$20,000 over budget. This \$20,000 has been reflected in the 1996/97 budgeted revenue. Additional attorney fees in the amount of \$9,506 were also added, per Revenue and Recovery's request, based on the projections of a new contract collection agency.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A - Serious Felonies: Class 4, Class 5, and Class 6 cases.					
% of Resources: 32.0%					
<u>Outcomes</u>					
% of total Alt. Pub. Defender cases defended	12.7%	14.6%	12.9%	11.5%	12.8%
<u>Effectiveness</u>					
Cost of serious felonies cases defended	\$1,911,084	\$2,036,456	\$1,664,371	\$1,579,500	\$1,846,592
<u>Outputs</u>					
Number of serious felony cases defended	400	506	448	390	488
<u>Efficiency</u>					
Cost/case of serious felony cases (Ave.)	\$4,777.71	\$4,024.62	\$3,715.00	\$4,050	\$3,784
ACTIVITY B: Three Strike Cases					
% of Resources: 11.7%					
<u>Outcomes</u>					
% of total Alt. Pub. Defender cases defended	N/A	2.0%	2.1%	2.1%	1.8%
<u>Effectiveness</u>					
Cost of three strike cases defended	N/A	\$529,713	\$708,557	\$546,000	\$674,940
<u>Outputs</u>					
Number of three strike cases defended	N/A	68	72	70	70
<u>Efficiency</u>					
Cost/case of three strike cases defended	N/A	\$7,789.89	\$9,841.00	\$7,800	\$9,642
ACTIVITY C - Juvenile Dependency Cases					
% of Resources: 18.7%					
<u>Outcomes</u>					
% of total Alt. Pub. Defender cases defended	19.7%	20.6%	20.7%	32.6%	27.3%
<u>Effectiveness</u>					
Cost of Juvenile Dependency appts.	\$777,958	\$1,094,476	\$1,399,823	\$1,648,627	\$1,083,966
<u>Outputs</u>					
Number of Juvenile Dependency appts.	541	713	719	1,100	1,042
<u>Efficiency</u>					
Cost/case of Juv. Dependency cases apptd.	\$1,438.00	\$1,535.03	\$1,947.00	\$1,500	\$1,040

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY D - Two Strike Cases					
% of Resources: 5.0%					
<u>Outcomes</u>					
% of total Alt. Pub. Defender cases defended	N/A	3.5%	3.5%	3.8%	3.9%
<u>Effectiveness</u>					
Cost of two strike cases defended	N/A	\$188,479	\$236,186	\$198,120	\$289,800
<u>Outputs</u>					
Number of two strike cases defended	N/A	121	120	127	150
<u>Efficiency</u>					
Cost/case of two strike cases defended	N/A	\$1,557.68	\$1,968.00	\$1,560	\$1,932
ACTIVITY E - Felony Cases: Class 3					
% of Resources: 17.9%					
<u>Outcomes</u>					
% of total Alt. Pub. Defender cases defended	57.0%	52.8%	48.8%	43.5%	45%
<u>Effectiveness</u>					
Cost of felony cases defended	\$1,216,005	\$890,990	\$1,044,384	\$710,500	\$1,034,748
<u>Outputs</u>					
Number of felony cases defended	1,565	1,830	1,698	1,450	1,716
<u>Efficiency</u>					
Cost/case of felony cases defended	\$777.00	\$486.88	\$615.00	\$490	\$603

Legend:

Class 6 - Death Penalty

Class 5 - Murder/Attempted Murder.

Class 4 - Crimes against persons, e.g., manslaughter, robbery, sexual assaults, etc.

Class 3 - Crimes against property, e.g., burglary, auto theft, etc.

N/A - Not Available

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2127	Alternate Public Defender	1	1.00	1	1.00	\$100,668	\$106,737
2368	Admin. Service Manager I	1	.08	0	0.00	4,196	0
2510	Senior Account Clerk	1	1.00	1	1.00	23,853	24,673
2700	Intermediate Clerk Typist	1	1.00	1	1.00	18,276	21,295
2776	Criminal Legal Secretary II	6	6.00	6	6.00	168,720	182,499
2777	Criminal Legal Secretary III	2	2.00	2	2.00	64,401	63,805
2907	Legal Procedures Clk. II	4	4.00	4	4.00	86,599	89,803
3918	Deputy Alternate P.D. I	1	1.00	1	1.00	43,758	38,913
3919	Deputy Alternate P.D. II	7	7.00	7	7.00	400,315	405,641
3920	Deputy Alternate P.D. III	15	15.00	15	15.00	1,004,595	1,049,672
3921	Deputy Alternate P.D. IV	19	19.00	19	19.00	1,487,628	1,579,201
3922	Deputy Alternate P.D. V	1	1.00	1	1.00	94,535	97,769
5750	Supervising P.D. Investigator	1	1.00	1	1.00	50,273	51,998
5764	Public Defender Invest. I	1	1.00	1	1.00	38,145	36,056
5765	Public Defender Invest. II	9	9.00	9	9.00	342,679	363,620
5766	Public Defender Invest. III	2	2.00	2	2.00	86,439	84,974
6344	Coordinator, Volunteer Services	1	1.00	1	1.00	31,384	32,462
9999	Temporary Help	0	0.00	0	0.00	0	0
Total		73	72.08	72	72.00	\$4,046,464	\$4,229,118
Salary Adjustments:						174	85,055
Premium/Overtime Pay:						5,819	5,819
Employee Benefits:						1,128,824	1,120,585
Salary Savings:						(79,726)	(82,148)
VTO Reductions:						(0)	(25,513)
Total Adjustments						\$1,055,091	\$1,103,798
Program Totals		73	72.08	72	72.00	\$5,101,555	\$5,332,916

DISTRICT ATTORNEY

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
General Criminal Prosc.	23,003,960	25,214,351	27,693,217	29,291,104	30,421,760	1,130,656	3.9
Juvenile Court Serv.	3,696,768	3,351,660	3,709,408	4,315,411	4,319,979	4,568	0.1
Specialized Criminal Prosc.	16,320,949	16,792,700	18,737,895	15,556,686	16,700,803	1,144,117	7.4
Child Support Enf.	6,654,045	6,881,200	12,616,816	11,613,075	17,062,877	5,449,802	46.9
Department Overhead	2,567,648	2,510,695	2,866,068	2,419,894	2,571,007	151,113	6.2
Public Assistance Fraud	(637,199)	(1,017,184)	(771,463)	(1,008,646)	(964,861)	43,785	(4.3)
TOTAL DIRECT COST	\$51,606,171	\$53,733,422	\$64,851,941	\$62,187,524	\$70,111,565	\$7,924,041	12.7
PROGRAM REVENUE	(43,053,199)	(44,383,220)	(53,686,574)	(50,254,718)	(53,866,702)	(3,611,984)	7.2
NET GENERAL FUND COST	\$8,552,972	\$9,350,202	\$11,165,367	\$11,932,806	\$16,244,863	\$4,312,057	36.1
STAFF YEARS	888.03	921.00	1072.90	1084.17	1255.87	171.70	15.8

MISSION

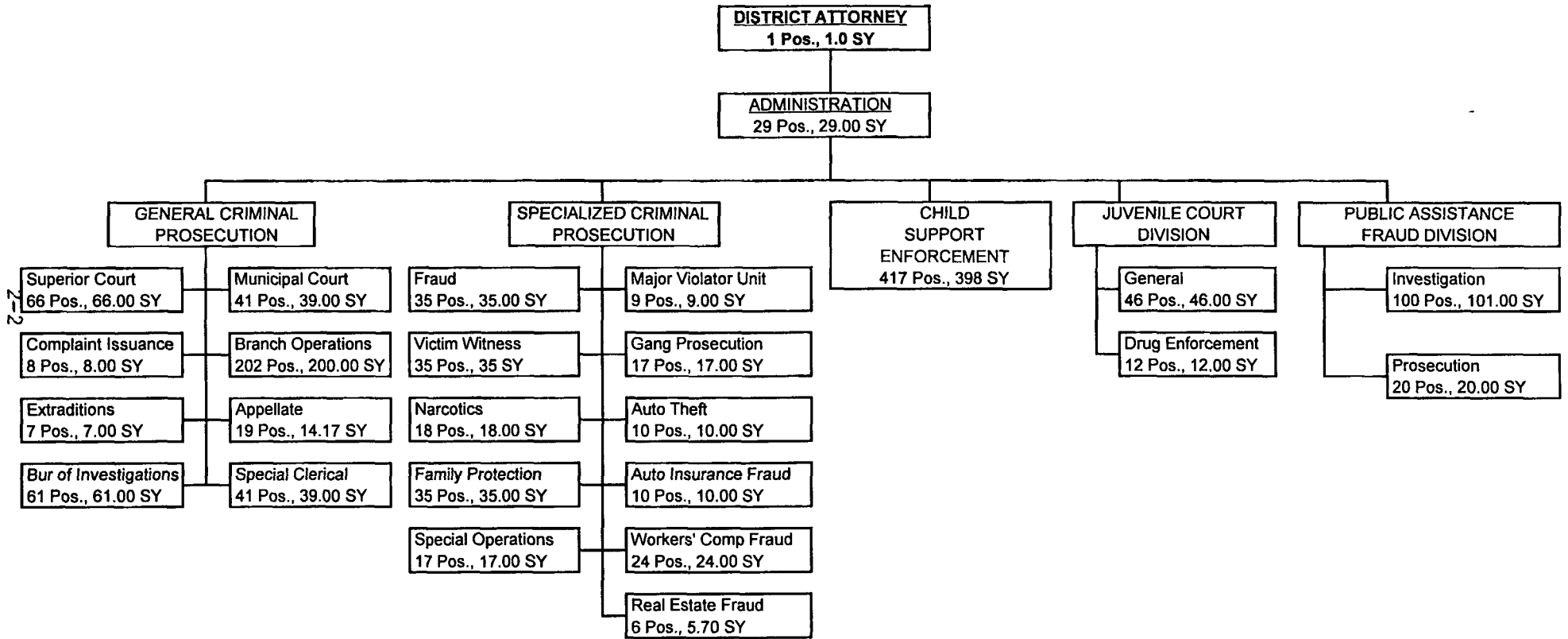
The District Attorney preserves public safety and enhances the quality of life in San Diego County by investigating crime, by prosecuting criminals, by assisting victims and survivors of crime, by protecting the dignity of children through child support enforcement, by protecting the taxpayer through 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.

1996-97 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.
6. Fight gangs in San Diego County.

**OFFICE OF THE DISTRICT ATTORNEY
1996-97 Adopted Budget**

	Positions	Staff Years
Total Permanent	1171	1156.00
Non-Permanent	115	99.87
Total	1286	1255.87



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

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$21,074,187	\$22,376,400	\$25,025,850	\$26,817,965	\$28,020,331	4.5
Services & Supplies	1,861,109	2,647,248	2,467,341	2,152,339	2,186,565	1.6
Other Charges	67,069	92,364	34,599	198,000	72,864	(63.2)
Fixed Assets	1,595	98,339	165,427	122,800	142,000	15.6
TOTAL DIRECT COST	\$23,003,960	\$25,214,351	\$27,693,217	\$29,291,104	\$30,421,760	3.9
PROGRAM REVENUE	(244,319)	(15,041,588)	(16,026,074)	(15,834,679)	(17,169,395)	8.4
NET GENERAL FUND CONTRIBUTION	\$22,759,641	\$10,172,763	\$11,667,143	\$13,456,425	\$13,252,365	(1.5)
STAFF YEARS	346.51	367.44	428.00	430.17	434.17	0.9

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actuals include prior year encumbrances in fixed assets and services and supplies. Salaries are below budget due to unavoidable delays in hiring.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Issued 57,831 misdemeanor cases.
2. Issued cases for 17,090 defendants.
3. Participated in 632 Superior Court jury trials.

1996-97 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.
4. Fight gang activity in San Diego County.

1996-97 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 [66.00 SY; E = \$5,800,149; R = \$3,513,430] 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 = \$3,018,116; R = \$1,734,422] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Able to present evidence at preliminary hearings of felony cases filed in the San Diego Municipal Court. Evaluates all felony cases filed in San Diego Municipal Court for the purpose of arriving at a disposition

prior to transfer of the case to the Superior Court and to select out those cases to be retained in the Municipal Court for final determination.

3. Branch Offices [200.00 SY; E = \$13,865,452; R = \$8,194,900] 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:
 - The addition of 1.00 Delivery Vehicle Driver and the deletion of 1.00 Departmental Aide, added as a new position in 1995-96, as a result of the classification process.
 - The addition of 2 positions (0.00 staff years) Deputy District Attorney III to accommodate job sharing.
 - The addition of 1.00 Deputy District Attorney III, 1.00 Associate Systems Analyst and 1.00 Criminal Legal Secretary I for the HIDTA Grant in South Bay.
4. Complaint Issuance [8.00 SY; E = \$657,931; R = \$431,056] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for the issuance and review of all felony cases submitted to the main office for prosecution. Drafts search warrants and processes emergency daytime telephone search warrants.
5. Extradition Division [7.00 SY; E = \$559,281; R = \$422,762] 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 = \$1,298,094; R = \$828,369] 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.
7. Bureau of Investigation [61.00 SY; E = \$3,515,828; R = \$1,223,882] 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:
 - The addition of 3.00 Investigative Specialists III and the deletion of 3.00 Latent Fingerprint Technicians, added in 1995-96, as a result of the classification process.
 - The reorganization of the Bureau of Investigation which deleted one Crime Scene Reconstructionist and one District Attorney Investigator-Forensics; Added one (1) Deputy Chief Investigator; Added six (6) District Attorney Investigator V; Deleted four (4) District Attorney Investigator IV and two (2) District Attorney Investigator III; and Reclassified one (1) Investigative Technician to Supervising Investigative Technician.
 - The addition of 1.00 District Attorney Investigator III and 1.00 Deputy District Attorney IV to

provide gang investigation and prosecution in East County.

8. Criminal Support Services [39.00 SY; E = \$1,706,909; R = \$820,574] 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:
 - The addition of 2 Criminal Legal Secretary II positions (0.00 staff years) to accommodate job sharing.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
INTERGOVERNMENTAL REVENUE:				
Public Protection Sales Tax (Prop 172)	\$15,560,373	\$15,560,373	\$16,717,326	1,156,953
Adult Deferred Prosecution	\$36,822	\$0	\$0	0
HIDTA Grant	\$149,968	\$0	\$180,763	180,763
Sub-Total	\$15,747,163	\$15,560,373	\$16,898,089	\$1,337,716
CHARGES FOR CURRENT SERVICES:				
Extradition	223,056	200,000	200,000	0
Training Peace Officers - POST	17,733	14,000	14,000	0
Other Miscellaneous	38,122	60,306	57,306	(3,000)
Sub-Total	\$278,911	\$274,306	\$271,306	\$(3,000)
Total	\$16,026,074	\$15,834,679	\$17,169,395	\$1,334,716

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$11,667,143	\$13,456,425	\$13,252,365	\$(204,060)
Total	\$11,667,143	\$13,456,425	\$13,252,365	\$(204,060)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1995-96 Budget included a total of \$23,425,500 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 1996-97 budget increases this revenue to \$25,167,500 departmentwide in lieu of decreasing expenditures.

The 1995-96 actual revenue of \$36,822 is reimbursement of prosecution costs associated with the Donovan State Prison.

The 1996 HIDTA Grant (High Intensity Drug Trafficking Areas) from ONDCP (Office of National Drug Control Policy) became effective January 1, 1996. Actual revenue includes reimbursement of mid-year costs for the current grant and \$4,569 for grant funds from the Department of Justice budgeted in Specialized Criminal Prosecution.

Actual Extradition and POST revenue are over budget, while miscellaneous revenue (mainly discovery) is below budget.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$124,000
Communications Equipment	1,500
Transportation Equipment	16,500
Total	\$142,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
GENERAL CRIMINAL PROSECUTION					
% OF RESOURCES: 100%					
<u>OUTPUT (Service or Product)</u>					
Misdemeanor Cases* Issued	56,949	64,376	57,831	60,000	60,000
Felony Cases* Issued	16,704	17,875	17,090	16,992	16,992
Preliminary Hearings Set	12,910	14,426	13,812	11,756	11,756
Superior Court Jury Trials	596	754	632	729	650

*An unduplicated count of unique case numbers.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
3925	Deputy DA V*	37	37.00	37	37.00	\$3,274,874	\$3,379,938
3926	Deputy DA IV*	35	35.00	36	36.00	3,097,850	3,270,469
3927	Deputy DA III*	69	67.00	72	68.00	4,423,039	2,423,505
3928	Deputy DA II*	14	14.00	14	14.00	924,224	3,372,418
0955	Information Systems Manager, D.A.	0	0.00	1	1.00	0	71,866
0971	Information Systems Manager	1	1.00	0	0.00	58,240	0
2499	Principal Systems Analyst	1	1.00	1	1.00	48,318	51,563
2427	Assoc. Systems Analyst	2	2.00	3	3.00	81,412	136,330
2525	Senior Systems Analyst	2	2.00	2	2.00	89,732	104,282
5760	DA Investigator, Forensic	1	1.00	0	0.00	52,579	0
2302	Admin Asst III	1	1.00	1	1.00	38,898	47,558
0332	Deputy Chief Investigator	0	0	1	1.00	0	73,353
5759	DA Investigator V	0	0	6	6.00	0	317,124
5753	DA Investigator IV	13	13.00	9	9.00	763,740	559,152
5754	DA Investigator III	38	38.00	37	37.00	1,906,945	2,050,089
5755	DA Investigator II	1	1.00	1	1.00	44,943	41,089
2391	D.A. Crime Analysis	1	1.00	1	1.00	69,256	43,347
5733	Crime Scene Reconstr.	1	1.00	0	0.00	50,284	0
2324	Dept Public Affairs Officer	2	1.00	2	1.00	44,904	45,908
2770	Legal Supp Svcs Div Mgr I	1	1.00	0	0.00	35,957	0
2899	Legal Supp Svcs Div Mgr	4	4.00	5	5.00	158,070	200,381
5768	Supv Investigative Spec	2	2.00	2	2.00	59,822	67,654
8803	Supv Investigative Tech	0	0	1	1.00	0	32,704
2336	International Case Specialist	1	1.00	1	1.00	34,293	39,011
5749	Investigative Specialist III	12	12.00	15	15.00	375,024	468,039
5751	Investigative Specialist II	22	22.00	22	22.00	637,292	653,334
3119	Dept Computer Specialist II	4	4.00	4	4.00	121,864	123,408
3936	Legal Assistant II	1	1.00	1	1.00	32,923	34,049
2777	Criminal Legal Sec III	9	9.00	9	9.00	288,912	302,601
2776	Criminal Legal Sec II	19	19.00	21	19.00	532,967	593,037
2775	Criminal Legal Sec I	6	6.00	7	7.00	155,753	195,636
2906	Legal Procedures Clerk III	13	13.00	13	13.00	331,216	351,252
2907	Legal Procedures Clerk II	84	84.00	84	84.00	1,998,243	2,058,609
2903	Legal Procedures Clerk I	11	11.00	11	11.00	221,023	224,380
2800	Radio/Telephone Operator	1	1.00	1	1.00	23,540	24,352
5739	Latent Fingerprint Tech	6	6.00	3	3.00	157,620	84,102
5758	Invest Tech	5	5.00	4	4.00	155,535	144,984
3008	Senior Word Processor Operator	1	1.00	1	1.00	21,508	26,373
3009	Word Processor Operator	1	1.00	1	1.00	19,938	19,637
7516	Delivery Vehicle Driver	0	0.00	1	1.00	0	18,678
5762	Process Server	7	7.00	7	7.00	132,783	140,248
2650	Stock Clerk	1	1.00	1	1.00	16,652	20,409
5236	Departmental Aide	2	2.00	1	1.00	24,456	12,868
9999	Temporary Extra Help	5	1.17	5	1.17	40,000	40,000
Total		437	430.17	445	434.17	\$20,544,629	\$21,863,737

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
	Salary Adjustments:					291,005	125,374
	Adjustment In lieu of Position Cuts:					0	(168,025)
	Premium/Overtime Pay:					0	8,000
	Employee Benefits:					6,367,554	6,623,503
	VTO Reductions:					(0)	(37,494)
	Salary Savings:					(385,223)	(394,764)
	Total Adjustments					\$6,273,336	\$6,156,594
	Program Totals	437	430.17	445	434.17	\$26,817,965	\$28,020,331

* 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: 1996-97 Proposed Budget - Pg. 2-10

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

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,008,673	\$2,875,120	\$2,990,682	\$3,655,264	\$3,659,832	0.1
Services & Supplies	177,206	143,187	198,024	116,431	116,431	0.0
Other Charges	510,889	333,353	520,702	543,716	543,716	0.0
TOTAL DIRECT COST	\$3,696,768	\$3,351,660	\$3,709,408	\$4,315,411	\$4,319,979	0.1
PROGRAM REVENUE	(1,705,709)	(2,845,500)	(3,095,257)	(3,013,777)	(3,118,386)	3.5
NET GENERAL FUND CONTRIBUTION	\$1,991,059	\$506,160	\$614,151	\$1,301,634	\$1,201,593	(7.7)
STAFF YEARS	53.20	51.38	51.55	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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actual expenditures are within budgeted levels.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Prepared and filed 6,230 petitions
2. Prepared 3,916 cases for trial
3. Attended 24,049 hearings

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Improve the quality of the juvenile justice system to deter future criminals.
2. Try violent juvenile criminals in adult court.
3. Reduce juvenile graffiti

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

1. Juvenile Court Division [58.00 SY; E = \$4,319,979; R = \$3,118,386] 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
INTERGOVERNMENTAL REVENUE:				
Federal Grants	\$1,177,205	\$1,139,158	\$1,139,158	0
Public Protection Sales Tax (Prop 172)	1,471,038	1,407,507	1,512,116	104,609
Sub-Total	2,648,243	2,546,665	2,651,274	104,609
OTHER REVENUE:				
Other Miscellaneous	\$645	0	0	0
Sub-Total	645	0	0	0
REALIGNMENT:				
Social Services - Sales Tax	\$446,369	\$467,112	\$467,112	0
Sub-Total	\$446,369	\$467,112	\$467,112	\$0
Total	\$3,095,257	\$3,013,777	\$3,118,386	\$104,609

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$614,151	\$1,301,634	\$1,201,593	(100,041)
Sub-Total	\$614,151	\$1,301,634	\$1,201,593	\$(100,041)
Total	\$614,151	\$1,301,634	\$1,201,593	\$(100,041)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1995-96 Budget included a total of \$23,425,500 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 1996-97 budget increases the departmentwide total to \$25,167,500 in lieu of decreased expenditures.

The JUDGE grant is budgeted at prior year levels.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
% OF RESOURCES: %					
<u>OUTPUT (Service or Product)</u>					
602 petitions/prepared and filed	6,948	6,794	6,230	6,736	6,736
602 cases* prepared for trial	4,665	3,723	3,916	3,964	3,964
Hearings attended	23,804	27,875	24,049	23,580	23,580

*An unduplicated count of unique case numbers.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
3925	Deputy DA V*	3	3.00	3	3.00	\$273,516	\$266,129
3926	Deputy DA IV*	7	7.00	7	7.00	638,163	620,929
3927	Deputy DA III	15	15.00	15	15.00	1,006,415	1,068,364
5754	DA Investigator III	2	2.00	2	2.00	106,824	112,122
2899	Legal Supp Svc Div Mgr II	1	1.00	1	1.00	41,553	42,979
2770	Legal Supp Svc Div Mgr I	1	1.00	1	1.00	33,283	36,083
5751	Invest Spec II	4	4.00	4	4.00	121,040	125,184
5749	Investigative Specialist III	1	1.00	1	1.00	30,260	31,296
5752	Investigative Specialist I	1	1.00	1	1.00	26,523	25,273
2776	Criminal Legal Sec II	1	1.00	1	1.00	31,965	33,060
2775	Criminal Legal Sec I	1	1.00	1	1.00	29,863	28,390
2906	Legal Procedures Clerk III	1	1.00	1	1.00	27,117	28,049
2907	Legal Procedures Clerk II	18	18.00	18	18.00	431,126	435,478
2903	Legal Procedures Clerk I	2	2.00	2	2.00	36,844	40,129
Total		58	58.00	58	58.00	\$2,834,492	\$2,893,465
Salary Adjustments:						16,955	0
Premium/Overtime Pay:						0	0
Employee Benefits:						862,977	844,342
VTO Reductions:						(0)	(5,067)
Salary Savings:						(59,160)	(58,905)
Adjustment in Lieu of Position Cuts:						0	(14,003)
Total Adjustments						\$820,772	\$766,367
Program Totals		58	58.00	58	58.00	\$3,655,264	\$3,659,832

* 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.

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$14,447,399	\$14,768,754	\$15,596,169	\$13,125,298	\$14,228,993	8.4
Services & Supplies	886,512	1,059,050	1,465,037	1,046,280	1,164,858	11.3
Other Charges	922,245	872,533	1,265,165	1,269,608	1,205,252	(5.1)
Fixed Assets	64,793	92,363	411,524	115,500	101,700	(11.9)
TOTAL DIRECT COST	\$16,320,949	\$16,792,700	\$18,737,895	\$15,556,686	\$16,700,803	7.4
PROGRAM REVENUE	(4,791,552)	(11,813,345)	(12,778,896)	(11,408,764)	(12,518,726)	9.7
NET GENERAL FUND CONTRIBUTION	\$11,529,397	\$4,979,355	\$5,958,999	\$4,147,922	\$4,182,077	0.8
STAFF YEARS	216.73	220.94	228.84	207.00	215.70	4.2

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actuals reflect mid-year adjustments in the Insurance Fraud Programs, implementation of the Real Estate Fraud Prosecution Unit and Statutory Rape Grant, as well as prior year encumbrances.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Undertook 1,179 fraud investigations.
2. Participated in 700 preliminary hearing bindovers.
3. Dealt with 11,801 contested hearings and motions.

1996-97 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.
4. Enforce environmental laws.
5. Prosecute white collar criminals.
6. Fight gang activity in San Diego County.

1996-97 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 = \$2,693,174; R = \$1,778,218] 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.
2. Special Operations Division [17.00 SY; E = \$1,355,558; R = \$826,017]

- 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 = \$1,325,826; 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.
4. Major Violator Unit [9.00 SY; E = \$852,347; R = \$650,503] 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 implementing the above activity which include:
 - The deletion of a Deputy District Attorney IV and the addition of a Deputy District Attorney III to reflect a classification change by the Department of Human Resources. Revenue is decreased to reflect the reduced costs of the Deputy III.
5. Narcotics Prosecution Unit [18.00 SY; E = \$1,417,276; R = \$834,531] including support personnel is:
- o Mandated/Mandated Service Level
 - o Responsible for the prosecution of intermediate and high level narcotic distributors and drug abatement enforcement. The ultimate goal is to help reduce the flow of narcotics from and through San Diego County.
6. Gang Prosecution Unit [17.00 SY; E = \$1,386,218; R = \$756,944] 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 [35.00 SY; E = \$2,768,296; R = \$1,698,104] 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:
 - The addition of one Deputy District Attorney III added in FY 1995-96 as a result of the award of a Statutory Rape Grant.
8. Regional Auto Theft Unit (RATT) [10.00 SY; E = \$1,981,043; R = \$1,984,218] 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:
 - The addition of one Deputy District Attorney V added in FY 1995-96.

9. Auto Insurance Fraud [10.00 SY; E = \$872,917; R = \$899,274]
- o Mandated/Mandated Service Level
 - o Responsible for the investigation and prosecution of criminal automobile insurance fraud.
 - o Offset 100% by program revenue.
10. Workers' Comp Fraud [24.00 SY; E = \$1,608,272; R = \$1,660,895]
- 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:
 - The addition of a Departmental Systems Engineer I and the deletion of a Departmental Computer Specialist III added in 1995-96 as a result of the classification process.
 - The addition of one District Attorney Investigator III added in FY 1995-96.
 - The addition of one District Attorney Investigator IV and the deletion of a District Attorney Investigator III added in FY 1995-96 as a result of a Bureau of Investigation reorganization.
11. Real Estate Fraud Prosecution Unit [5.70 SY; E = \$439,876; R = \$455,752]
- o Mandated/Mandated Service Level
 - o Responsible for deterring, investigating and prosecuting real estate fraud crimes.
 - o Offset 100% by program revenue.
 - o Responsible for budget/administrative actions implementing the above activity which include:
 - The addition of one Deputy District Attorney IV; one District Attorney Investigator III; two Real Estate Fraud Specialists; one Criminal Legal Secretary II; and one temporary extra help law clerk in FY 1995-96 was added as a result of the implementation of the Unit.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
FINES, FORFEITURES:				
Fines and Other Penalties	\$2,179	\$0	\$0	0
Sub-Total	\$2,179	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUE:				
Public Protection Sales Tax (Prop 172)	\$5,349,674	\$5,118,633	\$5,499,608	380,975
Auto Insurance Fraud	\$900,000	\$896,120	\$899,274	3,154
Regional Auto Theft (RATT)	2,502,725	1,864,565	1,984,218	119,653
Workers' Compensation Fraud	1,650,000	1,510,693	1,660,895	150,202
Narcotic Prosecution Grant	169,810	160,536	160,536	0
Major Violator Grant	338,555	338,555	304,838	(33,717)
Victim/Witness Assistance	1,033,784	974,270	974,270	0
Weed and Seed	4,416	7,784	2,861	(4,923)
Money Laundering Grant	292,594	180,804	0	(180,804)
Prior Year Revenue	(6,740)	0	0	0
HIDTA	0	11,000	0	(11,000)
Statutory Rape Grant	82,063	0	87,170	87,170
Spousal Abuser (SAPP Grant)	57,472	182,804	182,804	0
Miscellaneous	2,055	0	0	0
Sub-Total	\$12,376,408	\$11,245,764	\$11,756,474	\$510,710
CHARGES FOR CURRENT SERVICES:				
Damages for Fraud	\$173,425	\$70,000	\$70,000	0
Real Estate Fraud Prosecution	49,000	0	455,752	455,752
Sub-Total	\$222,425	\$70,000	\$525,752	\$455,752
OTHER REVENUE:				
Levi Strauss Grant	163,100	93,000	176,500	83,500
Bad Check Diversion Program	\$12,884	\$0	\$60,000	60,000
Miscellaneous	\$1,900	\$0	\$0	0
Sub-Total	\$177,884	\$93,000	\$236,500	\$143,500
Total	\$12,778,896	\$11,408,764	\$12,518,726	\$1,109,962

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
	5,958,999	4,147,922	4,182,077	34,155
Sub-Total	\$5,958,999	\$4,147,922	\$4,182,077	\$34,155
Total	\$5,958,999	\$4,147,922	\$4,182,077	\$34,155

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1995-96 Budget included a total of \$23,425,500 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 1996-97 budget increases this revenue to \$25,167,500 departmentwide in lieu of decreasing expenses.

The Money Laundering program was completed on December 31, 1995 and is not included in the 1996-97 budget. The Levi Strauss grant is adjusted to the 1996-97 contract amount.

The actual HIDTA revenue for FY 1995-96 of \$4,569 is included in the General Criminal Prosecution Program.

FIXED ASSETS

Category	Total Cost
Office Equipment	\$64,000
Data Processing Equipment	16,600
Total	\$80,600

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Communications Equipment	\$1,100
Transportation Equipment	20,000
Total	\$21,100

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
% OF RESOURCES: %					
<u>OUTPUT (Service or Product)</u>					
Fraud investigations undertaken	1,331	1,274	1,179	1,088	1,088
Preliminary hearing bindovers	856	845	700	732	732
Court/Jury trials	7/158	12/183	14/156	18/180	8/180
Contested hearings and motions	11,122*	10,543*	11,801	10,760	10,760

*Corrected to fully reflect Domestic Violence contested hearings and motions.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
3925	Deputy DA V*	14	14.00	16	16.00	\$1,256,848	\$1,465,269
3926	Deputy DA IV*	11	11.00	10	10.00	987,514	940,310
3927	Deputy DA III	44	44.00	46	46.00	2,997,586	3,340,522
5753	DA Investigator IV	6	6.00	7	7.00	349,382	421,517
2413	Analyst III	1	1.00	1	1.00	45,983	47,558
5754	DA Investigator III	30	30.00	31	31.00	1,536,624	1,703,847
2504	Investigative Accountant	1	1.00	1	1.00	43,946	46,442
2425	Associate Accountant	1	1.00	1	1.00	36,979	38,248
2460	Departmental System Engineer I	0	0.00	1	1.00	0	35,646
3931	VW Program Manager	1	1.00	1	1.00	44,654	46,186
5768	Supv Investigative Spec	3	3.00	3	3.00	99,468	108,528
5749	Investigative Spec III	12	12.00	12	12.00	363,242	382,988
5751	Investigative Spec II	23	23.00	23	23.00	663,282	669,233
3120	Dept Computer Spec III	1	1.00	0	0.00	34,296	0
3119	Dept Computer Spec II	1	1.00	1	1.00	29,718	30,852
2777	Criminal Legal Sec III	2	2.00	2	2.00	69,012	71,370
2776	Criminal Legal Sec II	25	25.00	26	26.00	759,808	807,662
2775	Criminal Legal Sec I	7	7.00	7	7.00	188,693	208,184
2907	Legal Procedures Clerk II	16	16.00	16	16.00	368,839	371,981
2903	Legal Procedures Clerk I	1	1.00	1	1.00	18,422	21,121
5767	Senior V/W Claims Technician	1	1.00	1	1.00	22,640	27,796
5742	V/W Claims Technician	5	5.00	5	5.00	120,845	120,445
2700	Interm Clerk Typist	1	1.00	1	1.00	20,586	21,295
8861	Real Estate Fraud Specialist	0	0.00	2	2.00	0	60,972
9999	Temporary Extra Help	0	0.00	1	0.70	0	23,223
Total		207	207.00	216	215.70	\$10,058,367	\$11,011,195
Salary Adjustments:						107,647	50,686
Adjustments in Lieu of Position Cuts:						0	(3,659)
Premium/Overtime Pay:						0	0
Employee Benefits:						3,165,044	3,400,143
VTO Reductions:						(0)	(18,310)
Salary Savings:						(205,760)	(211,062)
Total Adjustments						\$3,066,931	\$3,217,798
Program Totals		207	207.00	216	215.70	\$13,125,298	\$14,228,993

* 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: Child Support Enforcement

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13017

ORGANIZATION #: 2900

MANAGER: Paul J. Pfingst, District Attorney

REFERENCE: 1996-97 Proposed Budget - Pg. 2-20

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,990,001	\$5,890,022	\$8,517,993	\$8,050,356	\$13,735,127	70.6
Services & Supplies	633,291	977,300	2,793,613	2,304,501	2,451,601	6.4
Other Charges	23,969	3,520	0	0	0	0.0
Fixed Assets	6,784	10,358	1,305,210	1,258,218	876,149	(30.4)
Reserve Designation	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$6,654,045	\$6,881,200	\$12,616,816	\$11,613,075	\$17,062,877	46.9
PROGRAM REVENUE	(15,011,202)	(13,324,055)	(19,642,277)	(18,658,511)	(19,621,745)	5.2
NET GENERAL FUND CONTRIBUTION	\$(8,357,157)	\$(6,442,855)	\$(7,025,461)	\$(7,045,436)	\$(2,558,868)	(63.7)
STAFF YEARS	145.71	147.47	229.72	238.00	398.00	67.2

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actual expenditures are higher than budgeted due primarily to the mid-year transfer of enforcement and collection staff from the Office of Revenue and Recovery to the District Attorney. Successful operation of the first full year of a new Child Support Program during FY 1995-96 has enabled the District Attorney to place over \$3.0 million in excess revenues (identified as negative Net General Funds above) in a reserve fund for child support. That action will occur in the First Quarter FY 1996-97 Status Report.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Successfully implemented a redesign of the process for establishing child support orders. Exceeded the stated goal of a monthly average of 2,500 actions filed by initiating over 47,000 new child support actions during FY 1995-96. Exceeded the stated goal for the number of child support orders established by increasing that number tenfold in FY 1995-96.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Successfully integrate the enforcement and collection functions transferred to the District Attorney.
2. Complete a classification study to recognize the integrated activities of all child support enforcement staff.
3. Increase the number of legal actions filed to an average of 4,000 per month by the end of the fiscal year -- compared to an average of 285 cases filed per month prior to the redesign of child support.
4. Reduce San Diego County's AFDC burden.
5. Reduce teen illegitimacy.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Child Support Enforcement [398.00 SY; E = \$17,062,877; R = \$19,621,745] 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 actions implementing the above activity which include:
 - The addition of 101 staff years due to the mid-year transfer of Child Support enforcement and collection functions from the Auditor's Office of Revenue and Recovery to the District Attorney. The transferred and added staff were Division Chief (2.00), Cashier (4.00), Sections Chief (2.00), Revenue & Recovery Officer III (7.00), R&R Officer I (7.00), R&R Officer II (21.00), R&R Trainee (7.00), Intermediate Account Clerk (14.00), Senior Accountant (1.00), Senior Account Clerk (2.00), Intermediate Clerk Typist (22.00), Departmental Clerk (1.00), Senior Clerk (1.00), Supervising Clerk (1.00), Legal Procedures Clerk I (1.00), Legal Procedures Clerk III (1.00), Legal Procedures Clerk II (3.00), Child Support Investigator (3.00), and Senior Child Support Investigator (1.00).
 - As a result of the transfer, enforcement and collections costs now appear in the same budget as the revenue received to offset these costs. The result reflects the countywide cost of the Child Support program.
 - The classification of Administrative Services Manager, Child Support added as a new classification in 1995-96, as Chief, Child Support Administration.
 - The classification of a Senior Systems Analyst added in the 1995-96 budget as Senior Departmental Systems Engineer.
 - An approved change letter item to build on the success of the child support program. This included the addition of:
 - 30 temporary positions and staff years for Graduate Law Clerks, 30 permanent positions and 22.2 staff years for Graduate Law Clerks, two Child Support Division Chiefs, one Analyst III, one Departmental Personnel Officer III, one Intermediate Account Clerk, one Senior Account Clerk, and .5 Departmental Public Affairs Officer. Adjustments included moving one Legal Services Division Manager II from Child Support to the General Criminal program and moving one Legal Services Division Manager I from the General Criminal Program to Child Support. Travel funds were increased by \$45,000 and membership funds were increased by \$5,000.
 - Services and supplies increases included \$45,000 for travel and \$5,000 for memberships, and the appropriation of funds transferred to the District Attorney from the Office of Revenue and Recovery.
 - Funds for automation equipment (\$849,149) were included to purchase 100 personal computers compatible with the Statewide Automated Child Support System, printers, network support equipment and equipment to undertake a project of imaging documents in moving towards a paperless case management system.
 - An approved change letter item to implement a reorganization of the Bureau of Investigations, approved by the Board of Supervisors on February 13, 1996. This change item requested the addition of \$22,400 to Federal Revenue, Title IV-D to reflect revenue earned for appropriate costs claimed. The Auditor and Controller reduced that revenue account by \$22,400.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
FUND BALANCE RESERVE DECREASE:				
Reserve Designation Decrease	197,000	197,000	0	(197,000)
Sub-Total	\$197,000	\$197,000	\$0	\$(197,000)
INTERGOVERNMENTAL REVENUE:				
State SEIF	\$7,360,565	\$4,635,100	\$5,561,511	926,411
IV-D Administrative Claim (34% required match)	10,362,545	11,216,993	13,134,035	1,917,042
State Grants - Other	611,971	1,683,219	0	(1,683,219)
AB 189/Criminal Justice Facilities	71,344	0	0	
Sub-Total	\$18,406,425	\$17,535,312	\$18,695,546	\$1,160,234
CHARGES FOR CURRENT SERVICES:				
Blood Testing Fees Recovered	\$38,079	\$43,606	\$43,606	0
FSD Recovered Costs	1,000,773	882,593	882,593	0
Sub-Total	\$1,038,851	\$926,199	\$926,199	\$0
Total	\$19,642,277	\$18,658,511	\$19,621,745	\$963,234

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
INTERGOVERNMENTAL REVENUE:				
IV-D Administrative Claim (34% Budgeted Match)	\$5,087,940	\$5,778,451	\$6,766,018	987,567
Sub-Total	\$5,087,940	\$5,778,451	\$6,766,018	\$987,567
GENERAL FUND SUPPORT COSTS:				
Sub-Total	(12,113,401)	(12,823,887)	(9,324,886)	3,499,001
Sub-Total	\$(12,113,401)	\$(12,823,887)	\$(9,324,886)	\$3,499,001
Total	\$(7,025,461)	\$(7,045,436)	\$(2,558,868)	4,486,568

EXPLANATION/COMMENT ON PROGRAM REVENUES

The implementation of AB 1033, effective January 1, 1992, revised the payment structure of incentives for child support collection. Because San Diego achieved compliance with Federal and State requirements, incentives were budgeted at the compliance rate of 11% in 1995-96. Actual incentive revenues were higher than budgeted due to a \$9 million increase in collections and an increase in the incentive rate from 11% to 14% during FY 1995-96. A portion of these incentive funds will be placed in reserve for the Child Support Program.

State Investment Funds in the amount of \$1,683,219 were 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 pledged increases in child support collections. The target for collections has been met during 1995-96 and actual use of the funding was less than budgeted due to program start-up delays and a change in the strategy for funding automation improvements.

Actual IV-D revenue received was lower than budgeted current year revenues due to decreased A-87 costs which were not known at the time the 1995-96 budget was developed.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$27,000
Data Processing Equipment	849,149
Total	\$876,149

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>Output (Service or Product)</u>					
Cases Referred*	52,598	41,746	47,722	48,000	48,000
Cases Filed	N/A	9,376	47,225	26,000	40,000
<u>Outcome (Planned Result)</u>					
Child Support Orders Established	N/A	N/A	16,326	1,500	9,600
Collections for Child Support	N/A	N/A	\$51,210,724	\$41,000,000	\$55,000,000

EXPLANATIONS/COMMENTS:

*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	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
8852	Director of Child Support	1	1.00	1	1.00	\$54,998	\$113,967
3925	Deputy DA V	1	1.00	1	1.00	94,535	86,818
3927	Deputy DA III	7	7.00	7	7.00	481,166	460,123
2385	Chief, Child Support Admin.	0	0.00	1	1.00	0	56,397
8850	Admin Svcs Mgr, CS	1	1.00	0	0.00	49,998	0
8851	Public Services Manager, CS	1	1.00	1	1.00	49,998	45,177
2499	Principal Systems Analyst	1	1.00	1	1.00	49,674	51,563
2525	Senior Systems Analyst	2	2.00	1	1.00	99,399	56,397
2427	Assoc Systems Analyst	3	3.00	3	3.00	148,443	138,071
2528	Database Specialist II	1	1.00	1	1.00	49,481	51,179
3120	Dept Computer Specialist II	2	2.00	2	2.00	72,234	73,206
2462	Senior Dept Systems Engineer	0	0.00	1	1.00	0	45,498
5717	Sr Field Investigator	2	2.00	2	2.00	75,774	78,514
5719	Field Investigator	1	1.00	1	1.00	31,692	37,836
2899	Legal Supp Serv Div Mgr	1	1.00	0	0.00	41,553	0
2405	Asst Accountant	1	1.00	1	1.00	29,803	30,825
2365	Staff Development Spec	1	1.00	1	1.00	35,257	36,603
5773	Fam Supp Compliance Rev Spec	2	2.00	2	2.00	75,580	78,174
2770	Lgl Supp Svc Div Mgr I	1	1.00	2	2.00	34,686	68,075
5768	Supv Invest Specialist	9	9.00	9	9.00	309,354	316,188
5749	Invest Specialist III	15	15.00	15	15.00	423,590	445,152
5751	Invest Specialist II	33	33.00	33	33.00	979,659	1,032,768
5752	Invest Specialist I	6	6.00	6	6.00	165,342	171,024
2776	Criminal Legal Sec II	2	2.00	2	2.00	60,184	57,536
2906	Legal Procedures Clk III	5	5.00	6	6.00	129,864	151,601
2907	Legal Procedures Clk II	55	55.00	58	58.00	1,280,058	1,380,209
2903	Legal Procedures Clk I	3	3.00	4	4.00	63,762	87,274
2660	Storekeeper I	1	1.00	1	1.00	20,614	20,149
2760	Stenographer	1	1.00	1	1.00	17,896	19,418
2700	Intermediate Clerk	8	8.00	30	30.00	150,642	608,745
2800	Radio Telephone Operator	1	1.00	1	1.00	23,540	24,352
3936	Legal Assistant II	1	1.00	1	1.00	32,923	34,049
5236	Department Aide	1	1.00	1	1.00	12,652	16,081
9999	Temporary Extra Help	79	68.00	109	98.00	1,121,120	1,915,999
0900	Division Chief, Rev & Rec	0	0.00	4	4.00	0	219,310
2430	Cashier	0	0.00	4	4.00	0	87,340
2475	Section Chief, Rev & Rec	0	0.00	2	2.00	0	75,704
2477	Rev & Rec Officer III	0	0.00	7	7.00	0	220,297
2478	Rev & Rec Officer I	0	0.00	7	7.00	0	167,605
2479	Rev & Rec Officer II	0	0.00	21	21.00	0	567,708
2483	Rev & Rec Officer Trainee	0	0.00	7	7.00	0	146,230
2493	Intermediate Account Clerk	0	0.00	15	15.00	0	303,017
2505	Senior Accountant	0	0.00	1	1.00	0	38,399
2510	Senior Account Clerk	0	0.00	3	3.00	0	67,204
2709	Departmental Clerk	0	0.00	1	1.00	0	15,387
2730	Senior Clerk	0	0.00	1	1.00	0	23,978
2745	Supervising Clerk	0	0.00	1	1.00	0	27,809
5722	Child Support Investigator	0	0.00	3	3.00	0	106,949
5723	Senior Child Support Investigator	0	0.00	1	1.00	0	41,993
2307	Dept Personnel Officer III	0	0.00	1	1.00	0	43,561
2324	Dept Public Affairs Officer	0	0.00	1	0.50	0	18,938
2413	Analyst III	0	0.00	1	1.00	0	47,558
2910	Graduate Law Clerk	0	0.00	30	22.50	0	570,195
Total		249	238.00	417	398.00	\$6,265,471	\$10,578,150
Salary Adjustments:						128,574	400,000
Premium/Overtime Pay:						0	0

STAFFING SCHEDULE

Class Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
Employee Benefits:					1,892,955	3,115,125
VTO Reductions:					(0)	(27,665)
Salary Savings:					(236,644)	(330,483)
Total Adjustments					\$1,784,885	\$3,156,977
Program Totals	249	238.00	417	398.00	\$8,050,356	\$13,735,127

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,030,337	\$2,151,442	1,867,960	\$2,075,023	\$2,074,032	(0.0)
Services & Supplies	537,311	359,253	986,217	344,871	496,975	44.1
Fixed Assets	0	0	11,891	0	0	0.0
TOTAL DIRECT COST	\$2,567,648	\$2,510,695	\$2,866,068	\$2,419,894	\$2,571,007	6.2
PROGRAM REVENUE	(21,294,126)	(1,357,557)	(2,101,777)	(1,338,987)	(1,438,450)	7.4
NET GENERAL FUND CONTRIBUTION	\$(18,726,478)	\$1,153,138	\$764,291	\$1,080,907	\$1,132,557	4.8
STAFF YEARS	32.25	32.44	30.00	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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actual services and supplies include prior year encumbrances and thus are within the budgeted amount.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [30.00 SY; E = \$2,571,007; R = \$1,438,450] 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:
 - An increase in the amount allocated by the Auditor for public liability -- from \$65,372 in 1995-96 to \$217,476 in 1996-97.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Public Protection Sales Tax (Prop 172)	\$2,101,777	\$1,338,987	\$1,438,450	99,463
Sub-Total	\$2,101,777	\$1,338,987	\$1,438,450	\$99,463
Total	\$2,101,777	\$1,338,987	\$1,438,450	\$99,463

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$764,291	\$1,080,907	\$1,132,557	51,650
Sub-Total	\$764,291	\$1,080,907	\$1,132,557	\$51,650
Total	\$764,291	\$1,080,907	\$1,132,557	\$51,650

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1995-96 Budget included a total of \$23,425,500 in Public Protection Sales Tax revenue which replaced an equal amount of General Fund support dollars. The 1996-97 budget increases the departmentwide total to \$24,484,700 in lieu of decreased expenditures. A portion of that revenue is displayed in this program; the remainder is spread to other programs in the District Attorney's budget.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0140	District Attorney	1	1.00	1	1.00	\$125,294	\$129,579
0240	Assistant District Attorney	1	1.00	1	1.00	120,018	124,121
0245	Chief Deputy District Attorney	1	1.00	1	1.00	110,194	113,967
0342	Special Investigator	2	2.00	2	2.00	153,982	146,583
0343	Special Assistant	1	1.00	1	1.00	65,000	67,227
0344	Chief Investigator	1	1.00	1	1.00	77,166	97,233
0345	Asst Chief Invest	1	1.00	1	1.00	69,782	72,175
2537	Dept Budget Manager	1	1.00	1	1.00	57,262	59,219
2499	Principal Systems Analyst	1	1.00	1	1.00	58,713	60,727
2469	Dept EDP Coordinator	1	1.00	1	1.00	44,341	39,881
2525	Senior Systems Analyst	1	1.00	1	1.00	54,533	56,397
2427	Assoc Systems Analyst	1	1.00	1	1.00	49,481	51,179
2426	Asst Systems Analyst	1	1.00	1	1.00	32,443	36,603
3120	Dept Computer Spec II	1	1.00	1	1.00	38,358	41,591
2413	Analyst III	1	1.00	1	1.00	45,983	47,558
2412	Analyst II	1	1.00	1	1.00	41,678	37,502
2307	Dept Personnel Officer III	1	1.00	1	1.00	45,983	47,558
2781	DA Legal Support Op Manager	1	1.00	1	1.00	54,747	56,397
2899	Legal Supp Svcs Div Mgr	1	1.00	1	1.00	41,553	42,979
0346	Confidential Secretary	1	1.00	1	1.00	38,582	39,902
2758	Admin Secretary III	1	1.00	1	1.00	32,923	27,580
2777	Criminal Legal Sec III	1	1.00	1	1.00	34,504	35,685
2776	Criminal Legal Sec II	1	1.00	1	1.00	31,648	33,060
2775	Criminal Legal Sec I	1	1.00	1	1.00	29,510	30,885
2403	Accounting Technician	1	1.00	1	1.00	26,248	25,815
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,957	20,016
2320	Personnel Aide	1	1.00	1	1.00	27,512	28,457
2661	Storekeeper/Evid Tech	1	1.00	1	1.00	26,542	27,453
2730	Senior Clerk	1	1.00	1	1.00	21,006	22,306
Total		30	30.00	30	30.00	\$1,579,943	\$1,619,635
Salary Adjustments:						10,531	0
Employee Benefits:						518,297	491,592
VTO Reductions:						(0)	(3,717)
Salary Savings:						(33,748)	(33,478)
Total Adjustments						\$495,080	\$454,397
Program Totals		30	30.00	30	30.00	\$2,075,023	\$2,074,032

PROGRAM: Public Assistance Fraud

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13025

ORGANIZATION #: 2900

MANAGER: Paul J. Pfingst, District Attorney

REFERENCE: 1996-97 Proposed Budget - Pg. 2-29

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).

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,571,042	\$5,013,167	\$5,366,787	\$5,933,209	\$5,677,610	(4.3)
Services & Supplies	657,176	551,821	768,257	1,577,799	1,130,799	(28.3)
Fixed Assets	158,922	16,927	60,975	20,000	0	(100.0)
Reimbursements	(6,024,339)	(6,599,099)	(6,967,482)	(8,539,654)	(7,773,270)	(9.0)
TOTAL DIRECT COST	\$(637,199)	\$(1,017,184)	\$(771,463)	\$(1,008,646)	\$(964,861)	(4.3)
PROGRAM REVENUE	\$(6,291)	\$(1,175)	\$(42,293)	\$0	\$0	0.0
NET GENERAL FUND CONTRIBUTION	\$(643,490)	\$(1,018,359)	\$(813,756)	\$(1,008,646)	\$(964,861)	(4.3)
STAFF YEARS	93.63	101.33	104.79	121.00	120.00	(0.8)

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Expenditures in this program have been kept within the State funding levels. This has been possible largely as a result of vacancies created when staff has been hired by other governmental agencies.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Achieved \$192.7 million in long-term cost avoided as a result of the Early Fraud Program.
2. Achieved 10-State established target of one investigator for every 300 applicants.
3. Addressed 38,995 referrals for investigation.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Reduce San Diego County's AFDC burden.
2. To address over 38,000 referrals for investigation of alleged public assistance fraud.
3. To prosecute all appropriate cases of criminal public assistance fraud.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Public Assistance Fraud Investigation [100.00 SY; E = (\$774,243); 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:
 - The reclassification of one (1) District Attorney Investigator IV to one (1) District Attorney Investigator V, and the deletion of one (1) District attorney Investigator IV in 1995-96 as a result

of a Bureau of Investigation reorganization.

- A companion change letter consisting of a cost applied reimbursement adjustment of (\$115,321) was submitted. The Auditor and Controller did not process the cost applied reimbursement.
- An approved change item adjusted the budget to approximately the level of the spending authorized by the California Department of Social Services, Salaries and Benefits were adjusted by (\$200,000) and Services and Supplies adjusted by (\$319,000).

2. Public Assistance Fraud Prosecution [20.00 SY; E = (\$190,618); R = \$0]

- Mandated/Mandated Service Level
- Offset by cost applied funding.
- Responsible for prosecution of criminal public assistance fraud.
- An approved change item adjusted the budget to approximately the level of the spending authorized by the California Department of Social Services, Salaries and Benefits were adjusted by (\$100,000) and Services and Supplies adjusted by (\$128,000).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
INTERGOVERNMENTAL REVENUE:	\$	\$	\$	
Recovered Expenditures	\$1,405	\$0	\$0	0
Miscellaneous Revenue	\$40,888	\$0	\$0	0
Sub-Total	\$42,293	\$0	\$0	\$0
Total	\$42,293	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$(813,756)	\$(1,008,646)	\$(964,861)	\$43,785
Sub-Total	\$(813,756)	\$(1,008,646)	\$(964,861)	\$43,785
Total	\$(813,756)	\$(1,008,646)	\$(964,861)	\$43,785

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.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
<u>OUTPUT</u>					
Investigations					
Referrals for Investigation	41,841	38,716	38,995	42,000	38,352
Referrals Completed	41,684	38,580	38,595	41,160	37,308
Prosecutions					
Referrals from Investigation	1,009	1,399	1,659	1,700	2,232
Referrals Resulting in Criminal Charges Filed	1,632	1,340	1,427	1,700	1,427
<u>EFFICIENCY</u>					
Referrals for Investigation (Per Budgeted Program Investigator Staff Year)	820	653	600	646	633
Referrals from Investigation (Per Budgeted Program Attorney Staff Year)	202	266	332	340	250
<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)	75%	100%	100%	100%	100%
Cumulative Projected Long Term Costs Avoided as a Result of the Early Fraud in millions (Long Term Costs Avoided Since Inception of the Program)	\$68	\$127.8	\$192.7	\$184.6	\$252.7

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	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
3925	Deputy DA V	2	2.00	2	2.00	\$189,073	\$195,496
3927	Deputy DA III	5	5.00	5	5.00	343,799	360,093
0332	Deputy Chief Investigator	1	1.00	1	1.00	68,245	70,585
5759	DA Investigator V	0	0.00	1	1.00	0	51,254
5753	DA Investigator IV	4	4.00	2	2.00	225,296	124,256
2302	Admin Assist III	1	1.00	1	1.00	45,983	40,383
5754	DA Investigator III	10	10.00	10	10.00	498,728	538,824
5728	Public Asst Investigator II	56	56.00	56	56.00	1,930,956	1,968,330
5729	Public Asst Supv Investigator	9	9.00	9	9.00	389,789	397,409
5758	Investigative Technician	1	1.00	1	1.00	35,574	37,577
2405	Assistant Accountant	1	1.00	1	1.00	29,126	30,245
2427	Assoc Systems Analyst	1	1.00	1	1.00	46,828	43,446
2899	Legal Supp Svcs Div Mgr	1	1.00	1	1.00	41,553	42,979
5751	Investigative Specialist II	2	2.00	2	2.00	53,784	55,841
2777	Criminal Legal Sec. III	2	2.00	2	2.00	61,063	62,088
2776	Criminal Legal. Sec II	2	2.00	2	2.00	63,930	66,120
2907	Legal Procedures Clerk II	19	19.00	19	19.00	441,367	449,473
2906	Legal Procedures Clerk III	3	3.00	3	3.00	77,748	80,512
2660	Storekeeper I	1	1.00	1	1.00	19,403	18,305
Total		121	121.00	120	120.00	\$4,562,245	\$4,633,216
Salary Adjustments:						6,848	0
Adjustment in Lieu of Position Cuts:						0	(300,000)
Premium/Overtime Pay:						0	0
Employee Benefits:						1,530,356	1,532,459
VTO Reductions:						(0)	(19,984)
Salary Savings:						(166,240)	(168,081)
Total Adjustments						\$1,370,964	\$1,044,394
Program Totals		121	121.00	120	120.00	\$5,933,209	\$5,677,610

GRAND JURY

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Grand Jury Proceedings	\$381,746	\$270,432	\$244,849	\$214,775	\$242,831	28,056	13.1
TOTAL DIRECT COST	\$381,746	\$270,432	\$244,849	\$214,775	\$242,831	\$28,056	13.1
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$381,746	\$270,432	\$244,849	\$214,775	\$242,831	\$28,056	13.1
STAFF YEARS	0.99	1.00	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.

1996-97 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 reponse 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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$53,646	\$50,168	\$53,311	\$59,735	\$52,787	(11.6)
Services & Supplies	307,229	212,215	191,538	155,040	190,044	22.6
Fixed Assets	20,871	8,049	0	0	0	0.0
TOTAL DIRECT COST	\$381,746	\$270,432	\$244,849	\$214,775	\$242,831	13.1
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$381,746	\$270,432	\$244,849	\$214,775	\$242,831	13.1
STAFF YEARS	0.99	1.00	1.00	1.00	1.00	0.0

PROGRAM MISSION

Please refer to Department Summary page.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

FY 1995-96 Mid-Year Budget changes include:

- Third Quarter Fund Balance Board action (#51, 6/11/96) transferred \$30,000 from Contingency Reserve to meet increased juror payroll costs, and \$239 to provide for negotiated salary benefit changes.
- Year-end adjustments transferred \$6,474 from salary and benefit account to services and supplies in order to cover increased transcript and jury fee expenditures.

FY 1995-96 actual expenditure on transcripts and jurors exceeded budget by \$34,887. As a result FY 1996-97 Adopted Budget has been increased by \$35,000.

ACHIEVEMENT OF 1995-96 OBJECTIVES

- FY 1995-96 Grand Jury reviewed 116 non-criminal complaints and issued 12 major reports.
- Criminal Grand Jury issued 132 criminal indictments.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental objectives on the green sheet.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Grand Jury Proceedings [1.00 SY; E = \$242,831 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	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0725	Coordinator, Grand Jury	1	1.00	1	1.00	\$43,653	\$39,257
Total		1	1.00	1	1.00	\$43,653	\$39,257
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						16,082	13,771
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	(241)
Total Adjustments						\$16,082	\$13,530
Program Totals		1	1.00	1	1.00	\$59,735	\$52,787

MARSHAL

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
MARSHAL	\$18,256,653	\$18,112,655	\$19,486,079	\$18,898,243	\$20,043,767	1,145,524	6.1
TOTAL DIRECT COST	\$18,256,653	\$18,112,655	\$19,486,079	\$18,898,243	\$20,043,767	\$1,145,524	6.1
PROGRAM REVENUE	(3,054,578)	(2,635,345)	(2,606,085)	(2,987,760)	(3,060,760)	(73,000)	2.4
NET GENERAL FUND COST	\$15,202,075	\$15,477,310	\$16,879,994	\$15,910,483	\$16,983,007	\$1,072,524	6.7
STAFF YEARS	348.0	349.34	351.8	380.25	391.5	11.25	3.0

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.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Ensure that no weapons are brought into any court facility.
 - a. Screen 2.5 million persons entering eight 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 157 courts during all proceedings.
3. Prevent escape, rescue or lynching of prisoners appearing in court.
 - a. Maintain custody of approximately 133,000 prisoners each year awaiting appearance in court.
4. Execute warrants of arrest.
 - a. Attempt service of approximately 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
 (Headquarters Location: San Diego County Courthouse)

FY 96-97

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

<u>ADMINISTRATIVE SERVICES</u>	
	<u>Staff Years</u>
Admin Serv Mgr II	1.0
Admin Asst I	2.0
Senior Systems Anal	2.0
Asst Systems Anal	2.0
Senior Clerk	2.0
Accounting Tech	1.0
Dept Comp Spec	1.0
Extra Help	<u>1.0</u>
TOTAL	12.0

<u>FIELD SERVICES</u>	
	<u>Staff Years</u>
Captain	1.3
Lieutenant	1.0
Sergeant	8.0
Deputy Marshal	45.0
Field Serv Off.	21.0
Comm Dispatcher	3.0
Senior Clk	<u>1.0</u>
TOTAL	80.3

<u>COURT SERVICES</u>	
	<u>Staff Years</u>
Captain	1.4
Lieutenant	2.0
Sergeant	8.0
Deputy Marshal	130.0
Court Serv Off.	99.0
Field Serv Off.	<u>6.0</u>
TOTAL	245.4

<u>OFFICE SERVICES/PERSONNEL</u>	
	<u>Staff Years</u>
Captain	1.3
Lieutenant	1.0
Sergeant	2.0
Sup Legal Serv Clk	2.0
Legal Proc III	7.0
Legal Proc II	17.0
Legal Proc I	18.5
Senior Clerk	1.0
Extra Help	<u>1.0</u>
TOTAL	50.8

TOTAL: 391.50

PROGRAM: MARSHAL

DEPARTMENT: MARSHAL

PROGRAM #: 01000
MANAGER: Michael Sgobba

ORGANIZATION #: 2500
REFERENCE: 1996-97 Proposed Budget - Pg. 4-1

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$17,768,578	\$17,520,469	\$18,525,198	\$17,979,777	\$19,063,451	6.0
Services & Supplies	381,882	448,765	613,308	535,136	551,986	3.1
Fixed Assets	106,193	143,421	347,573	383,330	428,330	11.7
TOTAL DIRECT COST	\$18,256,653	\$18,112,655	\$19,486,079	\$18,898,243	\$20,043,767	6.1
PROGRAM REVENUE	(3,054,578)	(2,635,345)	(2,606,085)	(2,987,760)	(3,060,760)	2.4
NET GENERAL FUND CONTRIBUTION	\$15,202,075	\$15,477,310	\$16,879,994	\$15,910,483	\$16,983,007	6.7
STAFF YEARS	348.0	349.34	351.8	380.25	391.5	3.0

PROGRAM MISSION

See department mission on the green sheet.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

1995-96 estimated actual costs are greater than adopted for several reasons. In September, 1995, the Board of Supervisors approved the addition of three staff years for security screening at the Hall of Justice. In addition five staff years were approved for the El Cajon jail facility which the Marshal assumed from the Sheriff. Also, unanticipated retirement costs totaled more than \$100,000. Finally, overexpenditures in the area of overtime and extra help costs are the result of added workload due to "Three Strikes" legislation and to provide essential training that could not be provided during work hours.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. During FY 95/96, there were no incidents of weapons being brought into the court facilities, no escapes by prisoners in our custody, and no significant breaches of security or interruptions of court proceedings.
2. During FY 95/96, Marshal's personnel made 3,531 arrests on felony, misdemeanor and bench warrants.
3. During FY 95/96, Marshal's personnel served 155,363 subpoenas, writs, orders and other civil process.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

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

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Executive/Administrative Services [22.00 SY; E = \$2,124,124; R = \$832,934]
 - o Mandated/Discretionary Service Level.
 - o Includes Marshal and Assistant Marshal and related support staff.
 - o Provides personnel, information services, payroll, purchasing, budgeting and accounting activities for department staff.
 - o Includes all services and supplies, other charges, and fixed asset expenditures.

2. Court Services [272.50 SY; E = \$12,772,512; R = \$0]
- o Mandated/Discretionary Service Level
 - o Includes bailiff services to 157 courts in twelve locations throughout the County for a total of more than 30,000 court days per year.
 - o Includes court security, weapons screening and prisoner control.
 - o Processes in excess of 131,000 prisoners through the courts per year.
3. Process Services [97.00 SY; E = \$5,147,131; R = \$2,227,826]
- 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 80,000 civil process, 14,000 felony and misdemeanor warrants, and 75,000 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Civil Process Service	\$2,027,829	\$2,165,000	\$2,165,000	0
Federal Warrant Service	1,777	4,000	4,000	0
Failure to Provide Warrants	1,378	2,400	58,826	56,426
Sub-Total	\$2,030,984	\$2,171,400	\$2,227,826	\$56,426
OTHER REVENUE:				
Civil Process Surcharge	\$320,952	\$288,532	\$288,532	0
Writ Disbursement Fee Fund	115,382	116,330	116,330	0
Automated Warrant Fund	16,733	338,072	411,072	73,000
POST Training Reimbursement	26,903	17,000	17,000	0
Other Recovered Expenses	95,131	56,426	0	(56,426)
Sub-Total	\$575,101	\$816,360	\$832,934	\$16,574
Total	\$2,606,085	\$2,987,760	\$3,060,760	\$73,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$16,879,994	\$15,910,483	\$16,983,007	1,072,524
Total	\$16,879,994	\$15,910,483	\$16,983,007	\$1,072,524

EXPLANATION/COMMENT ON PROGRAM REVENUES

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$275,000
Safety Equipment	45,000
Total	\$320,000

VEHICLES/COMMUNICATION EQUIPMENT

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

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: COURT SERVICES					
% OF RESOURCES: 07%					
<u>OUTCOME (Planned Result)</u>					
No weapons brought into court	0	0	0	0	0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to screen visitors	\$0	\$905,633	\$1,145,582	\$944,913	\$1,228,877
<u>OUTPUT (Service or Product)</u>					
Screen 2.5 million visitors	0	2,579,200	2,490,000	2,500,000	2,675,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per visitor screened	\$0	\$0.35	\$0.46	\$0.37	\$0.46
ACTIVITY B: COURT SERVICES					
% OF RESOURCES: 45%					
<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	\$0	\$8,331,821	\$8,334,474	\$8,693,192	\$8,217,944
<u>OUTPUT (Service or Product)</u>					
Provide bailiffs to 148 courts	0	148	157	149	149
<u>EFFICIENCY (Input/Output)</u>					
Cost per courtroom staffed	\$0	\$56,296	\$53,086	\$58,344	\$55,153
ACTIVITY C: COURT SERVICES					
% OF RESOURCES: 15%					
<u>OUTCOME (Planned Result)</u>					
Prevent prisoner escape	0	0	0	0	0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to provide prisoner security	\$0	\$	\$2,838,156	\$	\$4,610,066
<u>OUTPUT (Service or Product)</u>					
Maintain custody of 140,000 prisoners	0	\$	130,713	\$	140,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per prisoner	\$0	\$	\$21.71	\$	\$32.92

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY D:					
FIELD/OFFICE SERVICES					
% OF RESOURCES: 2%					
<u>OUTCOME (Planned Result)</u>					
Execute warrants of arrest	0	14,253	11,273	14,250	14,005
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to serve warrants	\$0	\$1,086,759	\$499,153	\$1,133,895	\$1,002,188
<u>OUTPUT (Service or Product)</u>					
Attempt service of warrants	0	14,253	11,273	14,250	14,005
<u>EFFICIENCY (Input/Output)</u>					
Cost per warrant worked in filed	\$0	\$76.24	\$44.27	\$79.57	\$71.55
ACTIVITY E:					
FIELD/OFFICE SERVICES					
% OF RESOURCES: 12%					
<u>OUTCOME (Planned Result)</u>					
Enforce writs, subpoenas, civil process	0	171,231	155,363	180,000	170,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to serve all process	\$0	\$3,622,531	\$2,366,501	\$3,779,649	\$3,607,878
<u>OUTPUT (Service or Product)</u>					
Serve writs, subpoenas, civil process	0	171,231	155,363	180,000	170,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per item served	\$0	\$21.15	\$15.23	\$20.99	\$21.22

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0621	Marshal	1	1.00	1	1.00	\$102,846	\$106,377
0622	Assistant Marshal	1	1.00	1	1.00	85,707	88,645
0623	Captain	4	4.00	4	4.00	278,351	292,164
0641	Lieutenant	4	4.00	4	4.00	243,351	258,643
0643	Sergeant	18	18.00	18	18.00	973,368	1,019,608
0631	Deputy Marshal	173	173.00	175	175.00	7,629,539	8,080,837
0629	Court Service Officer	96	91.50	99	99.00	2,470,039	2,709,188
0628	Field Service Officer	26	25.25	27	27.00	486,278	542,369
0645	Admin Assistant III	0	0.00	1	1.00	0	37,986
0646	Admin. Assistant II	1	1.00	1	1.00	39,982	43,109
0624	Accounting Technician	1	1.00	1	1.00	26,562	27,472
0637	Admin. Secretary III	1	1.00	1	1.00	33,715	34,867
0642	Supv. Legal Service Clerk	2	2.00	2	2.00	63,540	66,296
0633	Legal Procedure Clerk III	8	8.00	7	7.00	209,730	192,708
0632	Legal Procedure Clerk II	37	36.50	36	35.50	843,878	853,807
0630	Senior Clerk	2	2.00	2	2.00	52,492	54,288
0639	Associate Systems Analyst	2	2.00	2	2.00	85,598	94,288
0644	Senior Systems Analyst	2	2.00	2	2.00	109,280	104,282
1833	Admin. Service Mgr. III	1	1.00	1	1.00	59,225	62,208
1910	Emergency Services Dispatcher	3	3.00	3	3.00	90,699	96,754
1943	Dept. Computer Spec. III	1	1.00	1	1.00	41,191	42,685
8801	LAN Analyst	0	0.00	1	1.00	0	56,154
9999	Temporary Help	2	2.00	2	2.00	43,004	43,004
Total		386	380.25	392	391.50	\$13,968,375	\$14,907,739
Salary Adjustments:						50,221	11,640
Premium/Overtime Pay:						60,000	60,000
Uniform Allowance:						181,941	188,990
Employee Benefits:						5,043,922	5,418,422
Salary Savings:						(1,324,682)	(1,494,511)
VTO Reductions:						(0)	(28,829)
Total Adjustments						\$4,011,402	\$4,155,712
Program Totals		386	380.25	392	391.50	\$17,979,777	\$19,063,451

EL CAJON MUNICIPAL COURT

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
El Cajon Municipal Court	\$6,125,385	\$6,338,988	\$6,545,390	\$6,587,781	\$6,855,967	268,186	4.1
TOTAL DIRECT COST	\$6,125,385	\$6,338,988	\$6,545,390	\$6,587,781	\$6,855,967	\$ 268,186	4.1
PROGRAM REVENUE	(1,810,153)	(1,550,755)	(4,197,865)	(3,956,851)	(4,204,309)	(247,458)	6.3
NET GENERAL FUND COST	\$4,315,232	\$4,788,233	\$2,347,525	\$2,630,930	\$2,651,658	\$20,728	0.8
STAFF YEARS	120.58	122.18	123.50	122	123.00	1.00	0.8

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.

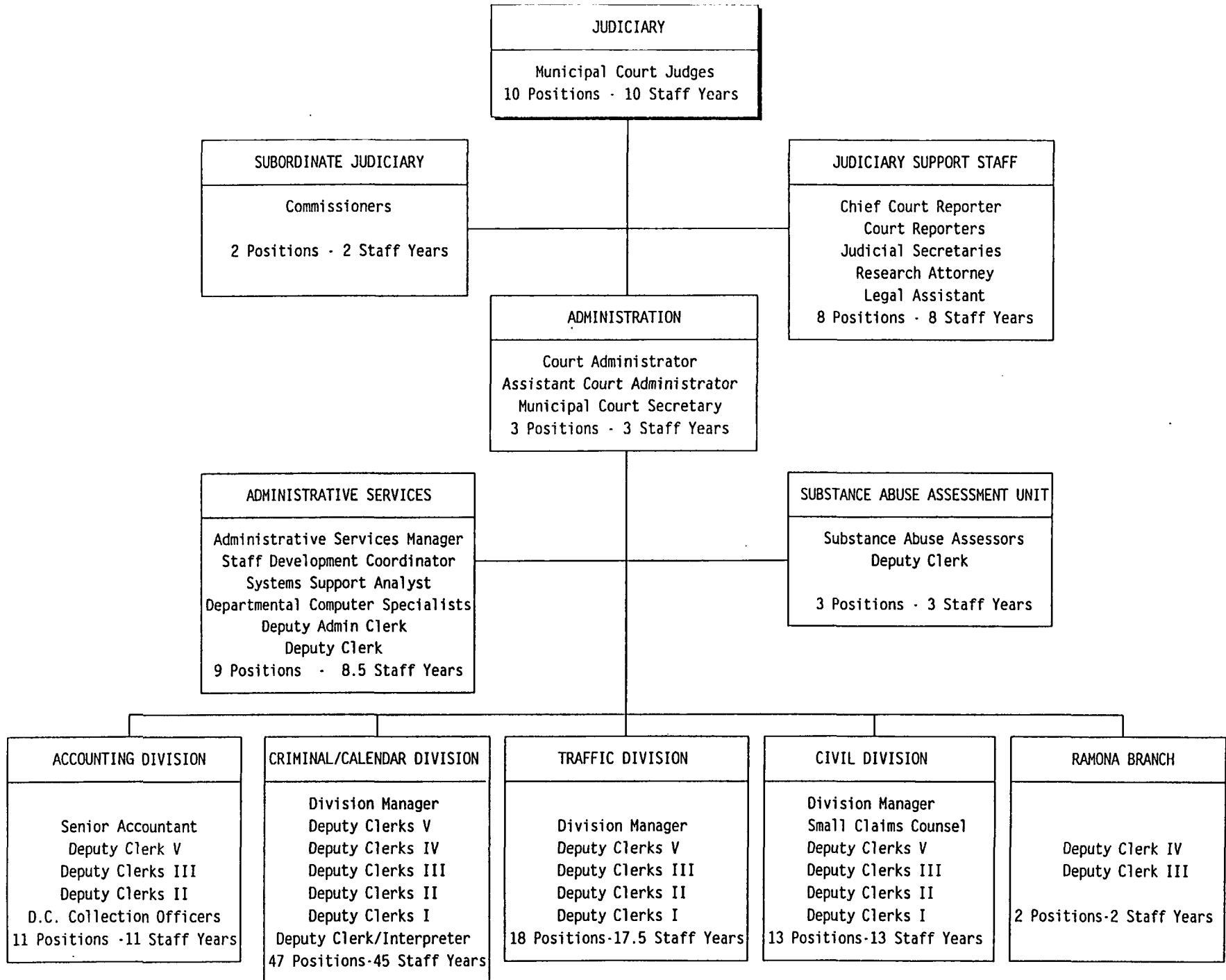
The Court Administrator and deputy clerks provide administrative support to the Court at two separate locations, and are responsible for the acceptance of case filings, preparation of Court calendars, entry of minutes on cases, maintenance of all Court records and documents, as well as the reception,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

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Continue to process and adjudicate cases in accordance with 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. Assist the Superior Court in adjudicating "three strikes" cases within statutory time limits while continuing to process all other work 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 over 4,000 Superior Court cases.
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 the 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.
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



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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,559,567	\$5,666,310	\$5,857,020	\$5,982,559	\$6,140,744	2.6
Services & Supplies	552,618	656,464	560,971	587,980	640,408	8.9
Other Charges	0	0	0	0	0	0.0
Fixed Assets	13,200	16,184	127,399	17,242	74,815	333.9
TOTAL DIRECT COST	\$6,125,385	\$6,338,958	\$6,545,390	\$6,587,781	\$6,855,967	4.1
PROGRAM REVENUE	(1,810,153)	(1,550,755)	(4,197,865)	(3,956,851)	(4,204,309)	6.3
NET GENERAL FUND CONTRIBUTION	\$4,315,232	\$4,788,203	\$2,347,525	\$2,630,930	\$2,651,658	0.8
STAFF YEARS	120.58	122.18	123.50	122.00	123.00	0.8

PROGRAM MISSION

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

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The difference between 1995-96 estimated actual net general fund costs and 1995-96 budgeted net general fund costs is primarily unanticipated/over-realized revenue in "Court Fees and Costs" revenue accounts and unanticipated salary savings.

ACHIEVEMENT OF 1995-96 OBJECTIVES

All 1995-96 objectives were achieved or exceeded with the exception of the goal to contract with vendor to begin implementation of the municipal court portion of the IJIS Project. The viability of the project is still being analyzed. A decision by the Board of Supervisors is expected soon.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See Departmental Outcome and Output Objectives on the Green Sheet.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Municipal Court Services [120.0 SY; E = \$6,725,967; R = \$4,074,309] 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 [3.0 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 is a contributing factor.
 - o Responsible for recommending terms of probation to judges and monitoring offender compliance.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
9162 Night Court Assessment	34,082	30,000	30,000	0
9164 Substance Abuse Assessment	136,780	130,000	130,000	0
9678 Federal Grants	3,599	20,019	0	(20,019)
9713 Returned Check Fee	16,711	8,000	8,000	0
9792 Chg in Other/Spec. Dists.	1,750	0	0	0
9817 Operating Transfer from Trial Court Funding	2,636,134	2,642,000	2,690,000	48,000
9821 Filing Documents	159,651	207,400	207,400	0
9822 Jury Fees	4,656	0	0	0
9825 Notary Public Fees	593	0	0	0
9827 Costs for Courts	205,188	191,739	211,758	20,019
9831 Costs - Other	165,129	155,000	155,000	0
9832 Traffic School	277,360	220,380	269,440	49,060
9833 Administrative Fee	23,641	0	40,863	40,863
9834 Micro-Automation Fee	124,760	0	0	0
9837 2% Automation Fee	\$0	\$0	\$109,535	109,535
9849 Enhanced Collection Recovery	10,399	0	0	0
9967 Duplicating Documents	12,852	9,000	9,000	0
9979 Other Miscellaneous	381,518	341,813	341,813	0
9989 Recovered Expenditures	1,657	0	0	0
9996 Sales of Forms	1,405	1,500	1,500	0
Sub-Total	\$4,197,865	\$3,956,851	\$4,204,309	\$247,458
Total	\$4,197,865	\$3,956,851	\$4,204,309	\$247,458

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$2,347,525	\$2,630,930	\$2,651,658	20,728
Sub-Total	\$2,347,525	\$2,630,930	\$2,651,658	\$20,728
Total	\$2,347,525	\$2,630,930	\$2,651,658	\$20,728

EXPLANATION/COMMENT ON PROGRAM REVENUES: The difference between the 1995-96 budgeted and the 1995-96 actual revenue is primarily the result of unanticipated/over-realized revenue in various "court fees and costs" revenue accounts.

The differences between the 1995-96 actuals and the 1996-97 budgeted revenues are primarily attributable to projected increases in traffic school revenues and the transfer of \$109,535 in budgeted revenues from the Municipal Court Information Systems Unit to the court's budget. The revenue was transferred to offset \$109,535 of appropriations (\$57,573 to fixed assets and \$51,962 to services and supplies) transferred from the Municipal Court Information Services Unit to the El Cajon Municipal Court.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$17,242
Data Processing Equipment	57,573
Total	\$74,815

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Not applicable	
Total	\$0

PERFORMANCE MEASURES	1994-95 State Average	1994-95 Actual	1995-96 Actual	1996-97 Goal (Judicial Council Standard)
----------------------	-----------------------------	-------------------	-------------------	--

ACTIVITY A:
Municipal Court Services - El Cajon

% OF RESOURCES: 100%

EFFICIENCY (Input/Output)*

Total Municipal Court Filings	--	96,635	92,205	93,998**
Total Municipal Court Case Dispositions	--	102,993	86,543	94,696**

Process all Criminal Cases Within the
Following Judicial Council Time Standards

• Felonies				
</= 30 days	67%	80%	82%	90%
</= 45 days	77%	89%	90%	98%
</= 90 days	90%	98%	96%	100%
• Misdemeanors				
</= 30 days	74%	77%	72%	90%
</= 90 days	89%	94%	94%	98%
</=120 days	93%	96%	96%	100%

Process All Civil Cases Within the
Following Judicial Council Time Standards

• General Civil				
</= 12 months	80%	95%	92%	90%
</= 18 months	88%	99%	97%	98%
</= 24 months	93%	100%	99%	100%
• Unlawful Detainers				
</= 30 days	54%	72%	66%	90%
</= 45 days	75%	87%	81%	100%
• Small Claims - In County				
</= 70 days	60%	75%	94%	90%
</= 90 days	85%	96%	97%	100%
• Small Claims - Out County				
</= 70 days	45%	67%	87%	90%
</= 90 days	73%	91%	92%	100%

Net Cost Per Case Disposition	--	\$40.12***	\$19.47	\$20.92**
# of Dispositions Per Judicial Position	--	11,444	9,616	10,522**
Clerical Positions/Judicial Position	--	8.6	8.6	8.5**

* Municipal Court case statistics only. Does not include 5.26 Superior Court judicial equivalents of Superior Court case work heard by Municipal Court judges of the El Cajon bench.

** These are the Court's 1996-97 goals for these elements. There is no Judicial Council standard.

*** The net cost per case disposition appears to have been substantially higher in 1994-95 because the "operating transfer from trial court funding" was not credited as a program revenue offset to the net general fund cost in the 1994-95 budgeted year.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0580	Judges, Municipal Court	10	10.00	10	10.00	\$977,360	\$981,120
0587	Commissioner	1	1.00	1	1.00	78,481	80,862
1510	Commissioner	1	1.00	1	1.00	73,580	80,862
0650	Court Administrator	1	1.00	1	1.00	97,591	100,929
0609	Asst. Court Administrator	1	1.00	1	1.00	84,320	87,209
0543	Chief Reporter	1	1.00	1	1.00	63,461	65,634
0544	Court Reporter	3	3.00	3	3.00	158,184	163,795
0690	Admin. Serv. Mgr. I	1	1.00	1	1.00	51,954	53,735
0608	Deputy Clerk V	7	7.00	7	7.00	251,699	260,344
0614	Judicial Secretary	3	3.00	3	3.00	99,015	102,420
0668	Division Manager III	3	3.00	3	3.00	153,957	160,446
0669	Division Manager II	2	2.00	2	2.00	70,264	72,938
0610	Deputy Clerk IV	15	14.00	15	14.00	455,482	469,317
0611	Deputy Clerk III	63	62.50	63	62.50	1,576,684	1,626,714
0612	Deputy Clerk II	0	0	0	0	0	0
0613	Deputy Clerk I	0	0	0	0	0	0
0605	Deputy Clerk-Interpreter	1	1.00	1	1.00	28,210	29,293
0671	DC-Senior Accountant	1	1.00	1	1.00	44,905	46,442
0592	Deputy Admin. Clerk III	2	2.00	2	2.00	56,380	55,669
0593	Deputy Admin Clerk II	1	1.00	1	1.00	27,117	28,049
0696	DC-Research Attorney III	1	1.00	1	1.00	58,463	68,533
1742	Dept. Comp. Spec. II	1	1.00	1	1.00	35,131	36,338
0688	D/C Subs. Abuse Assessor II	2	2.00	2	2.00	77,846	80,198
0694	DC-Muni Court Secretary	1	1.00	1	1.00	34,034	35,685
0695	DC-Staff Dev. Coord.	1	1.00	1	1.00	43,758	45,259
9999	Temporary Extra Help	2	0.50	2	0.50	87,966	87,966
1715	DC-Small Claims Counsel	0	0	1	1	0	38,173
Total		125	122.00	126	123.00	\$4,685,842	\$4,857,930
Salary Adjustments:						6,350	7,757
Premium/Overtime Pay:						7,932	7,932
Employee Benefits:						1,379,813	1,382,167
Salary Savings:						(97,378)	(96,430)
VTO Reductions:						(0)	(18,612)
Total Adjustments						\$1,296,717	\$1,282,814
Program Totals		125	122.00	126	123.00	\$5,982,559	\$6,140,744

NORTH COUNTY MUNICIPAL COURT

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
North County Muni Court	\$7,424,873	\$8,987,847	\$8,529,804	\$8,161,727	\$8,771,206	609,479	7.5
TOTAL DIRECT COST	\$7,424,873	\$8,987,847	\$8,529,804	\$8,161,727	\$8,771,206	\$609,479	7.5
PROGRAM REVENUE	(2,097,976)	(2,380,745)	(6,755,484)	(6,035,251)	(6,475,461)	(440,210)	7.3
NET GENERAL FUND COST	\$5,326,897	\$6,607,102	\$1,774,320	\$2,126,476	\$2,295,745	\$169,269	8.0
STAFF YEARS	151.04	164.22	167.00	150.75	154.75	4.00	2.7

MISSION

To maintain a forum for the people within North County Judicial District to resolve their differences by providing service that is fair, accessible, efficient and deserving of community respect.

1996-97 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 time for Felony, Misdemeanor, Small Claims and Civil cases, as measured by the California Judicial Council Annual Report.
 - b. Adjudicate "three strikes" cases within the 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. Accomplish the scheduled tasks in the San Diego County courts' coordination plan approved by the Judicial Council in February, 1996.
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. Accomplish initial implementation steps in 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. Continue 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 that the processing of cases is as accurate as possible.
6. Assist in the design of the new annex of 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/CIVIL OPERATIONS	
	<u>SY</u>
Deputy Court Administrator	<u>.75</u>
	.75

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

MINOR OFFENSE 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	2.00
Deputy Clerk V	3.00
Senior Deputy Clerk	3.00
Interpreter Supervisor	1.00
Deputy Clerk IV	8.00
DC- Interpreter	2.00
Deputy Clerk III	23.00
DC- Collection Officer II	2.00
DC- Court Referral Officer	3.00
Deputy Clerk III	1.00
CIVIL/SMALL CLAIMS	
Division Manager I	1.00
Deputy Clerk V	1.00
Deputy Clerk IV	2.00
Deputy Clerk III	20.00
Small Claims Advisor	<u>1.00</u>
	73.00

ADMINISTRATION DIVISION	
	<u>SY</u>
Senior Accountant	1.00
Deputy Clerk V	1.00
Deputy Clerk III	5.00
Deputy Administrative Clk III	0.50
Assistant Accountant	1.00
Deputy Administrative Clk II	1.00
Deputy Administrative Clk I	1.00
Systems Support Analyst	1.00
Associate Systems Analyst	1.00
DC - Department comp. Spec.	1.00
DC Staff Development Specialist	<u>1.00</u>
	14.50

MINOR OFFENSE DIVISION	
	<u>SY</u>
Division Manager II	1.00
Deputy Clerk V	3.00
Deputy Clerk IV	1.00
Deputy Clerk III	23.50
Deputy Clerk II	6.00
Extra Help	<u>0.50</u>
	35.00
CIVIL ASSESSMENT PROGRAM	
Deputy Clerk III	4.00

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,588,806	\$6,933,853	\$7,300,891	\$7,152,389	\$7,640,459	6.8
Services & Supplies	795,249	1,988,839	975,223	985,372	1,043,451	5.9
Fixed Assets	40,818	65,155	253,690	23,966	87,296	264.2
TOTAL DIRECT COST	\$7,424,873	\$8,987,847	\$8,529,804	\$8,161,727	\$8,771,206	7.5
PROGRAM REVENUE	(2,097,976)	(2,380,745)	(6,755,484)	(6,035,251)	(6,475,461)	7.3
NET GENERAL FUND CONTRIBUTION	\$5,326,897	\$6,607,102	\$1,774,320	\$2,126,476	\$2,295,745	8.0
STAFF YEARS	151.04	164.22	167.00	150.75	154.75	2.7

PROGRAM MISSION

See department mission on the green sheet.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The Court required a Net General Fund Contribution of \$352,156 less than budgeted, due primarily to the county's share of the court's fine collection program, which collected \$1.2 million more in gross collections than anticipated.

The actual fixed asset expenditure (and a corresponding increase in automation fund revenue) resulted from a mid-year Board action to upgrade court automation systems.

ACHIEVEMENT OF 1995-96 OBJECTIVES

- Continue to process and adjudicate cases within the time standards established by the State judicial Council.
 - As indicated in the California Judicial Council Annual Report, performed better than the state average in processing times on Felony, Misdemeanor, Civil and Small Claims cases.
 - Ranked in the top 10% of Municipal Courts in the State for filings per Judicial Position, and Dispositions per Judicial Position.
- Continue to coordinate with the Superior Court in order to improve the public access to court services and reduce costs.
 - Within the parameters of the SD court's coordination plan, have achieved several efficiencies through coordination. Coordination efforts over the past year included a Coordinated Trial Call for both the Municipal and Superior Court, designing the new Regional Center Annex for coordinated operations, and the coordination of training events between the two courts.
- 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.
 - The Court's collection agency, GC Services, collected over \$6 million in gross collections in FY 1995/96. Of this amount, approx. \$1.3 million was provided to the County in net general revenue.
- 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.

- Participated with the other courts and criminal justice agencies in the development of the Integrated Justice Information System (IJIS) request for proposal and system design.
 - Developed several in-house computer applications to increase efficiency of court operations, and expanded our Local Area Network capabilities to the Windows 95 environment.
5. Continue to provide quality training to staff to improve efficiency and performance in all court operations.
 - Continued to operate an enhanced customer satisfaction program, focused on gaining feedback from customers on the service provided, and then acting upon that feedback.
 - Continued to conduct a comprehensive training program that focused on increasing the knowledge, skills and abilities of each staff member so that the processing of cases is accomplished as accurately and efficiently as possible.
 6. Assist in the design of the North County Regional Center.
 - Provided input and guidance to the architects and contractors to ensure the new courthouse annex is functional, secure and efficient.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department outcome and output objectives on the green sheet.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. JUDICIARY [14 SY; E = \$1,611,083; R = \$1,611,083] is:
 - Mandated/Mandated Service Level.
 - Responsible for the adjudication of all cases filed with the court.
2. ADMINISTRATIVE SERVICES [27 SY; E = \$1,596,078; R = \$932,040] including support personnel involves accounting, budgeting, payroll, personnel, purchasing services and court reporting services and administrative support to judiciary.
 - Mandated/Discretionary Service Level.
 - Provides support to other operating divisions.
3. CIVIL/SMALL CLAIMS [25 SY; E = \$1,477,850; R = \$863,000] including support personnel.
 - Mandated/Discretionary Service Level.
 - Litigant disputes up to \$25,000.00 in Civil and \$5,000.00 in Small Claims.
4. PUBLIC OFFENSES [84.75 SY; E = \$3,925,195; R = \$2,908,338] including support personnel involves all case processing support for public offenses and includes two major divisions.
 - A. CRIMINAL (48.75 SY; E = \$2,271,255; R = \$1,682,866)
 - Mandated/Discretionary Service Level.
 - Felony and more serious misdemeanor cases including driving under the influence.
 - B. TRAFFIC/MINOR OFFENSES (36.00 SY; E = \$1,653,940; R = \$1,225,472)
 - Mandated/Discretionary Service Level.
 - Bail forfeitable misdemeanor cases and both criminal and traffic infractions.
5. CIVIL ASSESSMENT PROGRAM [4 SY; E = \$161,000; R = \$161,000]
 - Discretionary/Discretionary Service Level.
 - Contact with private collection agency to collect on 40,000 delinquent cases each year, and collect in excess of 4.8 million in overdue fines/bail.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Vehicle Code Fines	\$61,874	\$70,000	\$70,000	0
Substance Abuse Assessment	202,256	240,994	240,994	0
Return Check Fee	19,337	17,000	17,000	0
Court Fees - Filings	215,177	190,000	190,000	0
Court Fees - Jury	10,853	10,000	10,000	0
Traffic School Fees	941,899	600,000	759,988	159,988
Court Fees Administration	0	0	0	0
Duplication Fees	19,375	17,000	17,000	0
Fed- Other Federal Grants	0	0	0	0
Fee for court costs	20,304	0	40,863	40,863
Court Fees/Other	1,096,530	1,033,257	1,086,114	52,857
Miscellaneous Revenues	0	0	0	0
Op Tsfr from Trial Court Fund	3,848,436	3,857,000	3,923,000	66,000
2% Automation	319,443	0	120,502	120,502
Sub-Total	\$6,755,484	\$6,035,251	\$6,475,461	\$440,210
Total	\$6,755,484	\$6,035,251	\$6,475,461	\$440,210

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$1,774,320	\$2,126,476	\$2,295,745	169,269
Sub-Total	\$1,774,320	\$2,126,476	\$2,295,745	\$169,269
Total	\$1,774,320	\$2,126,476	\$2,295,745	\$169,269

EXPLANATION/COMMENT ON PROGRAM REVENUES

Budgeted revenue for 1996/97 is increased by \$440,210 to reflect mid-year changes and budget proposals as follows:

\$159,988 increase in traffic school fees, due primarily to collection program

\$40,863 from Small Claims Advisor Trust Fund for the court to operate the small claims advisor program

\$52,857 in unanticipated court fees

\$66,000 increase in Trial Court Funding from the State

\$120,502 in 2% Automation funding, based on a transfer of appropriations from the Municipal Court Information Services Unit

FIXED ASSETS

Category	Total Cost
Office equipment- general	\$10,966
Modular furniture & equipment	10,000
Data processing equipment	65,330
Electronic equipment audio visual	1,000
Total	\$87,296

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE INDICATORS

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Felonies	4,004	4,202	3,768	5,025	4,600
Misdemeanors Group A	7,239	8,008	8,366	8,105	9,188
Group B	714	670	1,488	983	1,470
Group C	5,549	5,042	4,961	5,849	5,250
Group D	18,339	16,439	15,981	18,799	16,800
Criminal Infractions	2,868	2,588	4,133	3,640	4,200
Traffic Infractions	118,108	109,029	117,113	126,883	130,500
Parking	73	0	0	0	0
Civil	10,474	9,922	9,478	11,189	10,343
Small Claims	10,055	8,839	9,039	11,527	10,500
Total Filings	177,423	164,739	174,327	192,000	192,850

	1994-95 All Municipal Courts State Average	1994-95 Actual	1995-96 Actual
--	---	-------------------	-------------------

EFFICIENCY/OUTPUT

Filings per Judicial Position Equivalent	8,741	11,851	12,191
--	-------	--------	--------

EFFECTIVENESS/OUTCOME

Dispositions per Judicial Position Equivalent	8,571	11,242	10,993
---	-------	--------	--------

Process all the Criminal Cases Within the Following Judicial Council Time Standards	1994-95 State Average	1994-95 Actual	1995-96 Actual	1996-97 Goal (Judicial Council Standard)
• Felonies				
</= 30 days	67%	70%	72%	90%
</= 45 days	77%	81%	82%	98%
</= 90 days	90%	96%	96%	100%
> 90 days	10%	4%	4%	0%
• Misdemeanors				
</= 30 days	74%	67%	66%	90%
</= 90 days	89%	93%	91%	98%
</= 120 days	93%	96%	95%	100%
> 120 days	7%	4%	5%	0%
Process all Civil Cases Within the Following Judicial Council Time Standards				
• General Civil	80%	88%	88%	90%
</= 12 months	88%	96%	97%	98%
</= 18 months	93%	98%	99%	100%
</= 24 months	7%	2%	1%	0%
> 24 months				
• Unlawful detainers				
</= 30 days	54%	52%	53%	90%
</= 45 days	75%	71%	71%	100%
> 45 days	25%	29%	29%	0%
• Small Claims - In County				
</= 70 days	60%	23%*	92%	90%
</= 90 days	85%	54%*	96%	100%
> 90 days	15%	46%*	4%	0%
• Small Claims - Out County				
</= 70 days	45%	23%*	87%	90%
</= 90 days	73%	47%*	94%	100%
> 90 days	27%	53%*	6%	0%

* These numbers are skewed due to a major Small Claims dismissal project that occurred in 1994-95.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0580	Judge	11	11.00	11	11.00	\$1,043,715	\$1,079,232
0587	Traffic Commissioner	1	1.00	1	1.00	78,179	80,862
0591	Commissioner	2	2.00	2	2.00	156,358	161,724
0653	Court Administrator	1	1.00	1	1.00	89,165	92,216
0606	Assistant Court Administrator	1	1.00	1	1.00	79,186	81,894
0694	Deputy Court Administrator	3	2.75	3	2.75	156,445	161,622
0544	Court Reporter	5	5.00	5	5.00	268,546	277,933
0602	Judicial Secretary	2	2.00	2	2.00	67,509	69,825
0614	Judicial Secretary	1	1.00	1	1.00	33,135	34,140
0604	Senior Deputy Clerk	0	0.00	3	3.00	0	106,014
0605	Deputy Clerk Interpreter	1	1.00	1	1.00	28,210	29,293
0694	D/C Municipal Court Secretary	1	1.00	1	1.00	34,504	35,685
0695	D/C Staff development Coordinator	0	0.00	1	1.00	0	44,809
0669	Division Manager II	2	2.00	2	2.00	83,068	85,918
0670	Division Manager I	2	2.00	2	2.00	66,964	69,506
0673	D/C Assistant Accountant	0	0.00	1	1.00	0	31,292
0687	D/C Staff Development Spec	1	1.00	0	0.00	41,842	0
0608	Deputy Clerk V	8	8.00	8	8.00	287,362	297,536
0610	Deputy Clerk IV	16	16.00	11	11.00	522,815	370,271
0611	Deputy Clerk III	74	73.50	77	76.50	1,833,846	1,981,827
0612	Deputy Clerk II	8	6.00	6	6.00	127,980	129,450
0613	Deputy Clerk I	3	0.00	0	0.00	0	0
0615	Deputy Clerk Interpreter	2	1.00	1	1.00	23,514	24,414
0592	Deputy Admin. Clerk III	2	1.50	1	0.50	41,834	14,462
0593	Deputy Admin. Clerk II	2	2.00	1	1.00	54,234	28,049
0594	Deputy Admin Clerk I	1	1.00	1	1.00	21,702	23,430
0671	Senior Accountant	1	1.00	1	1.00	44,905	46,442
0680	D/C Research Attorney II	1	.50	1	.50	25,260	27,108
1688	D/C Interpreter Supervisor	0	0.00	1	1.00	0	33,661
1715	Small Claims Counsel	0	0.00	1	1.00	0	38,173
1727	D/C Assoc Systems Analyst	1	1.00	1	1.00	49,672	43,446
1742	D/C Muni Ct Computer Specialist	0	0.00	1	1.00	0	35,716
1748	D/C Systems Support Analyst	0	0.00	1	1.00	0	31,541
1754	D/C Collection Officer II	2	2.00	2	2.00	50,426	50,943
1785	D/C Court Referral Officer II	3	3.00	3	3.00	98,058	107,846
9999	Extra Help/Student Worker	1	0.50	1	0.50	162,178	202,122
Total		159	150.75	157	154.75	\$5,570,612	\$5,928,402
Salary Adjustments:						37,539	33,652
Premium/Overtime Pay:						50,000	50,000
Employee Benefits:						1,626,106	1,784,388
Salary Savings:						(131,868)	(131,868)
VTO Reductions:						(0)	(24,115)
Total Adjustments						\$1,581,777	\$1,712,057
Program Totals		159	150.75	157	154.75	\$7,152,389	\$7,640,459

SAN DIEGO MUNICIPAL COURT

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
MUNICIPAL COURT	\$18,070,038	\$18,835,033	\$19,800,091	\$18,723,946	\$19,314,477	590,531	3.2
TOTAL DIRECT COST	\$18,070,038	\$18,835,033	\$19,800,091	\$18,723,946	\$19,314,477	\$590,531	3.2
PROGRAM REVENUE	(2,984,173)	(2,867,645)	(10,966,114)	(10,423,862)	(10,728,447)	(304,585)	2.9
NET GENERAL FUND COST	\$15,085,865	\$15,967,388	\$8,833,977	\$8,300,084	\$8,586,030	\$285,946	3.5
STAFF YEARS	324.1	325.17	333.11	356.75	354.75	(2.00)	(0.6)

MISSION

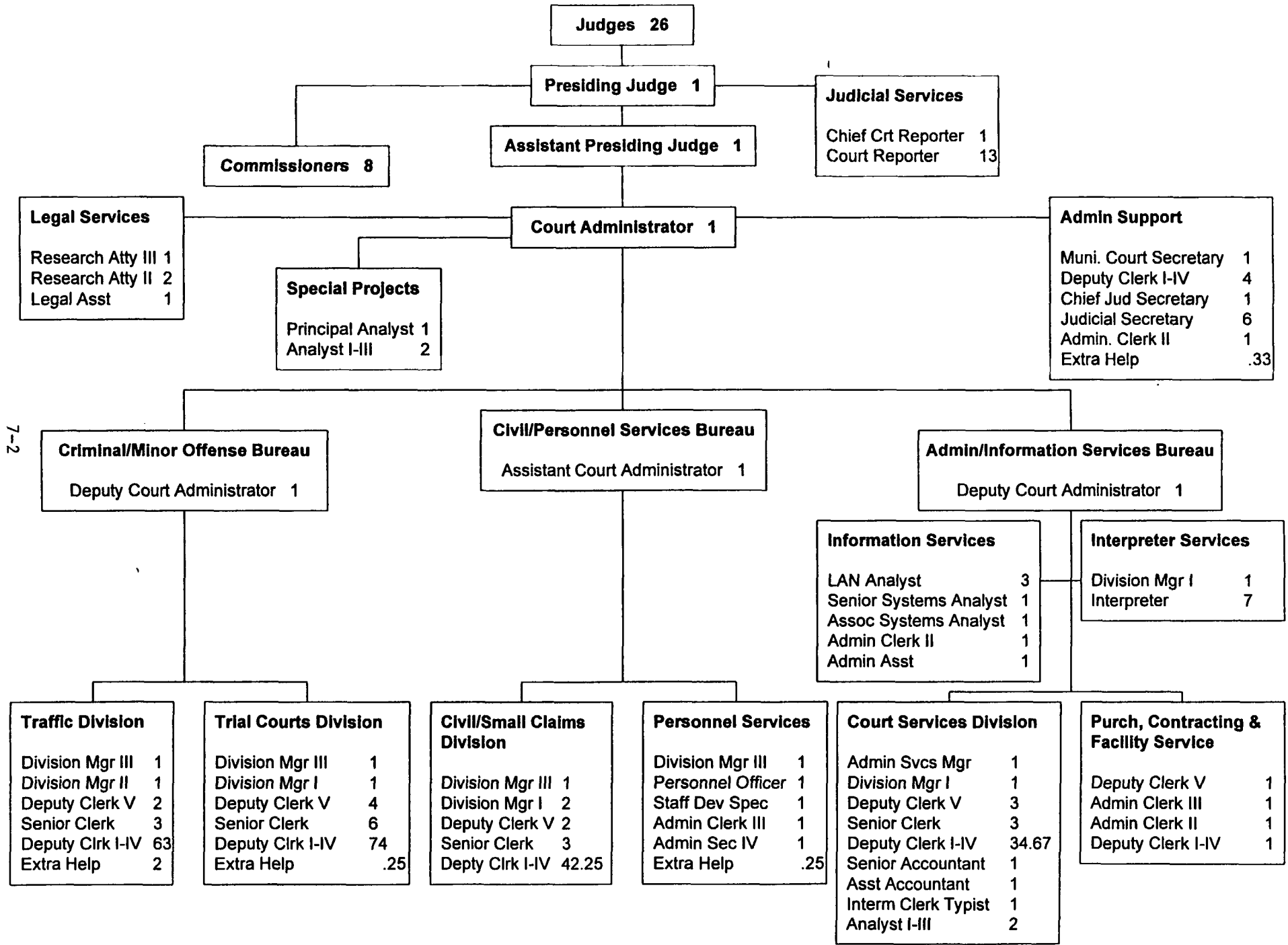
To provide an independent, quality Judicial forum which Upholds the law and Supports the Timely, Impartial resolution of Civil and criminal matters with Equal access and service to the community.

1996-97 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 standards adopted by the Judicial Council.
2. Continue to coordinate with the Superior Court in order to reduce costs and to improve public access to court services.
 - 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.
3. Continue to operate an aggressive fine collection program which reduces the number of warrants issued, increases the number of disposed cases, and increases General Funds available to the County.
 - a. As a result of the Court's fine collection program, an estimated \$2,540,000 of gross collections are projected for 1996-97.
4. Make optimum use of technology and continue to cooperate with all justice agencies in the County to automate the processing of justice system 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.
5. 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 staff to improve the processing of cases.
 - b. Provide training as necessary for all Judges and Commissioners.
 - c. Commence the first year of a four year project to enhance operational efficiencies through the lease-purchase of ergonomic workstations for employees.

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$16,328,388	\$16,123,023	\$17,140,289	\$16,825,488	\$17,354,788	3.1
Services & Supplies	1,580,746	2,434,933	2,123,491	1,650,403	1,651,634	0.1
Fixed Assets	160,904	277,077	536,311	248,055	188,055	(24.2)
Other Charges	0	0	0	0	120,000	100.0
Operating Transfer	0	0	(0)	(0)	(0)	0.0
TOTAL DIRECT COST	\$18,070,038	\$18,835,033	\$19,800,091	\$18,723,946	\$19,314,477	3.2
PROGRAM REVENUE	(2,984,173)	(2,867,645)	(10,966,114)	(10,423,862)	(10,728,447)	2.9
NET GENERAL FUND CONTRIBUTION	\$15,085,865	\$15,967,388	\$8,833,977	\$8,300,084	\$8,586,030	3.4
STAFF YEARS	324.1	325.17	333.11	356.75	354.75	(0.6)

*FY 1996-97 appropriations of \$7,794,000 is included in Program Revenue to reimburse General Fund for Trial Court costs incurred by the San Diego Municipal Court pursuant to AB 2544.

PROGRAM MISSION

See department mission on the green sheet.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

FY 1995-96 mid-year changes include:

Salary and Wages:

- Auditor appropriated \$110,028 (Board Action: March 5, 1996) in the workers' compensation account to accommodate rate changes.
- As part of the Third Quarter Fund Balance Review, Board Action (June 11, 1996) authorized appropriations of \$293,000 to offset: 1) Workload increases due to Three Strikes and City/County Jail operations. 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. 2) A negative fund balance impact because the Governor unexpectedly filled all authorized Judicial Positions.

Services and Supplies

- Board Action (March 5, 1996) authorized appropriations of \$80,000 to offset increased interpreter and verbatim reporting costs due to Three Strikes.
- Board Action (April 16, 1996, Minute Order #9) authorized the appropriations of unanticipated Civil Assessment Revenue (\$200,000) to fund the San Diego Traffic Automation Project: \$87,500-Minor Equipment, \$72,500 Computer Software, \$40,000 Local Area Network Cabling.
- As part of the Third Quarter Fund Balance Review, Board Action (June 11, 1996) authorized appropriations of \$168,000 to offset Three Strikes and City/County Jail operations.

Fixed Assets

- Board Action (July 11, 1995) authorized the appropriations of \$120,000 consisting of unanticipated Two Percent Automation Fund (\$96,000) and Warrant Fee (\$24,000) to purchase a high-availability file server configuration for the downtown courthouse.
- Board Action (April 16, 1996) authorized appropriations of unanticipated Civil Assessment Revenue (\$120,000) to purchase data processing equipment for the San Diego Traffic Court Automation Project.

FY 1995-96 Actual include the following Prior fiscal year costs:

- \$69,749 in Services and Supplies and \$47,600 in Fixed Assets.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Purchased security equipment for the Civil Building and the Kearny Mesa Facility using existing appropriations. Major structural modifications were required for the Kearny Mesa installation and these costs were also budgeted within existing appropriations.
2. Of the total number of cases that were adjudicated in FY 1995-96, those that were disposed of within 90 days: Felonies - 95%, Misdemeanor - 95%, General Civil - 98%.
3. San Diego Municipal Court continued to coordinate with Superior Court by providing 11,658 hours of judicial assistance in order to improve public access and reduce costs.
4. As a result of the Court's fine collection program, gross collections for Fiscal Year 1995-96 was \$2,885,000. In addition, the Court recalled unserved Failure to Appear Warrants and referred these cases for collection to a private agency via the Civil Assessment program.
5. Technology enhancements included developing a Civil/Small Claims case processing application. The program was developed by San Diego Municipal Court systems analysts and will be implemented in FY 1996-97.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

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

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Judiciary [106.00 SY; E = \$7,389,323; R = \$3,205,682] 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 [12.00 SY; E = \$575,284; R = \$362,907] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for general administrative support 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 [58.5 SY; E = \$2,804,509; R = \$1,769,173] 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.
 - o Development of case management applications.
4. Civil/Small Claim and Personnel Services Bureau [57.25 SY; E = \$2,744,583; R = \$1,731,370] 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 22,000 civil (jurisdiction of less than \$25,000) and 17,000 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 [121.00 SY; E = \$5,800,778; R = \$3,659,315] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for non-judicial functions associated with the filing and processing of an estimated 225,000 cases consisting of non-traffic misdemeanors, traffic infractions, felonies, traffic misdemeanors, and criminal infractions annually.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Night Court Assessment	\$70,139	\$100,000	\$100,000	0
Returned Check Fee	25,588	28,711	28,711	0
Civil Filings	505,174	555,114	555,114	0
Jury Fees	15,466	32,496	32,496	0
Reporters Fees	96	5,000	5,000	0
Court Fees	100,510	154,448	154,448	0
Court Fees & Costs - CRT Appt Atty	0	0	0	0
Administrative Fee	876,017	908,963	908,963	0
Traffic School	815,435	560,795	733,380	172,585
Duplicating Forms	33,336	27,616	27,616	0
Interest - Deposits and Investments	0	70,000	70,000	0
Rents and Concessions	0	24,000	24,000	0
State - Other Victim Witness	87,738	12,631	12,631	0
Sales of Forms	15,354	5,800	5,800	0
2% Municipal Court Automation Fund	208,953	193,638	193,638	0
Micro-Automation Fee	137,716	82,650	82,650	0
AB2989 Want Warrant Fee	24,000	0	0	0
Assmnt of FTA PC 1214.1	326,000	0	0	0
Trial Court Funding	7,662,000	7,662,000	7,794,000	132,000
Chg in Other/Spec. Dists.	33,437	0	0	0
Court Fees & Costs-Admin Fee	1,017	0	0	0
900 Phone Use Fee	28,138	0	0	0
Sub-Total	\$10,966,114	\$10,423,862	\$10,728,447	\$304,585
Total	\$10,966,114	\$10,423,862	\$10,728,447	\$304,585

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$8,833,977	\$8,300,084	\$8,586,030	\$285,946
Sub-Total	\$8,833,977	\$8,300,084	\$8,586,030	\$285,946
Total	\$8,833,977	\$8,300,084	\$8,586,030	\$285,946

EXPLANATION/COMMENT ON PROGRAM REVENUES

Overall FY 1995-96 realized Program Revenue exceeded budget. Variances in certain revenue accounts can be attributed to less filings and increased deferred fine levels which did not generate a proportionate increase in collections.

In FY 1995-96, the value of deferred fines was \$11,200,000 and \$6,700,000 was collected on those accounts. In an effort to correct this disparity, the Court has implemented and will continue an aggressive collection program in which all Failure to Appear and Failure to Pay cases are referred to a private agency for collection. In February 1996, the Court adopted a policy change to allow installment payments on deferred fines in an effort to improve overall collections.

The total filing figures are:

FY 1993-94:	290,246
FY 1994-95:	261,498
FY 1995-96:	251,329
FY 1996-97:	264,000 Projected

Rents and Concession Variation: The 900 number revenue was originally budgeted in the Rents and Concessions Account but will now be budgeted in the worksheets under 900 Phone Use Fee Account.

FIXED ASSETS

Category	Total Cost
Office Equipment- General	\$59,325
Data Processing Equipment	126,355
Engineering/Industrial Equip & Inst	2,375
Total	\$188,055

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: JUDICIARY					
% OF RESOURCES: 19%					
<u>OUTCOME (Planned Result)</u>					
Maximize Judicial Assignments To Superior Court	0	0	10%	10%	10%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Total Judicial Days Available (- Vacation)	0	0	6,637	6,692	6,636
<u>OUTPUT (Service or Product)</u>					
Days Assigned	0	0	1,457	863	1,237
<u>EFFICIENCY (Input/Output)</u>					
Percentage of Assignment	0	0	22%	13%	19%
ACTIVITY B: Administration and Information Services					
% OF RESOURCES: 3%					
<u>OUTCOME (Planned Result)</u>					
Refer 100% Of All FTA and FTP Cases (Based On Resource Availability)	0	0	\$14,342,185	\$23,500,000	\$23,785,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Staff Assigned Collections Effort	0	0	10.00	10.00	10.00
<u>OUTPUT (Service or Product)</u>					
20% Collection Rate	0	0	\$2,186,664	\$4,700,000	\$4,757,000
<u>EFFICIENCY (Input/Output)</u>					
Gross Collections Per Staff Year	0	0	\$218,666	\$470,000	\$475,700
ACTIVITY C: CIVIL AND PERSONNEL					
% OF RESOURCES: 14%					
<u>OUTCOME (Planned Result)</u>					
Disposition Of Civil and Small Claims Cases	0	0	37,104	35,000	40,206
<u>EFFECTIVENESS (Input/Outcome)</u>					
Clerical Cost	0	0	\$2,522,543	\$1,751,927	\$2,744,583
<u>OUTPUT (Service or Product)</u>					
Annual Filings	0	0	35,903	35,500	39,000

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>EFFICIENCY (Input/Output)</u>					
Clerical Cost Per Case	0	0	\$70	\$49	\$70
ACTIVITY D: CRIMINAL AND MINOR OFFENSE					
% OF RESOURCES: 30%					
<u>OUTCOME (Planned Result)</u>					
Disposition Of Criminal and Minor Offense Cases	0	0	213,756	256,000	227,273
<u>EFFECTIVENESS (Input/Outcome)</u>					
Clerical Cost	0	0	\$5,587,911	\$6,107,896	\$5,800,778
<u>OUTPUT (Service or Product)</u>					
Annual Filings	0	0	215,426	256,000	225,000
<u>EFFICIENCY (Input/Output)</u>					
Clerical Cost Per Case	0	0	\$26	\$24	\$26

NOTE: FY 1995-96 budget clerical costs for Activity C and D are inaccurate. The updated figures that more accurately reflect Court function expenditures have been entered for FY 1995-96 estimated actual and FY 1996-97 projections.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0543	Chief Court Reporter	1	1.00	1	1.00	63,461	65,634
0544	Court Reporter	12	12.00	13	13.00	662,172	741,897
0580	Muni Court Judge	28	28.00	28	28.00	\$2,736,608	\$2,747,136
0587	Traffic Trial Commissioner	2	2.00	2	2.00	151,834	161,724
0590	Commissioner	6	6.00	6	6.00	466,815	485,172
0592	Dep Admin Clerk III	2	2.00	2	2.00	55,577	52,470
0593	Dep Admin Clerk II	2	2.00	3	3.00	54,234	80,361
0596	DC Admin Secretary III	1	1.00	0	0.00	30,653	0
0600	Asst Court Admin	1	1.00	1	1.00	82,741	85,572
0601	Court Administrator	1	1.00	1	1.00	107,577	111,257
0603	DC Admin Services Mgr II	1	1.00	1	1.00	54,533	56,397
0604	Senior Deputy Clerk	15	15.00	15	15.00	512,580	530,070
0605	DC Court Interpreter	7	7.00	7	7.00	223,624	235,774
0608	Deputy Clerk V	10	10.00	12	12.00	359,570	446,304
0610	Deputy Clerk IV	39	39.00	38	38.00	1,252,079	1,272,134
0611	Deputy Clerk III	188	185.75	183	180.92	4,583,268	4,659,494
0614	Judicial Secretary	7	7.00	6	6.00	226,094	240,699
0617	DC Admin Secretary IV	0	0	1	1.00	0	34,140
0620	DC Junior Clerk	3	3.00	0	0.00	44,253	0
0654	DC Senior Systems Analyst	0	0.00	1	1.00	0	50,489
0655	DC Assoc Systems Analyst	0	0.00	1	1.00	0	41,276
0661	Chief Judicial Secty.	1	1.00	1	1.00	41,265	42,680
0663	DC Admin Assistant III	1	1.00	1	1.00	45,983	47,558
0667	DC Dep. Court Admin.	2	2.00	2	2.00	124,459	128,724
0668	Division Manager III	3	3.00	4	4.00	153,547	213,928
0669	Division Manager II	1	1.00	1	1.00	41,534	42,959
0670	Division Manager I	5	5.00	5	5.00	198,675	204,685
0671	DC Senior Accountant	0	0.00	1	1.00	0	45,983
0672	DC Associate Accountant	1	1.00	0	0.00	32,027	0
0673	DC Asst Accountant	0	0.00	1	1.00	0	34,414
0674	DC Intermediate Clerk Typist	0	0.00	1	1.00	0	17,595
0680	Research Atty II	2	2.00	2	2.00	108,845	100,246
0681	DC Analyst I	0	0.00	1	1.00	0	36,338
0682	DC Analyst II	1	1.00	1	1.00	41,412	43,109
0683	DC Analyst III	2	2.00	2	2.00	84,881	81,064
0684	DC Princ. Admin. Analyst	1	1.00	1	1.00	51,954	53,735
0685	DC Interpreter Coordinator	1	1.00	0	0.00	35,957	0
0687	DC Staff Development Specialist	1	1.00	1	1.00	39,523	42,844
0691	DC Administrative Trainee	1	1.00	0	0.00	25,660	0
0692	DC Personnel Officer II	1	1.00	1	1.00	39,852	53,735
0694	DC Municipal Court Secretary	1	1.00	1	1.00	34,504	35,685
0696	DC Research Attorney III	1	1.00	1	1.00	68,927	74,724
0698	DC Legal Assistant II	0	0.00	1	1.00	0	25,505
1711	DC Legal Assistant I	1	1.00	0	0.00	24,810	0
1746	DC LAN Systems Analyst II	3	3.00	3	3.00	135,635	145,804
9999	Extra Help	3	3.00	3	2.83	94,447	140,894
Total		359	356.75	357	354.75	\$13,091,570	\$13,710,209
Salary Adjustments/ILP:						27,031	66,945
Premium/Overtime Pay:						50,000	0
Employee Benefits:						3,919,511	3,895,746
Salary Savings:						(262,624)	(262,624)
VTO Reductions:						(0)	(55,488)
Total Adjustments						\$3,733,918	\$3,644,579
Program Totals		359	356.75	357	354.75	\$16,825,488	\$17,354,788

SOUTH BAY MUNICIPAL COURT

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Municipal Court Services	\$4,304,745	\$4,577,569	\$4,922,605	\$4,835,047	\$5,050,032	\$214,985	4.5
TOTAL DIRECT COST	\$4,304,745	\$4,577,569	\$4,922,605	\$4,835,047	\$5,050,032	\$214,985	4.5
PROGRAM REVENUE	(952,154)	(867,907)	(2,988,513)	(2,917,114)	(3,080,482)	(163,368)	5.6
NET GENERAL FUND COST	\$3,352,591	\$3,709,662	\$1,934,092	\$1,917,933	\$1,969,550	\$51,617	2.7
STAFF YEARS	81.51	87.50	93.69	93.50	93.50	0.00	0.0

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.

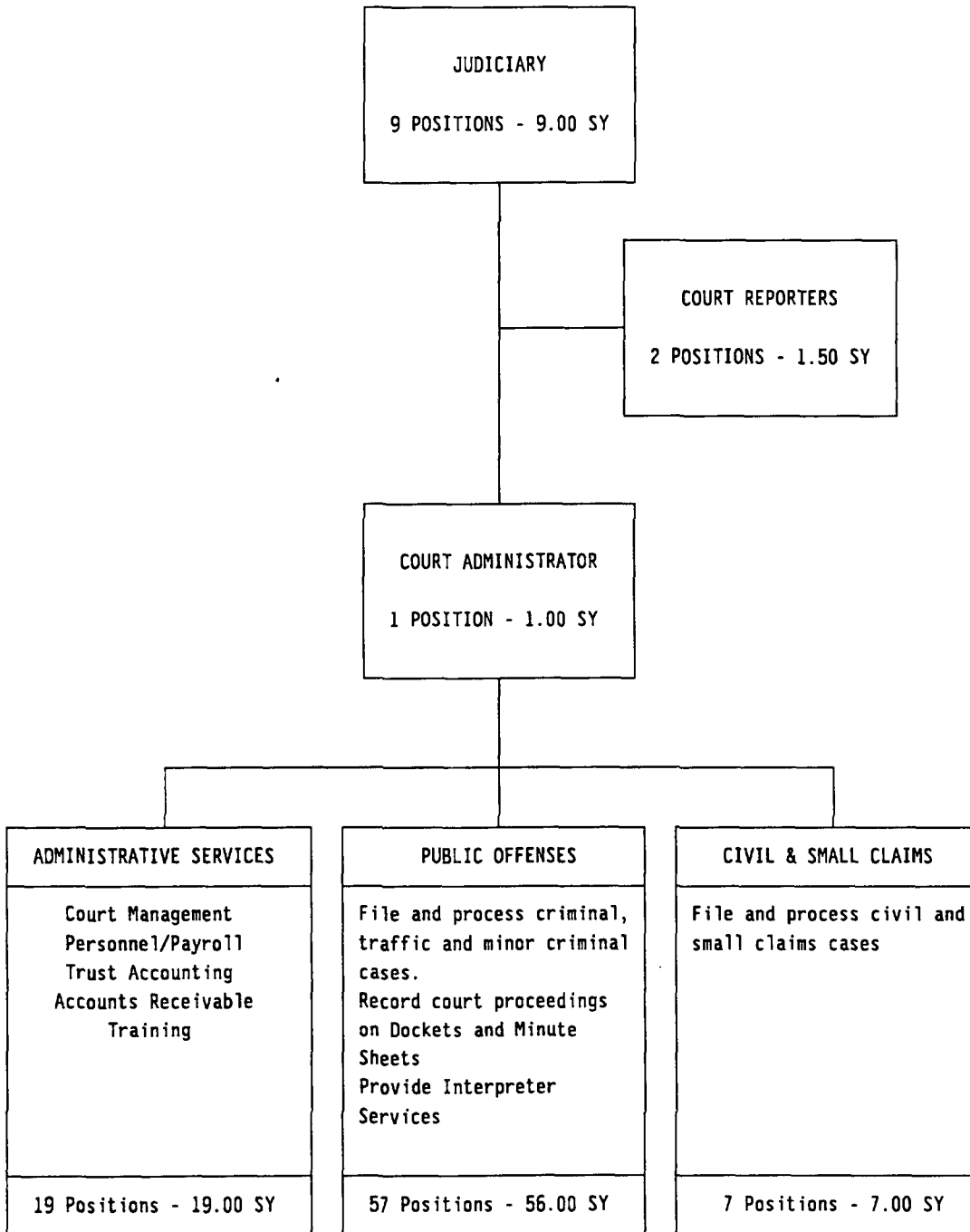
Municipal Courts have original jurisdiction on all misdemeanors and infractions, civil cases involving \$25,000 or less and small claims cases. Municipal Court Judges also preside over preliminary hearings in felony cases. These hearings are held to determine whether there is sufficient evidence to hold 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.

South Bay Municipal and Superior Courts operations have been consolidated as a result of a coordination agreement reached in 1992. Felony criminal calendars are supervised by the Superior Court Supervising Judge with prelims and trials adjudicated by a "felony team" consisting of Superior and Municipal Court Judges. Family law and domestic violence cases are heard by a Municipal Court Judge sitting as a Superior Court Judge.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Adjudicate cases and enforce court orders.
 - a. Adjudicate cases within the time standards established by the State Judicial Council.
 - b. Provide in excess of \$600,000 in Civil Assessment revenue to the County.
2. Coordinate with the Superior Court in order to facilitate coordination and improve service to the public.
 - 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.
 - b. Adjudicate both Superior and Municipal Court cases by cross-assignment of Superior and Municipal Court Judges.
 - c. Implement a regional Presiding Judge for the South Bay Municipal and South Bay Superior courts by January 1, 1997.
3. 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. Participate in the Interagency Justice Information System (IJIS) Project to implement an integrated total business solution that will replace/upgrade major components of the existing Law and Justice Systems.
4. Provide quality training to staff to improve efficiency and performance in all court operations.

SOUTH BAY MUNICIPAL COURT
1996-97 ADOPTED BUDGET



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

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,991,450	\$4,099,307	\$4,386,323	\$4,469,118	\$4,580,779	2.5
Services & Supplies	289,723	444,844	398,987	322,129	379,152	17.7
Other Charges	0	0	0	0	0	??
Fixed Assets	23,572	33,418	137,295	43,800	90,101	105.7
TOTAL DIRECT COST	\$4,304,745	\$4,577,569	\$4,922,605	\$4,835,047	\$5,050,032	4.4
PROGRAM REVENUE	(952,154)	(867,907)	(2,988,513)	(2,917,114)	(3,080,482)	5.6
NET GENERAL FUND CONTRIBUTION	\$3,352,591	\$3,709,662	\$1,934,092	\$1,917,933	\$1,969,550	2.7
STAFF YEARS	81.51	87.50	93.69	93.50	93.50	0.0

PROGRAM MISSION

See department mission on the green sheet.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

FY 1995-96 Salaries and Benefits expenditures were \$82,795 less than budgeted primarily due to greater than budgeted salary savings. Services and Supplies expenditures were \$76,858 greater than budgeted due to increased interpreter, transcript, equipment maintenance, postage and printing costs and a mid-year Board approved transfer of appropriations to complete a cable remodel for the court to support the growing number of personal computers and the implementation of new applications. Fixed assets expenditures were \$93,495 greater than budget due to a mid-year Board approved transfer of appropriations to purchase automated equipment which includes personal computers to replace "dumb" terminals which allows for the implementation of Windows based applications. Program revenue exceeded budgeted amounts by \$71,399 as a net result from decreases in Costs for Courts revenue, increases in accounts receivable fees and traffic school fees, a \$36,000 increase in Trial Court Funding, and a transfer of \$82,679 in budgeted revenue from the Municipal Court Information Systems Unit to the court's budget.

ACHIEVEMENT OF 1995-96 OBJECTIVES

All FY 1995-96 objectives were achieved.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Adjudicate cases and enforce court orders.
 - a. Adjudicate cases within the time standards established by the State Judicial Council.
 - b. Provide in excess of \$600,000 in Civil Assessment revenue to the County.
2. Coordinate with the Superior Court in order to facilitate coordination and improve service to the public.
 - 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.
 - b. Adjudicate both Superior and Municipal Court cases by cross-assignment of Superior and Municipal Court Judges.
 - c. Implement a regional Presiding Judge for the South Bay Municipal and South Bay Superior courts by January 1, 1997.
3. 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. Participate in the Interagency Justice Information System (IJIS) Project to implement an integrated total business solution that will replace/upgrade major components of the existing Law and Justice Systems.
4. Provide quality training to staff to improve efficiency and performance in all court operations.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The Adopted Budget includes the reclassification of one Deputy Clerk III position to Deputy Clerk IV; one DC-Administrative Secretary III to DC-Administrative Secretary IV; provides for bonus pay for Deputy Clerks III in lead worker assignments; and, increased services and supplies appropriations to cover the increased costs for paper, printing and equipment maintenance. The activities of this program are summarized as follows:

1. JUDICIARY [9.00 SY; E = \$1,013,984; R = \$2,214,522] 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 = \$1,016,852; R = \$169,000] including budgeting, accounting, collections, 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 1.0 SY Deputy Clerk Administrative Secretary III to Deputy Clerk Administrative Secretary IV.
3. PUBLIC OFFENSES [57.50 SY; E = \$2,704,596; R = \$550,760] 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 = \$1,244,114; R = \$247,842]
 - 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 reclassification of 1.0 SY Deputy Clerk III to Deputy Clerk IV.
 - B. TRAFFIC/MINOR OFFENSES [30.50 SY; E = \$1,460,482; R = \$302,918]
 - o Mandated/Discretionary Service Level.
 - o Bail Forfeitable misdemeanor cases and both criminal and traffic infractions.
4. CIVIL/SMALL CLAIMS [7.00 SY; E = \$314,600; R = \$146,200] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for processing civil and small claims cases filed with the Court.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
PROGRAM REVENUE:				
9162 Night Court Assessment	\$31,219	\$32,000	\$33,000	1,000
9713 Returned Check Fee	6,939	8,400	7,000	(1,400)
9749 Special Dist/Local Boards	4,150	4,150	0	(4,150)
9821 Filing Documents	124,498	120,000	126,000	6,000
9822 Jury Fees	3,158	0	0	0
9827 Cost for Courts	60,476	128,094	67,164	(60,930)
9831 Other Court Cost	419,641	385,000	400,689	15,689
9832 Traffic School	215,328	184,770	271,150	86,380
9837 2% Automation Fund	64,146	0	82,679	82,679
9849 1467 Collection Recovery	2,969	0	0	0
9967 Duplicating Documents	7,609	5,800	7,600	1,800
9989 Recovered Expenditures	21,844	0	0	0
9996 Other - Sales Taxable	7,239	1,900	2,200	300
9817 Operating Transfer from Trial Court Fund	2,019,297	2,047,000	2,083,000	36,000
Sub-Total	\$2,988,513	\$2,917,114	\$3,080,482	\$163,368
Total	\$2,988,513	\$2,917,114	\$3,080,482	\$163,368

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$1,934,092	\$1,917,933	\$1,969,550	\$51,617
Total	\$1,934,092	\$1,917,933	\$1,969,550	\$51,617

EXPLANATION/COMMENT ON PROGRAM REVENUES:

FY 1995-96 actual program revenue exceeded budgeted amounts by approximately \$95,000 primarily as a result of increases in accounts receivable fees and traffic school fees and budgeted reimbursements from State Prison claims.

FY 1996-97 budgeted revenue is \$163,368 greater than FY 1995-96 budgeted program revenue as a result of decreases in Costs for Courts revenue, resulting from the implementation of the civil assessment program; and, increases in accounts receivable fees and traffic school fees, a \$36,000 increase in the operating transfer from Trial Court Funding, and a transfer of \$82,679 in budgeted revenue from the Municipal Court Information Systems Unit to the court's budget. The revenue was transferred to offset \$82,679 of appropriations (\$46,301 to fixed assets and \$36,378 to services and supplies).

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$10,000
Modular Furniture & Equipment	1,000
Data Processing Equipment	78,101
Electronic Equipment - Audio/Video	1,000
Total	\$90,101

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 State Average	1994-95 Actual	1995-96 Actual	1996-97 Goal (Judicial Council Standard)
--	-----------------------------	-------------------	-------------------	--

ACTIVITY A: Municipal Court Services - South Bay

% OF RESOURCES: 100%

EFFICIENCY (Input/Output)

Total Filings	N/A	86,320	86,862*	91,550**
Case Dispositions	N/A	94,612	82,940*	93,766**

Process all Criminal Cases Within the Following Judicial Council Time Standards

• Felonies				
</= 30 days	67%	81%	88%	90%
</= 45 days	77%	90%	94%	98%
</= 90 days	90%	98%	99%	100%
> 90 days	10%	2%	0%	0%
• Misdemeanors				
</= 30 days	74%	89%	88%	90%
</= 90 days	89%	97%	97%	98%
</=120 days	93%	98%	98%	100%
> 120 days	7%	2%	2%	0%

Process All Civil Cases Within the Following Judicial Council Time Standards

• General Civil				
</= 12 months	80%	90%	87%	90%
</= 18 months	88%	96%	95%	98%
</= 24 months	93%	98%	98%	100%
> 24 months	7%	2%	2%	0%
• Unlawful Detainers				
</= 30 days	54%	29%	24%	90%
</= 45 days	75%	54%	45%	100%
> 45 days	25%	46%	55%	0%
• Small Claims - In County				
</= 70 days	60%	88%	91%	90%
</= 90 days	85%	N/A***	91%	100%
> 90 days	15%	12%	9%	0%
• Small Claims - Out County				
</= 70 days	45%	80%	74%	90%
</= 90 days	73%	N/A***	79%	100%
> 90 days	27%	20%	21%	0%

Net Cost Per Case Disposition	N/A	\$39.21****	\$23.32	\$21.00**
# of Dispositions Per Judicial Position [@]	N/A	10,512	9,216	10,418**
Clerical Positions/Judicial Position	N/A	8.2	8.9	8.9**

* Does not include statistics for small claims during January, February and March 1996 (stats not available).
 ** There is no Judicial Council Standard for this element, simply a 1996-97 Court Goal.
 *** Data not available.
 **** The net cost per case disposition appears to have been substantially higher in 1994-95 because the "operating transfer from trial court funding" was not credited as a program revenue offset to the net general fund cost in the 1994-95 budgeted year.

@ Excludes: Judges, Commissioners, Reporters, Judicial Secretaries and two Interpreters; includes temporary extra help.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0580	Municipal Court Judge	7	7.00	7	7.00	\$684,152	\$686,784
0590	Court Commissioner	1	1.00	1	1.00	78,179	80,862
1510	Traffic Referee/Commissioner	1	1.00	1	1.00	73,296	75,801
0651	Court Administrator	1	1.00	1	1.00	97,591	100,929
1540	Deputy Court Administrator	3	3.00	3	3.00	164,707	179,318
0544	Court Reporter	2	1.50	2	1.50	82,772	81,627
0669	Division Manager II	1	1.00	1	1.00	39,580	40,937
0695	DC-Staff Development Coordinator	1	1.00	1	1.00	43,758	45,259
2432	DC-System Support Analyst	1	1.00	1	1.00	38,409	39,881
1742	DC-Muni.Ct. Computer Spec. II	1	1.00	1	1.00	29,718	30,324
0671	DC-Senior Accountant	1	1.00	1	1.00	44,905	46,442
0608	Deputy Clerk V	6	6.00	6	6.00	214,305	223,152
0691	DC-Municipal Court Sec.	1	1.00	1	1.00	34,504	35,685
0663	DC-Admin. Assist. III	1	1.00	1	1.00	38,805	41,904
0610	Deputy Clerk IV	8	8.00	9	9.00	254,425	285,157
0605	DC-Interpreter	2	2.00	2	2.00	65,138	67,364
8801	DC-Volunteer Program Coordinator	1	1.00	1	1.00	27,206	28,248
0611	Deputy Clerk III	49	48.00	48	47.00	1,178,417	1,192,352
0592	DC-Admin. Clerk III	1	1.00	1	1.00	27,226	28,049
0593	DC-Admin. Clerk II	2	2.00	2	2.00	54,234	56,098
1754	DC-Court Collection Officer II	3	3.00	3	3.00	56,805	78,810
0617	DC-Admin. Sec. IV	0	0.00	1	1.00	0	27,929
0596	DC-Admin. Sec. III	1	1.00	0	0.00	30,653	0
9999	Extra Help	0	0.00	0	0.00	134,059	148,922
Total		95	93.50	95	93.50	\$3,492,844	\$3,621,834
Salary Adjustments:						\$3,124	\$9,121
Premium/Overtime Pay:						16,000	0
Extraordinary/Bilingual Pay:						2,520	16,345
Employee Benefits:						1,019,625	1,013,612
Salary Savings:						(64,995)	(65,982)
VTO Reductions:						(0)	(14,151)
Total Adjustments						\$976,274	\$958,945
Program Totals		95	93.50	95	93.50	\$4,469,118	\$4,580,779

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

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
MCISU	\$1,106,085	\$1,404,513	\$986,644	\$1,350,386	\$1,087,359	(263,027)	(19.5)
TOTAL DIRECT COST	\$1,106,085	\$1,404,513	\$986,644	\$1,350,386	\$1,087,359	\$(263,027)	(19.5)
PROGRAM REVENUE	(466,849)	(1,062,877)	(719,327)	(1,142,377)	(829,661)	312,716	(27.4)
NET GENERAL FUND COST	\$639,236	\$341,636	\$267,317	\$208,009	\$257,698	\$49,689	23.9
STAFF YEARS	5.63	6.67	6.50	9.00	9.00	0.00	0.0

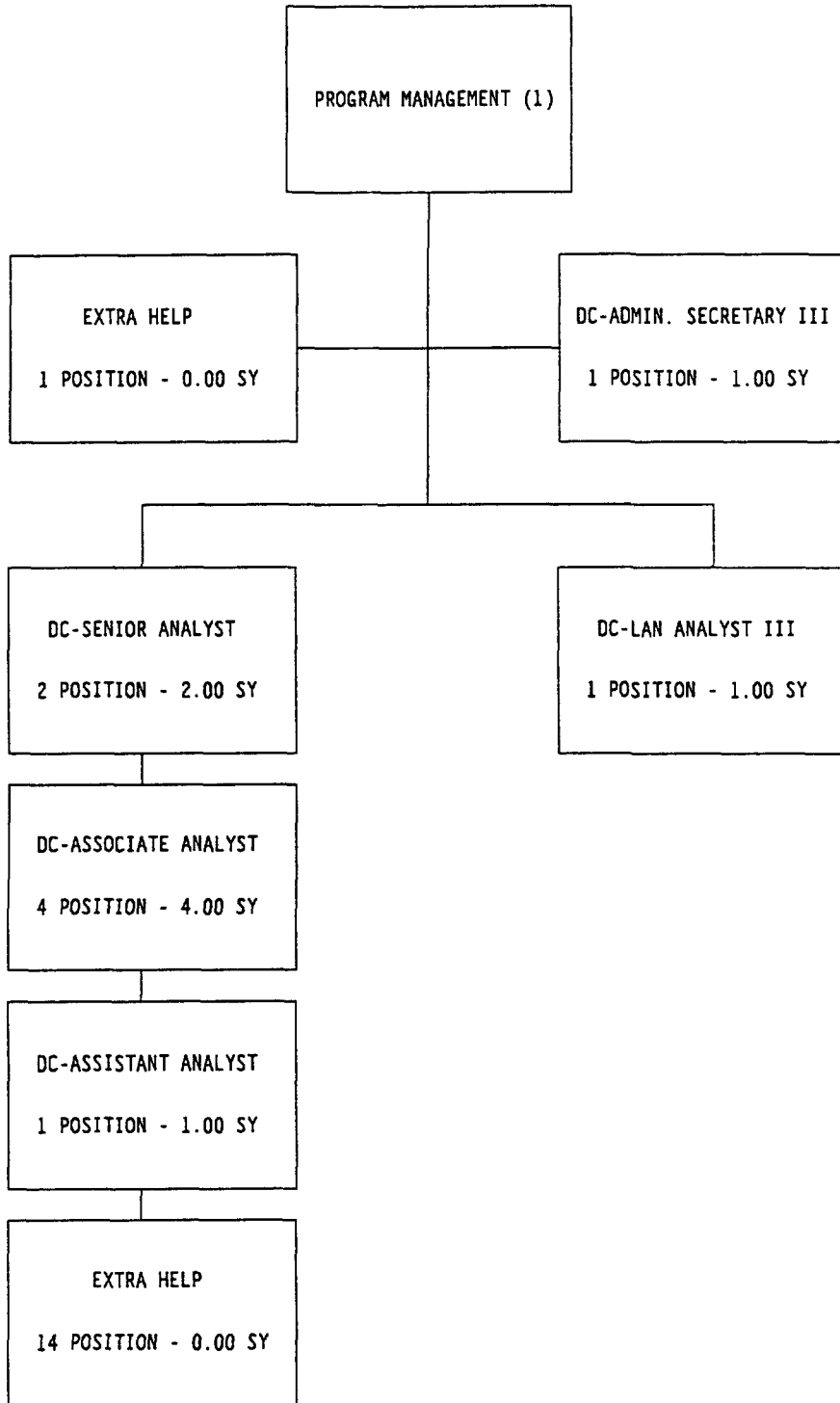
MISSION

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

1996-97 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.
2. Support development of a replacement application for Civil and Small Claims processing through IJIS development, or another alternative approved by ISEC with assigned staff.
3. Support development of a replacement application for the Traffic system through IJIS development, or another alternative approved by ISEC with assigned staff.
4. Provide for the capability to accomplish an automated conversion from the ISD Civil and Small Claims application to insure that the courts' investment in the data is safeguarded.

MUNICIPAL COURT INFORMATION SERVICES UNIT
1996-97 ADOPTED BUDGET



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

PROGRAM #: 01000

ORGANIZATION #: 2350

MANAGER: Bruce Rademacher

REFERENCE: 1996-97 Proposed Budget - Pg. 9-1

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

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$348,619	\$415,365	\$414,760	\$692,125	\$746,071	7.8
Services & Supplies	537,864	\$555,511	\$379,688	\$491,057	\$341,288	(30.5)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	219,602	\$433,637	\$192,196	\$167,204	0	(100.0)
TOTAL DIRECT COST	\$1,106,085	\$1,404,513	\$986,644	\$1,350,386	\$1,087,359	(19.5)
PROGRAM REVENUE	(466,849)	(1,062,877)	(719,327)	(1,142,377)	(829,661)	(27.4)
NET GENERAL FUND CONTRIBUTION	\$639,236	\$341,636	\$267,317	\$208,009	\$257,698	23.9
STAFF YEARS	5.63	6.67	6.50	9.00	9.00	0.0

PROGRAM MISSION

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

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The 1995-96 actual expense is approximately \$370,000 less than budgeted due to overrealized salary savings, savings in maintenance of data processing equipment and contract help.

ACHIEVEMENT OF 1995-96 OBJECTIVES

All FY 1995-96 objectives were achieved.

1996-97 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.
2. Support development of a replacement application for Civil and Small Claims processing through IJIS development, or another alternative approved by ISEC with assigned staff.
3. Support development of a replacement application for the Traffic system through IJIS development, or another alternative approved by ISEC with assigned staff.
4. Provide for the capability to accomplish an automated conversion from the ISD Civil and Small Claims application to insure that the courts' investment in the data is safeguarded.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

1. Municipal Courts-EDP Services [9.0 SY; E = \$1,087,359; R = \$829,661] 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

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
9831 Other Court Costs	\$147,637	\$206,086	\$206,086	0
9834 Micro-Automation Fee	0	50,107	50,107	0
9837 2% Automation Fund	571,690	886,184	573,468	(312,716)
Sub-Total	\$719,327	\$1,142,377	\$829,661	\$(312,716)
Total	\$719,327	\$1,142,377	\$829,661	\$(312,716)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$267,317	\$208,009	\$257,698	\$49,689
Sub-Total	\$267,317	\$208,009	\$257,698	\$49,689
Total	\$267,317	\$208,009	\$257,698	\$49,689

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The difference in budgeted revenue and estimated actual revenue for FY 1995/96 is the result of a 2% Automation Fund revenue and corresponding appropriations transfer to the budgets of El Cajon, North County and South Bay Municipal Courts.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
MUNICIPAL COURT SUPPORT					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Maintain customer rating of 4.	4.0	4.5	4.6	4.6	4.6
<u>OUTPUT (Service or Product)</u>					
50 hr requests complete w/i 30 days	95%	98%	97%	99%	99%
<u>OUTPUT (Service or Product)</u>					
Over 50 hr complete w/i target	80%	90%	92%	92%	92%

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
1747	Dep. Clerk LAN Sys. Analyst III	1	1.00	1	1.00	53,397	55,431
0596	Dep. Clerk Adm. Sec. III	1	1.00	1	1.00	19,027	27,580
0666	DC-EDP Systems Manager	0	0.00	0	0.00	0	0
0654	DC-Senior Systems Analyst	2	2.00	2	2.00	90,650	112,794
0655	DC-Associate Systems Analyst	4	4.00	4	4.00	190,483	196,983
0656	DC-Assistant Systems Analyst	1	1.00	1	1.00	36,117	43,109
9999	Non-Permanent Positions	15	0.00	15	0.00	164,000	164,000
Total		24	9.00	24	9.00	\$553,674	\$599,897
Salary Adjustments:						1,420	0
Premium/Overtime Pay:						0	0
Employee Benefits:						137,031	148,852
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	(2,678)
Total Adjustments						\$138,451	\$146,174
Program Totals		24	9.00	24	9.00	\$692,125	\$746,071

PRETRIAL SERVICES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Pretrial Services	\$844,204	\$765,202	\$3,396,553	\$2,321,314	\$785,415	(1,535,899)	(66.2)
TOTAL DIRECT COST	\$844,204	\$765,202	\$3,396,553	\$2,321,314	\$785,415	\$(1,535,899)	(66.2)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$844,204	\$765,202	\$3,396,553	\$2,321,314	\$785,415	\$(1,535,899)	(66.2)
STAFF YEARS	22.53	19.00	20.25	22.00	22.00	0.00	0.0

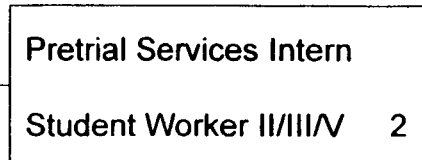
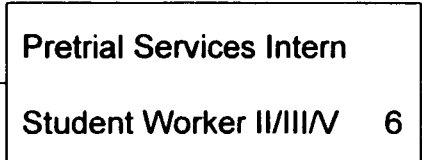
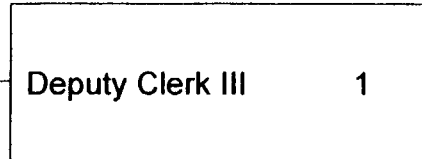
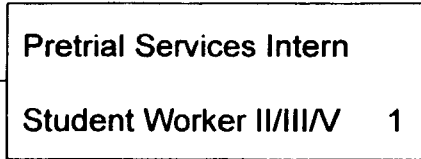
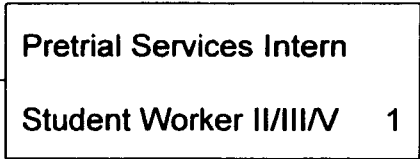
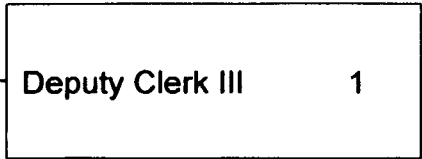
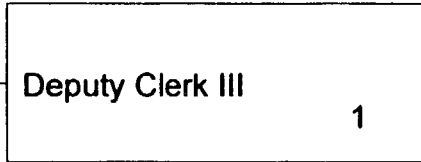
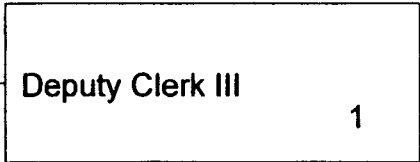
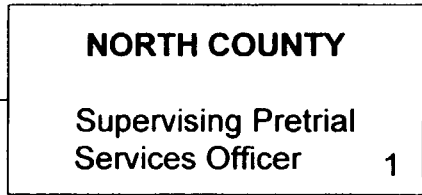
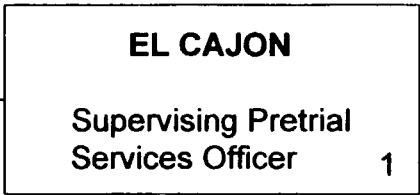
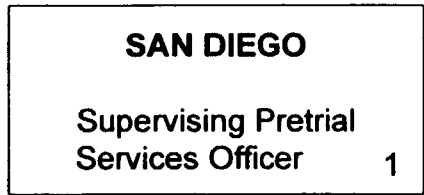
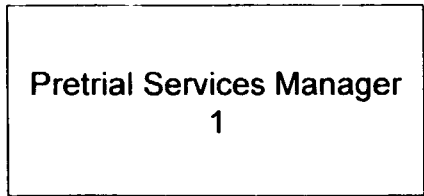
MISSION

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.

1996-97 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.

PRETRIAL SERVICES



10-2

PROGRAM: Pretrial Services

DEPARTMENT: PRETRIAL SERVICES

PROGRAM #: 13036
MANAGER: D. Kent Pedersen

ORGANIZATION #: 2360
REFERENCE: 1996-97 Proposed Budget - Pg. 10-1

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

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$840,273	\$724,002	\$742,517	\$751,778	\$765,991	1.9
Services & Supplies	\$3,931	\$7,054	\$40,646	\$21,686	\$19,424	(10.4)
Fixed Assets	0	34,146	1,070	10,000	0	(100.0)
Civil Assessment Commissions	0	0	2,612,320	1,537,850	0	(100.0)
TOTAL DIRECT COST	\$844,204	\$765,202	\$3,396,553	\$2,321,314	\$785,415	(66.2)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$844,204	\$765,202	\$3,396,553	\$2,321,314	\$785,415	(66.2)
STAFF YEARS	22.53	19.00	20.25	22.00	22.00	0.0

NOTE: This Department did not receive an operational increase of \$1,537,850 (FY 95-96 Budget). 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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

- In Fiscal Year 95-96, the Board of Supervisors approved a transfer of \$1,074,470 to cover Civil Assessment Actual costs. The revenue generated by the Civil Assessment Program is budgeted in the Auditor/Controller Department.
- FY 1995-96 Mid-Year Budget changes include:
 - Transfer of appropriations from Account 4501 - Office Equipment - General (\$8,930.01) and Account 1102 - Salaries and Wages - Non-Permanent (\$2,700) to Account 2305 - Office Expense in Pretrial Services Org. 2361. Savings from these accounts went to the purchase of a management information system.
- FY 95-96 Actuals include the following prior year costs:
 - \$16,645 in Services and Supplies

1995-96 OBJECTIVES

- In Fiscal Year 1995-96, Pretrial Services completed 17,258 Arraignment reports summarizing the criminal history of felony defendants who remain in custody for the arraignment courts.
- Pretrial Services continues to provide 99% of all requested bail review reports to the judiciary to assist in bail setting decisions. In Fiscal Year 1995-96, the total number of bail review reports submitted to all four municipal courts was 2,161.
- In Fiscal Year 1995-96, Pretrial Services prepared 1,764 Supervised Release Reports to determine the defendant's conditional release suitability for the trial courts.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please Refer to the Department Summary page.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

1. San Diego Judicial District [11.00 SY; E = \$392,708; 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 = \$107,102; 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 = \$178,503; 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 = \$107,102; 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.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
LIMITED ARRAIGNMENT REPORTS					
% OF RESOURCES: 57%					
<u>OUTCOME (Planned Result)</u>					
Bail Reviews Waived	0	8,942	9,094	8,987	8,800
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to maintain limited arraignment report process	\$0	\$672,388	\$447,013	\$673,779	\$447,687
<u>OUTPUT (Service or Product)</u>					
# of Arraignment reports	0	32,554	29,788	32,145	29,500
<u>EFFICIENCY (Input/Output)</u>					
Cost per Report processing	\$0	\$20.65	\$15.01	\$20.96	\$15.18
ACTIVITY B:					
BAIL REVIEW REPORTS					
% OF RESOURCES: 15%					
<u>OUTCOME (Planned Result)</u>					
% of bail review reports prepared at request of judiciary.	0	99%	99%	99%	99%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to prepare bail review reports	\$0	\$62,548	\$117,635	\$62,677	\$117,812
<u>OUTPUT (Service or Product)</u>					
# of bail review reports	0	2,832	2,161	2,832	2,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per report process	\$0	\$22.09	\$54.44	\$22.13	\$58.91

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C: SUPERVISED RELEASE					
% OF RESOURCES: 11%					
<u>OUTCOME (Planned Result)</u> reports for all judicial districts (Total released on S.O.R.)	0	836	739	720	800
<u>EFFECTIVENESS (Input/Outcome)</u>	\$0	\$46,911	\$86,266	\$46,911	\$86,396
<u>OUTPUT (Service or Product)</u>					
# of Supervised Release Reports	0	2,321	1,764	2,026	2,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per report process	\$0	\$20.21	\$48.90	\$23.15	\$43.20

NOTE: The FY 1995-96 Budget Input/Outcome category does not accurately reflect actual staff cost for case processing. The corrected case processing time and cost have been entered for FY 1995-96 actual and FY 1996-97 projections. For this reason, comparisons cannot be made against FY 1995-96 budgeted performance indicators.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
1770	Pretrial Services Manager	1	1.00	1	1.00	51,112	52,667
1772	Pretrial Services Officer	3	3.00	3	3.00	116,769	115,076
1771	Supv Pretrial Services Offr	4	4.00	4	4.00	166,944	171,992
0611	Deputy Clerk III	4	4.00	4	4.00	96,300	102,446
9007	Salary Adjustments					1,393	1
9999	Extra Help	10	10.00	10	10.00	161,355	170,644
	Total	22	22.00	22	22.00	\$593,873	\$612,826
Integrated Leave Savings:		0				0	0
VTO Reductions:						(0)	-2,390
Premium/Overtime Pay:		0				\$0	\$0
Employee Benefits:						\$157,905	\$155,555
Salary Savings:						(0)	(0)
Total Adjustments						\$157,905	\$153,165
Program Totals		22	22.00	22	22.00	\$751,778	\$765,991

PROBATION

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Adult Field Services	\$17,670,957	\$17,287,484	\$17,826,961	\$17,956,241	\$18,232,425	276,184	1.5
Special Services	10,180,705	10,152,441	9,164,042	8,869,307	9,497,871	628,564	7.1
Juvenile Field Services	8,419,608	8,804,002	10,007,419	9,452,854	29,874,288	20,421,434	216.0
Juvenile Institutional Services	17,188,830	19,420,213	23,057,096	21,585,331	18,911,405	(2,673,926)	(12.4)
Department Administration	2,473,327	2,778,954	4,286,039	3,916,237	3,221,010	(695,227)	(17.8)
TOTAL DIRECT COST	\$55,933,427	\$58,443,094	\$64,341,557	\$61,779,970	\$79,736,999	\$17,957,029	29.1
PROGRAM REVENUE	(25,742,446)	(32,333,532)	(31,189,761)	(32,219,006)	(44,363,773)	(12,144,767)	37.7
NET GENERAL FUND COST	\$30,190,981	\$26,109,562	\$33,151,796	\$29,560,964	\$35,373,226	\$5,812,262	19.7
STAFF YEARS	1,153.12	1,200.96	1212.85	1,198.75	1242.75	44.00	3.7

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.

1996-97 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.
 - a. Provide 152,023 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; the resulting in 452 offenders rearrested and 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.

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 1,250 petitions for probation violations, including new arrests while on probation.
 - a. 5,000 wards will be monitored and evaluated 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 1996-97

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

JUVENILE FIELD SERVICES	Staff Years
Deputy Chief Probation Officer	1.00
Probation Director	3.00
Probation Youth Athletic Director	1.00
Supervising Probation Officer	13.00
Senior Probation Officer	26.00
Deputy Probation Officer	84.00
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	7.00
Senior Transcriber Typist	3.00
Word Processor Operator	19.00
Senior Clerk	8.00
Records Clerk	10.00
Mail Clerk Driver	1.00
Intermediate Clerk Typist	11.00
Telephone Switchboard Operator	2.00
Junior Clerk Typist	4.00
	<u>203.00</u>
204 Positions - 203.00 Staff Years	

ADMINISTRATIVE SERVICES	Staff Years
Deputy Chief Probation Officer	1.00
Probation Director	1.00
Manager, Prob. Program Planning	1.00
Senior Systems Analyst	1.00
Departmental Budget Manager	1.00
Dept'l Personnel & Training Admin.	1.00
Associate Systems Analyst	1.00
Principal Administrative Analyst	2.00
Supervising Probation Officer	2.00
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	4.00
Storekeeper II	1.00
Senior Clerk	2.00
	<u>37.00</u>
37 Positions - 37.00 Staff Years	

JUVENILE INSTITUTIONAL SERVICES	Staff Years
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	47.00
Deputy Probation Officer	19.50
Correctional Dep. Prob. Off. II	44.00
Administrative Secretary III	1.00
Detention Processing Supervisor	1.00
Food Services Supervisor	2.00
Correctional Dep. Prob. Off. I	222.50
Administrative Secretary II	1.00
Senior Payroll Clerk	1.00
Storekeeper II	2.00
Booking Clerk	9.50
Senior Cook	14.00
Senior Clerk	3.00
Word Processor Operator	1.00
Correctional Facility Clerk	4.00
Records Clerk	1.00
Intermediate Clerk Typist	2.00
Stock Clerk	2.00
Sewing Room Supervisor	2.00
Food Services Worker	8.00
Laundry Worker	1.00
	<u>417.50</u>
424 Positions - 417.50 Staff Years	

ADULT FIELD SERVICES	Staff Years
Deputy Chief Probation Officer	1.00
Probation Director	5.00
Supervising Probation Officer	24.00
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
	<u>391.00</u>
391 Positions - 391.00 Staff Years	

SPECIAL SERVICES	Staff Years
Deputy Chief Probation Officer	1.00
Probation Director	3.00
Supervising Probation Officer	11.00
Senior Probation Officer	21.25
Deputy Probation Officer	31.00
Correctional Dep. Prob. Off. II	20.00
Administrative Secretary III	1.00
Detention Processing Supervisor	1.00
Food Services Supervisor	2.00
Correctional Dep. Prob. Off. I	65.00
Supervising Clerk	1.00
Storekeeper II	1.00
Senior Cook	5.00
Senior Clerk	4.50
Word Processor Operator	3.00
Records Clerk	12.50
Correctional Facility Clerk	3.00
Intermediate Clerk Typist	3.00
Stock Clerk	1.00
	<u>190.25</u>
206 Positions - 190.25 Staff Years	

PROGRAM: Adult Field Services

DEPARTMENT: PROBATION

PROGRAM #: 17009
MANAGER: Doug Willingham

ORGANIZATION #: 3600
REFERENCE: 1996-97 Proposed Budget - Pg. 11-5

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$16,981,281	\$16,591,071	\$17,176,512	\$17,444,077	\$17,720,261	1.6
Services & Supplies	607,263	696,413	605,218	510,273	510,273	0.0
Other Charges	3,062	0	7,584	1,891	1,891	0.0
Fixed Assets	79,351	0	37,647	0	0	0.0
TOTAL DIRECT COST	\$17,670,957	\$17,287,484	\$17,826,961	\$17,956,241	\$18,232,425	1.5
PROGRAM REVENUE	(8,452,531)	(9,334,068)	(9,997,916)	(9,062,548)	(9,876,586)	9.0
NET GENERAL FUND CONTRIBUTION	\$9,218,426	\$7,953,416	\$7,829,045	\$8,893,693	\$8,355,839	(6.0)
STAFF YEARS	369.36	373.65	371.36	392.00	391.00	(0.3)

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Overall, this program was underexpended by \$129,280 and realized \$935,368 in unanticipated revenue from collection of fees for supervision/investigation and for Medi-Cal Administrative Claims (SB910) that were unbudgeted. The net result was a \$1,064,648 reduction in General Fund contribution to the Department. Savings of \$267,565 (1.5%) was realized in Salaries and Benefits with a Services and Supplies overexpenditure of \$94,145. Services and Supplies overexpenditure primarily resulted from court ordered drug testing cost.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Investigation:

1. Superior and Municipal Courts concurred with Probation Officer sentencing recommendations 82% of the time which was 3% less than the budgeted projection.
 - a. Probation officers conducted 31,258 investigations in the 1995-96 fiscal year, 1,108 (4%) more than budget.
2. Investigations conducted by probation officers, resulted in 23% of new cases being send to state prison.
 - a. A total of 7,113 offenders were remanded to state prison or the Youth Authority custody in the 1995-96 fiscal year. This high number of commitments reflect the impact of the mandatory "three strikes" sentencing guidelines.
3. Investigations by probation officers resulted in 44% of new cases being placed on formal probation.
 - a. A total of 13,714 offenders were granted formal probation by the Court in the 1995-96 fiscal year or 2,714 (25%) more than budgeted.

Supervision:

4. All offenders granted probation were held accountable for the terms and conditions of their court orders within the constraints of available resources.
 - a. A total of 18,274 were on probation as of June of 1996, some 426 (2%) fewer offenders than budgeted.
5. A successful completion rate of 53% was recorded for offenders ending probation in the 1995-96 fiscal year, 2% below budget.
 - a. 6,335 (53%) offenders completed the terms and conditions of probation without violations.
 - b. Public protection was maintained by revoking probation of 47% or 5,590 offenders, returning them to Court for violating the conditions of their probation.

1996-97 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 18,500 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.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

This program includes two activities:

1. Investigation [263 SY; E = \$11,929,676; R = \$3,675,295] includes investigation of Superior and Municipal Court referrals. This activity is:
 - ° Mandated/Mandated Service Level.
 - ° Mandated/Discretionary Service Level for misdemeanor referrals.
 - ° Offset 30.8% by revenue from both fees and charges (\$914,066) and from Sales Tax Revenue for Public Protection (\$2,442,609) and \$77,620 commission cost associated with enhanced collection efforts by united creditors.
2. Supervision [128 SY; E = \$6,302,749; R = \$6,201,291] includes supervision of all offenders placed on formal probation/diversion by the Superior Courts. This activity is:
 - ° Mandated/Discretionary Service Level.

- Offset 98.4% offset by Public Protection Sales Tax revenue (\$6,201,291) with 1.6% (\$101,458) offset by the General Fund.
- The transfer of a Supervising Probation Officer to the Special Services Program has resulted in a one staff year decrease in Adult Field Services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
State Aid Sales Tax - Public Protection	\$8,643,179	\$8,269,900	\$8,884,900	615,000
Cost of Investigation/Supervision	1,301,555	792,648	914,066	121,418
Federal Aid - SB 910	16,053	0	0	0
Miscellaneous	37,129	0	77,620	77,620
Sub-Total	\$9,997,916	\$9,062,548	\$9,876,586	\$814,038
Total	\$9,997,916	\$9,062,548	\$9,876,586	\$814,038

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
General Fund Support Cost	\$7,829,045	\$8,893,693	\$8,355,839	(537,854)
Sub-Total	\$7,829,045	\$8,893,693	\$8,355,839	\$(537,854)
Total	\$7,829,045	\$8,893,693	\$8,355,839	\$(537,854)

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 \$615,000 increase anticipated in the 1996-97 Fiscal Year.

The cost of investigation and supervision represents the fees paid by probationers for pre-sentence investigations and monthly supervision cost. Revenue generated through these fees exceeded 1995-96 Budgeted Revenue by \$508,907 based on prior year experience and an adjusted fee schedule.

Revenue increases will reduce Net County Cost to this program by \$537,854 in the 1996-1997 fiscal Year.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: INVESTIGATION					
% OF RESOURCES: 67%					
<u>OUTCOME (Planned Result)</u>					
The number of cases in which the Court follows recommendations in the presentence investigation	N/A	31,272	25,631	25,628	25,628
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of recommendations followed by the Court	N/A	86%	82%*	85%	85%
<u>OUTPUT (Service or Product)</u>					
Conduct 30,150 investigations	28,397	36,363	31,258	30,150	30,150
<u>EFFICIENCY (Input/Output)</u>					
Cost per investigations	\$377	\$298	\$382	\$389	\$396
Investigations per Senior/Deputy Probation Officer	203	260	265	215	215
<u>OUTCOME (Planned Result)</u>					
10% of investigations resulting in recommendation for State Prison/ Youth Authority	3,701 (13%)	4,526 (12%)	7,113 (23%)	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)	87%	88%	77%	90%	90%
<u>OUTPUT (Service or Product)</u>					
Recommend State Prison on 3,015 cases	3,701	4,526	7,113	3,015	3,015
<u>EFFICIENCY (Youth Authority Input/Output)</u>					
% of offenders sent to prison	13%	12%	23%	10%	10%
<u>OUTPUT (Service or Product)</u>					
36% of investigations result in <u>grants of probation</u>	13,316 (47%)	11,641 (32%)	13,714 (44%)	11,000 (36%)	11,000 (36%)
<u>EFFICIENCY (Input/Output)</u>					
Number of investigations resulting in <u>other Court action</u> (Diversion/Fines- Forfeiture/Restitution/Probation to the Court)	11,380 (40%)	20,196 (56%)	10,431 (33%)	16,135 (54%)	16,135 (54%)

* From 50% case sample (Estimated actual)

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY B: SUPERVISION					
% OF RESOURCES: 33%					
<u>OUTCOME (Planned Result)</u>					
Hold 100% offenders granted probation accountable for conditions ordered by the Court	18,534	18,517	18,274	18,500	18,500
<u>EFFECTIVENESS (Input/Outcome)</u>					
% Held accountable	100%	100%	100%	100%	100%
<u>OUTPUT (Service or Product)</u>					
Supervise/Monitor 18,700 offenders	18,534	18,517	18,274	18,700	18,700
Specialty Program supervised* (1:50 officer to offender ratio)	2,607	2,086	1,938	2,600	2,600
Felony Banks (caseloads of 1:500)	11,566	9,777	9,510	9,500	9,500
Other Banks (caseloads from 1:600 to 1:2,000) (includes felons, misdemeanants and divertees)	4,361	6,654	6,826	6,600	6,600
<u>EFFICIENCY (Input/Output)</u>					
Cases supervised per Senior/Deputy Probation Officer					
Specialized Program Supervision	52	50	49	52	52
Felony Banks	609	455	388	500	500
All Other Banks (Average) (Includes both felony misdemeanants and divertees case of supervision)	623	1,024	875	943	943
Average cost of supervision	\$371	\$322	\$345	\$332	\$337
<u>OUTCOME (Planned Result)</u>					
Maintain 55% success rate on <u>all cases</u> <u>closed</u> (No new arrests or revocations)	9,338	10,382	11,925	10,392	10,392
<u>EFFECTIVENESS (Input/Outcome)</u>					
Successes/Closings	57%	52%	53%	55%	55%
<u>OUTPUT (Service or Product)</u>					
5,700 offenders will not violate probation at the time of case closing	5,352	5,372	6,335	5,700	5,700
<u>EFFICIENCY (Input/Output)</u>					
Successful completion/Closing	57%	52%	53%	55%	55%
<u>OUTPUT (Service or Product)</u>					
Protect public by returning probation violators to Court (revocations)	3,986	5,010	5,590	4,692	4,692
<u>EFFICIENCY (Input/Output)</u>					
% Returned to Court	43%	48%	47%	45%	45%

Note: The number of offenders on supervision has been adjusted to exclude probationers supervised in the Gang Suppression Unit sub-program of the Special Services program.

* Specialty programs include: Violent Offender Program; Women and their Children; Probationers in Recovery; Family Violence and Sex Offender Program, and the Bank Substance Abuse Team.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0399	Probation Director	5	5.00	5	5.00	\$306,775	\$317,275
2291	Deputy Chief Probation Officer	1	1.00	1	1.00	70,530	72,946
2700	Intermediate Clerk Typist	17	17.00	17	17.00	333,705	341,523
2710	Jr. Clerk	4	4.00	4	4.00	61,841	65,524
2715	Records Clerk	52	52.00	52	52.00	1,070,535	1,124,017
2724	Sr. Transcriber Typist	1	1.00	1	1.00	26,205	27,105
2725	Principal Clerk	1	1.00	1	1.00	31,341	32,419
2726	Principal Clerk II	1	1.00	1	1.00	34,792	35,987
2730	Senior Clerk	9	9.00	9	9.00	207,651	220,285
2745	Supervising Clerk	6	6.00	6	6.00	162,067	169,382
2757	Admin. Secretary II	3	3.00	3	3.00	76,116	75,328
2758	Admin. Secretary III	1	1.00	1	1.00	30,653	31,703
3008	Senior Word Proc. Oper.	5	5.00	5	5.00	111,320	131,080
3009	Word Proc. Oper.	33	33.00	33	33.00	676,085	784,520
3010	Word Proc. Center Supv.	1	1.00	1	1.00	30,452	31,494
3039	Mail Clerk Driver	3	3.00	3	3.00	58,449	62,897
5065	Deputy Probation Officer	181	181.00	181	181.00	6,902,481	7,114,567
5090	Senior Probation Officer	43	43.00	43	43.00	1,829,689	1,896,248
5115	Supervising Probation Officer	25	25.00	24	24.00	1,171,403	1,163,006
Total		392	392.00	391	391.00	\$13,192,090	\$13,697,306
Salary Adjustments:						967	0
Bilingual Pay:						1,686	1,686
Premium/Overtime Pay:						195,360	195,360
Employee Benefits:						4,409,698	4,267,152
Salary Savings:						(355,724)	(359,236)
VTO Reductions:						(0)	(82,007)
Total Adjustments						\$4,251,987	\$4,022,955
Program Totals		392	392.00	391	391.00	\$17,444,077	\$17,720,261

PROGRAM: Special Services

DEPARTMENT: PROBATION

PROGRAM #: 17007
MANAGER: David Price

ORGANIZATION #: 3600
REFERENCE: 1996-97 Proposed Budget - Pg. 11-11

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$9,049,434	\$8,882,764	\$8,251,973	\$8,055,808	\$8,570,372	6.4
Services & Supplies	977,906	1,227,544	905,360	804,291	804,291	0.0
Other Charges	78,302	12,134	2,200	9,208	9,208	0.0
Fixed Assets	75,063	29,999	4,509	0	114,000	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$10,180,705	\$10,152,441	\$9,164,042	\$8,869,307	\$9,497,871	7.1
PROGRAM REVENUE	(2,995,196)	(4,185,342)	(4,594,314)	(3,502,319)	(4,017,956)	14.7
NET GENERAL FUND CONTRIBUTION	\$7,185,509	\$5,967,099	\$4,569,728	\$5,366,988	\$5,479,915	2.1
STAFF YEARS	206.16	211.53	185.98	181.00	190.25	5.1

PROGRAM MISSION

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 multi-agency task force participation to provide 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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Overall, actual expenditures for Fiscal Year 1995-96 exceed budgeted levels by \$294,735. Salaries & Benefits represents the largest overexpenditure \$196,165, the overexpenditure in Salaries & Benefits resulted from increased use of overtime in the institutions, reflecting the need to cover vacant positions with more costly overtime. Services & Supplies overspent by \$101,069 of which \$19,767 are prior year adjustments. The remainder of the Services and Supplies overexpenditures are population driven and is primarily food and personal supplies. An overrealization of \$1,091,995 in revenue offsets the Direct Cost over expenditure of \$294,735, and then reduces the Net County Cost by \$797,260.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Adult Institutions

This program received into custody a total of 4,225 inmates for placement in Rural Honor camps or private Work Furlough Facilities. Another 25,919 offenders were sentenced by the Court to perform public services.

Combined, the efforts of work crews from the Honor camps and the Public Work Program, Work Projects, generated 76,502 days of labor and \$1,704,982 in revenue, an over-realization of \$500,337 in offsetting revenue during 1995-1996 fiscal year. During the same period, Probation work crews provided labor whose work was valued at \$3,465,629 based on minimum wages of (\$4.25 an hour) to County departments and other public agencies for projects that would not be done. Revenue of \$457,151 was generated from the collection of an Administrative fee 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 Substance Abuse Education programs. During 1995-1996, 166 inmates successfully completed school programs. Inmates who elected to participate in ROP programs totaled 411, thereby increasing their opportunities for employment upon release from custody.

Special Operations

This program consists of the Gang Suppression Unit and the JUDGE (Jurisdictions United for Drug and Gang Enforcement). During Fiscal Year 1995-1996 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 2,824 searches of documented gang members. These searches yield contraband weapons and drugs and resulted sanctions against these offenders. A total of 700 adult and juvenile offenders were arrested or re-arrested. At the initiation of the JUDGE Unit through revocation hearings, 648 gang members were sentenced to state prison or local detention facilities.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Rural Camp Program:

1. Maintain 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 inmate labor 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 being rearrested and removed from the community.
 - a. Intensively supervise an annual average of 1,220 gang involved offenders in high risk caseloads, including 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.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Rural Camps [120.00 SY; E = \$6,059,761; R = \$2,686,971] includes two rural camps - Barrett and West Fork.
 - o Discretionary/Discretionary Service Level.
 - o Offset 44.34% by program revenue.Staffing for this program increased by twelve (12) S.Y., reflecting half year funding of 24 positions associated with the YCC Program a Camp Barrett.
2. Work Project [32.00 SY; E = \$1,236,575; 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 79.42% by program revenue.
3. Private Work Furlough Contract Compliance [4.00 SY; E = \$195,849; R = \$0] responsible for monitoring the operations of two private work furlough facilities.
4. Gang Suppression Unit [25.25 SY; E = \$1,523,885; R = \$0] includes intensive supervision of 715 adult and juvenile gang members on probation. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Able to supervise a monthly average of 320 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 = \$481,801; R = \$348,891] 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 72.4% by \$292,683 in revenues from the San Diego Regional Drug Enforcement Program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
State Meal Subvention	\$49,590	\$31,500	\$31,500	0
Institutional Care & Services Federal	1,535,454	1,100,000	2,118,131	1,018,131
Charges to Other Gov't Agencies	1,704,982	1,204,645	1,260,853	56,208
Other Charges for Current Services-Private Work Furlough	0	0	0	0
Work Project Administrative Fee	457,151	311,189	311,189	0
Jurisdictions Unified for Drug and Gang Enforcement (JUDGE)	294,791	300,467	292,683	(7,784)
Project Educate, Motivate, Organize, Mobilize (EMOM)	0	25,000	0	(25,000)
Miscellaneous	49,764	3,600	3,600	0
Sub-Total	\$4,091,732	\$2,976,401	\$4,017,956	\$1,041,555
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$502,582	\$525,918	\$0	(525,918)
Sub-Total	\$502,582	\$525,918	\$0	\$(525,918)
Total	\$4,594,314	\$3,502,319	\$4,017,956	\$515,637

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$4,569,728	\$5,366,988	\$5,479,915	112,927
Sub-Total	\$4,569,728	\$5,366,988	\$5,479,915	\$112,927
Total	\$4,569,728	\$5,366,988	\$5,479,915	\$112,927

EXPLANATION/COMMENT ON PROGRAM REVENUES

Budgeted revenue is increased by \$515,639 in Fiscal Year 1996-97. The increase primarily results from the \$1,018,131 increase in revenue associated with the INS program at Camp Barrett. This increase is however offset by the elimination of realignment monies of \$525,918.

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 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.

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.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$21,300
Data Processing Equipment	47,300
Total	\$68,600

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Transportation Equipment	\$36,000
Communications Equipment	9,400
Total	\$45,400

The equipment approved is to support the new Youth Correctional Facility at Camp Barrett.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: CAMP PROGRAMS					
% OF RESOURCES: 76%					
<u>OUTCOME (Planned Result)</u>					
Maintain 147% of Board of Corrections rated capacity	552	584	407*	417	417
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of capacity achieved	123%	142%	144%	147%	147%
<u>OUTPUT (Service or Product)</u>					
Provide 178,850 bed days	201,480	213,160	148,555*	152,023	152,023
<u>EFFICIENCY (Input/Output)</u>					
Net Cost/ADA/365 Days per day bed cost	\$26.58	\$19.95	\$17.30	\$20.77	\$18.46
<u>OUTCOME (Planned Result)</u>					
Revenue Labor Crews	\$613,490	\$872,466	\$858,041	\$533,740	\$533,740
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of Direct Cost Offset by Revenue Crews	9%	12.15%	15.58%	10%	10%
<u>OUTPUT (Service or Product)</u>					
Revenue Labor Days	35,622	44,233	43,401	28,926	28,937
<u>EFFICIENCY (Input/Output)</u>					
Revenue Labor Day Per Staff Year	247	296	360	267	283
<u>OUTCOME (Planned Result)</u>					
(Labor Days X \$4.25 X 6 Hours) Cost Avoidance	\$2,297,270	\$1,889,015	\$1,494,657	\$1,127,978	\$1,127,978
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost Avoided Per Staff Year	\$15,916	\$12,631	\$12,398	\$10,444	\$11,058
<u>OUTPUT (Service or Product)</u>					
Provide 57,845 Days of Labor	90,089	74,079	58,614	44,234	44,234
<u>EFFICIENCY (Input/Output)</u>					
Non-Revenue Labor Day Per Staff Year	626	495	486	410	434

* Excludes INS detainee, housed at Camp Barrett

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY B: WORK PROJECT					
% OF RESOURCES: 21%					
<u>OUTCOME (Planned Result)</u>					
Revenue Labor Crews	\$523,900	\$559,631	\$845,604	\$670,905	\$670,905
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of Cost Offset	50%	48.2%	66.2%	46%	54%
<u>OUTPUT (Service or Product)</u>					
Revenue Labor Days	30,420	25,854	33,101	36,378	36,378
<u>EFFICIENCY (Input/Output)</u>					
Revenue Labor Days Per Staff Year	1,220	1,027	1,189	1,136	1,136
<u>OUTCOME (Planned Result)</u>					
Administrative Fee Revenue	\$314,444	\$316,655	\$457,151	\$311,189	\$311,189
<u>EFFECTIVENESS (Input/Outcome)</u>					
% Cost Offset	30%	27.3%	35.8%	22%	25%
<u>OUTPUT (Service or Product)</u>					
Process 30,000 Referrals	31,547	29,660	25,919	30,000	30,000
<u>EFFICIENCY (Input/Output)</u>					
Referral Processed Per Staff Year	1,265	1,178	930	938	938
<u>OUTCOME (Planned Result)</u>					
(Labor Day X \$4.25 X 6 Hours) Cost Avoidance	\$2,249,865	\$2,166,123	\$1,970,972	\$2,139,858	\$2,139,858
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost Avoided Per Staff Year	\$90,247	\$86,060	\$70,771	\$66,871	\$66,871
<u>OUTPUT (Service or Product)</u>					
Provide 83,916 Labor Days	88,230	84,946	77,293	83,916	83,916
<u>EFFICIENCY (Input/Output)</u>					
Non-Revenue Labor Day Per Staff Year	3,539	3,375	2,775	2,622	2,622

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C: GANG SUPPRESSION UNIT					
% OF RESOURCES: 76%					
<u>OUTCOME (Planned Result)</u>					
Offenders re-arrested	0	409	422	452	452
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost-per offender re-arrested (Direct cost/offender re-arrested)	\$0	\$3,440	\$3,863	\$3,113	\$3,371
<u>OUTPUT (Service or Product)</u>					
Supervised offenders	0	1,431	1,288	1,220	1,220
<u>EFFICIENCY (Input/Output)</u>					
Cost per offender supervised (Direct cost/offenders supervised)	\$0	\$983	\$1,266	\$1,153	\$1,249
ACTIVITY D: JURISDICTIONS UNIFIED FOR DRUG AND GANG ENFORCEMENT					
% OF RESOURCES: 24%					
<u>OUTCOME (Planned Result)</u>					
Offenders sentenced to detention facilities	0	835	648	600	600
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per offenders sentenced (Direct cost/offenders sentenced)	\$0	\$546	\$828	\$759	\$803
<u>OUTPUT (Service or Product)</u>					
Offenders targeted	0	616	483	850	850
<u>EFFICIENCY (Input/Output)</u>					
Cost per offender monitored (Direct cost/offenders targeted)	\$0	\$740	\$1,111	\$536	\$566

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0339	Probation Director	3	3.00	3	3.00	\$193,219	\$136,384
2291	Deputy Chief P.O.	1	1.00	1	1.00	70,530	71,515
2650	Stock Clerk	1	1.00	1	1.00	19,733	20,409
2658	Storekeeper II	1	1.00	1	1.00	24,686	25,530
2700	Intermediate Clerk Typist	3	3.00	3	3.00	56,354	58,349
2715	Records Clerk	10	10.00	14	12.50	203,859	262,720
2720	Correctional Facility Clerk	4	4.00	4	3.00	79,005	61,816
2728	Detention Proc. Supervisor	1	1.00	1	1.00	27,660	28,611
2730	Senior Clerk	5	5.00	5	4.50	116,067	109,219
2745	Supervising Clerk	1	1.00	1	1.00	23,993	27,913
2758	Administrative Secretary III	1	1.00	1	1.00	30,653	31,703
3009	Word Processing Operator	3	3.00	3	3.00	67,755	73,365
5065	Deputy Probation Officer	33	32.00	33	31.00	1,195,736	1,217,788
5069	Correctional DPO II	18	17.50	23	20.00	1,667,710	681,487
5068	Correctional DPO I	61	60.50	69	65.00	566,173	1,857,845
5090	Senior Probation Officer	22	21.00	23	21.25	933,560	965,519
5115	Supervising Probation Officer	10	10.00	12	11.00	490,271	544,902
6405	Food Services Supervisor	2	2.00	2	2.00	51,619	55,983
6410	Senior Cook	4	4.00	6	5.00	90,385	118,976
Total		184	181.00	206	190.25	\$5,908,968	\$6,350,034
Salary Adjustments:						(29,274)	(725)
Temporary Help:						88,598	88,598
Bilingual Premium:						5,058	5,058
Holiday Premium:						17,727	17,727
Shift Differential:						26,211	26,211
Call Back:						15,525	15,525
Premium Overtime:						235,897	260,897
Employee Benefits:						1,955,868	2,007,499
Salary Savings:						(168,770)	(164,147)
VTO Reductions:						(0)	(36,305)
Total Adjustments						\$2,146,840	\$2,220,338
Program Totals		184	181.00	206	190.25	\$8,055,808	\$8,570,372

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,513,187	\$7,658,956	\$8,593,376	\$8,641,670	\$9,109,257	5.4
Services & Supplies	641,341	761,064	746,305	766,590	1,650,797	115.3
Other Charges	372,805	616,294	907,986	374,288	19,375,940	5,076.7
Fixed Assets	0	47,544	0	0	18,150	100.0
Reimbursements	(107,725)	(279,856)	(240,248)	(329,694)	(279,856)	(15.1)
TOTAL DIRECT COST	\$8,419,608	\$8,804,002	\$10,007,419	\$9,452,854	\$29,874,288	216.0
PROGRAM REVENUE	(4,588,287)	(4,658,971)	(4,721,640)	(4,954,324)	(20,580,429)	315.4
NET GENERAL FUND CONTRIBUTION	\$3,831,321	\$4,145,031	\$5,285,779	\$4,498,530	\$9,293,859	106.6
STAFF YEARS	167.57	178.94	193.92	196.25	203.00	3.4

PROGRAM MISSION

To provide public protection by investigating and recommending dispositions to the Court on 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 re-entering the juvenile justice system.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Salaries & Benefits were less than budget by \$48,294 as a result of a staffing shortage that more than off-set budgeted salary savings.

Services & Supplies were less than budget by \$20,285 reflecting reduced costs for minor equipment. Other charges reflects \$533,698 out-of-home placement costs in excess of budget, as well as prior year costs not included in FY 95/96 budget.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Investigation

Intake and Investigation processed 6.6% more referrals and conducted 19% more investigations than were budgeted. This brought the cost per referral 18% under budget and the cost per investigation 8.3% under budget. Although more referrals were processed and more petitions were filed, the ratio of petitions filed did not keep pace with the increased workload, falling 4.5% short of budget. Officers recommended placement of youth in their homes in 19% more cases than were budgeted, and the Juvenile Court followed these recommendations for placement at home 89% of the time.

Supervision

The total number of probationers evaluated for compliance with conditions of probation was 65% over budget. The average number of cases under supervision was 9.3% higher than budgeted. These factors brought the cost of supervision per case 11.5% under budget. Although violation of probation petitions were filed in 25% more cases than budgeted, the ratio of cases with violations being filed fell 24% under budget because of the large increase in probationers under supervision.

Summary

The above indicators demonstrate a trend toward increased community-based sanctions and decreased probation costs. More cases are being diverted from formal court proceedings, more youth are allowed to remain in their homes with treatment provided from community resources, and fewer cases are being referred to Court for violation proceedings.

1996-97 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. Recommendations will be made on 2,005 cases to 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. 1,250 petitions will be filed for probation violations, including new arrests while on probation.
 - a. 5,000 wards will be monitored and evaluated for compliance with the conditions of their probation as ordered by the Court.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Juvenile Intake and Investigation [107.00 SY; E = \$4,919,849; R = \$514,000] including support personnel is:
 - ° Mandated/Discretionary Service Level.
 - ° Offset 10.4% by revenue transferred from CATV.
 - ° 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.
 - ° Includes \$514,000 from unallocated Cable TV Funds approved by Board of Supervisors (6-25-96, 5080) to fund 11 SY's for new Intake and Investigation Unit.
2. Juvenile Supervision [96.00 SY; E = \$24,954,439; R = \$20,066,429] including support personnel is:
 - ° Mandated/Discretionary Service Level.
 - ° Offset 80.4% by revenue for the Intensive Supervision of high-risk offenders; supervise Juvenile Court wards; and provide pro-active delinquency prevention services to eight school districts through the School Truancy Program.
 - ° Able to provide resources to supervise or monitor 5,000 wards per year.
 - ° Includes \$833,000 Board of Supervisors approved funding for Choice Program (6-25-97, 4980).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Support and Care of Persons	41,761	257,665	257,665	0
Revenue Contracts with School Districts	398,202	383,195	379,351	(3,844)
Cable TV Fund	0	0	514,000	514,000
Miscellaneous	10,151	0	0	0
Federal Grants	23,186	0	0	0
State Emergency Assistance/IV-A	2,675	630,692	0	(630,692)
State Aid - Boarding Home	0	0	5,414,596	5,414,596
Federal Aid - Foster Care	0	0	4,950,931	4,950,931
Sub-Total	\$475,975	\$1,271,552	\$11,516,543	\$10,244,991
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$447,929	\$408,637	\$5,339,751	\$4,931,114
Title IV-E Revenue	\$3,797,736	\$3,274,135	\$3,724,135	\$450,000
Sub-Total	\$4,245,665	\$3,682,772	\$9,063,886	\$5,381,114
Total	\$4,721,640	\$4,954,324	\$20,580,429	\$15,626,105

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$5,285,779	\$4,498,530	\$9,293,859	\$4,795,329
Sub-Total	\$5,285,779	\$4,498,530	\$9,293,859	\$4,795,329
Total	\$5,285,779	\$4,498,530	\$9,293,859	\$4,795,329

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 96/97 budgeted Revenue reflects an increase of \$15,626,105 as a result of the transfer of Probation's share of the DSS Foster Home/Placement Budget to Probation. State Aid-Boarding Home and Federal Aid-Foster Care are the State and Federal matches to the Social Services Trust Fund. A decrease of \$630,692 results from discontinued Title IV-A claiming, but is offset by an increase of \$450,000 in Title IV-E revenue due to efficiencies in claiming.

Although budgeted revenue increased \$15,626,105 between FY 95/96 and FY 96/97, the transfer of Probation's share of the DSS Foster Home/Placement Trust Fund to Probation does not fully offset the cost of juvenile placements, thus adding \$5,057,035 to FY 96/97 General Fund Support Costs. Cable TV Fund revenue is a one-time revenue source and is not expected to continue in FY 97/98.

FIXED ASSETS

Category	Total Cost
Modular Furniture and Equipment	\$14,850
Total	\$14,850

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Communication Equipment	\$3,300
Total	\$3,300

The equipment approved is to support staff augmentations for Juvenile Intake and Investigation.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: INTAKE AND INVESTIGATION					
% OF RESOURCES: 47%					
<u>OUTCOME (Planned Result)</u>					
Seek prosecution in 3,605 cases (Petitions filed)	3,605	3,787	3,705	3,605	3,605
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of cases with petitions filed	42%	37%	41%	43%	43%
<u>OUTPUT (Service or Product)</u>					
Review 8,384 arrest reports (referrals)	9,262	10,117	8,926	8,384	8,384
<u>EFFICIENCY (Input/Output)</u>					
Cost per referral	\$139	\$130	\$138	\$169	\$158
<u>OUTCOME (Planned Result)</u>					
Number of cases recommended for placement with parent/relative	N/A	N/A	2,383	2,005	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	89%	85%	85%
<u>OUTPUT (Service or Product)</u>					
3,085 investigations with dispositional recommendations prepared for Juvenile Court	2,724	3,624	3,675	3,085	3,085
<u>EFFICIENCY (Input/Output)</u>					
Cost per investigation	\$672	\$589	\$682	\$744	\$870
ACTIVITY B: SUPERVISION					
% OF RESOURCES: 53%					
<u>OUTCOME (Planned Result)</u>					
1,250 petitions filed for probation violations/new arrest	N/A	1,049	1,562	1,250	1,250
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of total cases with violations of probation filed	N/A	19%	19%	25%	25%
<u>OUTPUT (Service or Product)</u>					
5,000 probationers will be evaluated for compliance with Court order	N/A	5,452	8,264	5,000	5,000
<u>EFFICIENCY (Input/Output)</u>					
Average number of cases	2,460	3,317	3,523	3,224	3,224
Cost of probation supervision per case	\$1,600	\$1,423	\$1,393	\$1,574	\$1,630

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0399	Probation Director	3	3.00	3	3.00	\$188,642	\$190,365
2291	Deputy Chief P.O.	1	1.00	1	1.00	70,530	72,946
2319	Probation Aide	9	9.00	7	7.00	224,932	189,596
2367	Principal Administrative Analyst	1	1.00	0	0.00	42,742	0
2525	Senior System Analyst	1	1.00	0	0.00	44,866	0
2700	Intermediate Clerk Typist	11	11.00	11	11.00	215,364	219,831
2710	Junior Clerk Typist	4	4.00	4	4.00	59,004	61,276
2715	Records Clerk	12	12.00	10	10.00	242,610	209,223
2724	Sr. Transcriber Typist	3	3.00	3	3.00	75,110	77,804
2726	Principal Clerk II	1	1.00	1	1.00	34,792	35,987
2730	Senior Clerk	8	8.00	8	8.00	182,673	197,951
2758	Administrative Sec. III	1	1.00	1	1.00	30,570	29,903
2810	Telephone Operator	2	2.00	2	2.00	37,367	38,877
3009	Word Processor Operator	17	17.00	19	19.00	381,464	442,347
3010	Word Processor Ctr. Supervisor	2	2.00	2	2.00	60,904	62,988
3039	Mail Clerk Driver	1	1.00	1	1.00	20,629	21,339
5065	Deputy Probation Officer	76	75.00	85	84.00	2,763,952	3,155,527
5069	Corr. Deputy Prob. Officer II	5	5.00	5	5.00	156,014	163,012
5090	Senior Probation Officer	27	26.25	26	26.00	1,097,268	1,130,960
5115	Supervising Probation Officer	11	11.00	13	13.00	510,799	626,973
5120	Transportation Officer	1	1.00	1	1.00	36,541	37,790
5125	Prob. Youth Athletic Dir.	1	1.00	1	1.00	50,143	51,868
Total		198	196.25	204	203.00	\$6,526,916	\$7,016,563
Salary Adjustments:						8,556	(10,275)
Summary Extra Help:						14,000	14,000
Bilingual Pay:						8,430	8,430
Regular Overtime:						92,405	92,405
Employee Benefits:						2,167,423	2,207,049
Salary Savings:						(176,060)	(179,419)
VTO Reductions:						(0)	(39,496)
Total Adjustments						\$2,114,754	\$2,092,694
Program Totals		198	196.25	204	203.00	\$8,641,670	\$9,109,257

PROGRAM: Juvenile Institutional Services

DEPARTMENT: PROBATION

PROGRAM #: 17004
MANAGER: Rena Robinson

ORGANIZATION #: 3600
REFERENCE: 1996-97 Proposed Budget - Pg. 11-24

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$13,942,805	\$14,791,585	\$16,272,057	\$15,732,571	\$17,302,342	10.0
Services & Supplies	3,246,025	4,600,739	5,768,035	5,849,888	1,561,691	(73.3)
Other Charges	0	9,535	1,010,005	2,872	2,872	0.0
Fixed Assets	0	18,354	6,999	0	44,500	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$17,188,830	\$19,420,213	\$23,057,096	\$21,585,331	\$18,911,405	(12.4)
PROGRAM REVENUE	(9,376,652)	(13,652,977)	(11,564,017)	(14,376,012)	(9,578,802)	(33.4)
NET GENERAL FUND CONTRIBUTION	\$7,812,178	\$5,767,236	\$11,493,079	\$7,209,319	\$9,332,603	29.5
STAFF YEARS	373.00	398.35	421.60	391.50	417.50	6.6

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 Reflections Day Center.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Salaries & Benefits exceeded budget by \$539,486. Of this amount \$322,083 is unrealized salary savings. The remaining \$217,403 is the net effect of cost overruns in Premium Pay and Overtime less vacancy savings. Staff Years exceeded budget by 30.10 due to overtime recorded as Staff Years but not budgeted as such.

Services & Supplies savings of \$81,853 is a result of health service costs were billed thru cost applied at less than budget.

Other charges reflects the expenditure of the Juvenile Placement Trust Fund for dormitory renovation at camps, security fencing and housing for YCC at Barrett, and the CHOICE program.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Juvenile Detention:

1. Achieved 91% of the objective to 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. Achieved 99.6% of the objective to provide 187,392 bed days annually (512 A.D.A.) for predatory offenders in Juvenile Hall.
2. Achieved 102% of the objective to generate \$4,351,740 in cost avoidance per year by placing 2,052 offenders, who would otherwise be in Juvenile Hall at \$80 a day, on house arrest.
 - a. Achieved 105% of the objective to monitor a daily average of 145 offenders on Home Supervision.

Juvenile Institutional Corrections:

3. Achieved 94% of the objective to ensure that 85% of the 1,115 offenders placed in the Juvenile Ranch Facility (JRF) in a year, will successfully complete their individual programs.
 - a. Provide 87,600 bed days at JRF annually (200 A.D.A.) for youthful offenders.
4. Achieved 117% of the objective to ensure that 80% of the 92 offenders placed in the Girls Rehabilitation Facility (GRF) in a year, will successfully complete their individual programs.
 - a. Achieved 113% of the objective to provide 7,320 bed days at GRF annually (20 A.D.A.), but only 40% of the additional 10 A.D.A. in a Day Program for youthful offenders.
5. Achieved 104% of the objective to ensure that 75% of the 275 wards participating at the Youth Day Center (YDC), will successfully complete their individual programs.
 - a. Achieved 87% of the objective to provide a transitional program for an average of 30 wards per day at YDC.

1996-97 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 \$3,334,275 in cost avoidance per year by placing 1,740 offenders, who would otherwise be in Juvenile Hall at \$63 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 1,115 offenders placed in the Juvenile Ranch Facility (JRF) in a year, will successfully complete their individual programs.
 - a. Provide 87,600 bed days at JRF annually (240 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.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Juvenile Detention [285.50 SY E = \$12,302,085; R = \$4,823,493] includes Juvenile Hall and Home Supervision. This activity is:
 - ° Mandated/Mandated Service Level.
 - ° Offset 39.2% by program revenue.
 - ° The only juvenile detention facility in the County for use by the Court and local law enforcement agencies.
 - ° Transferred a Senior Payroll Clerk to Department Administration to better reflect organizational relationships, and received on transfer a Records Clerk and a Word Processing Operator to make better use of Department resources. A Supervising Probation Officer was transferred to Department Administration to conduct internal personnel investigations. Services & Supplies for 96-97 have been reduced by \$4,033,831 with the withdrawal of Medical Costs for Juvenile Institutions from this budget.

2. Juvenile Institutional Corrections [132.00 SY; E = \$6,609,320; R = \$4,755,309] includes the boys facilities, Rancho del Campo and Rancho del Rayo, Girls Rehabilitation Center, the Youth Day Center and Reflections Day Center. This activity is:
- ° Discretionary/Mandated Service Level.
 - ° Offset 71.9% by program revenue.
 - ° A local sentencing option to the Juvenile Court as an alternative to California Youth Authority, private 24-hour schools, and other private placements.
 - ° Services & Supplies for 96-97 have been reduced by \$342,389 with the withdrawal of Medical Costs for Juvenile Institutions from this budget unit.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
State Meal Subvention	\$902,282	\$716,056	\$1,036,451	320,395
State Emergency Assistance IV-A	\$5,126,632	\$11,102,781	4,000,000	(7,102,781)
Juvenile Placement Trust Fund Deposits	0	0	\$474,850	
Proposition 86 Rebates	0	0	\$292,106	
Charges for Institutional Care - County	\$492,696	\$332,821	\$634,718	301,897
Institutional Care and Services - Federal	\$39,289	\$66,180	\$176,743	110,563
Miscellaneous	\$8,825	0	0	
Grants - Other (FACES)	0	\$74,831	0	(74,831)
State Aid - Camps, Ranches & Schools (AB 1483)	\$1,934,551	0	\$2,000,000	2,000,000
State Aid - Criminal Justice Facilities (AB 189)	\$1,000,000	0	0	
Sub-Total	\$9,504,275	\$12,292,669	\$8,614,868	\$(3,677,801)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$2,059,742	\$2,083,343	\$963,934	(1,119,409)
Sub-Total	\$2,059,742	\$2,083,343	\$963,934	\$(1,119,409)
Total	\$11,564,017	\$14,376,012	\$9,578,802	\$(4,797,210)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$11,493,079	\$7,209,319	\$9,332,603	\$2,123,284
Sub-Total	\$11,493,079	\$7,209,319	\$9,332,603	\$2,123,284
Total	\$11,493,079	\$7,209,319	\$9,332,603	\$2,123,284

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue for FY 1995-96 reflects the loss of \$5,976,149 State Emergency Assistance (Title IV-A; revenue and unrealized grant revenue of \$74,831). State Meal Subvention revenue exceeded budget by \$186,230, and Charges for Federal detainees will exceed budget by \$22,118. Collections for care of wards in the institutions over realized by \$159,875.

Revenue projections for FY 1996-97 include anticipation of the Federal Welfare reform efforts producing funding which the State will pass on to the counties to replace the IV-A revenue (\$4,000,000) an increase of \$142,022 in collections for wards in institutions based on an accelerated collection system and return to billing for detention in Juvenile Hall. State Meal Subvention is projected to exceed the amount received last year as a result of increased populations.

Charges for Federal detainees are expected to increase by \$137,454. AB 1483 should approximate last year's funding while the Realignment funds will be reduced to 47%.

FIXED ASSETS

Category	Total Cost
Special Departmental Equipment	\$2,500
Total	\$2,500

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Transportation Equipment	\$42,000
Total	\$42,000

The equipment approved is to support the new dormitory at Campo.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: JUVENILE DETENTION					
% OF RESOURCES: 65					
<u>OUTCOME (Planned Result)</u>					
Admissions Juvenile Hall	6,740	7,362	6,755	7,400	7,400
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Admission	\$1,674	\$1,715	\$2,194	\$2,078	\$1,597
<u>OUTPUT (Service or Product)</u>					
Average Daily Attendance (ADA) JH	434	489	510	512	512
<u>EFFICIENCY (Input/Output)</u>					
Cost/ADA - Juvenile Hall	\$69	\$71	\$80	\$82	\$63
<u>OUTCOME (Planned Result)</u>					
Cost Avoidance of Home Supervision (Home Supervision ADA x Cost/ ADA at Juvenile Hall)	\$3,451,075	\$3,705,845	\$4,450,560	\$4,351,740	\$3,334,275
<u>EFFICIENCY (Input/Output)</u>					
Cost Avoidance/Cost	762%	731%	757%	885%	693%
<u>OUTPUT (Service or Product)</u>					
Average Daily Assigned Home Supervision	155	143	152	145	145
<u>EFFICIENCY (Input/Output)</u>					
Cost/Assignment Day	\$8	\$10	\$11	\$9	\$9

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY B: JUVENILE INSTITUTIONAL CORRECTIONS					
% OF RESOURCES: 35					
<u>OUTCOME (Planned Result)</u>					
Admissions - Juv Ranch Fac (JRF/Stop Program)	978	1,069	844	980	1,115
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Admission - JRF	\$4,899	\$4,478	\$7,642	\$4,885	\$4,886
<u>OUTPUT (Service or Product)</u>					
Average Daily Attendance (ADA) JRF	196	200	205	200	240
<u>EFFICIENCY (Input/Output)</u>					
Cost/ADA - JRF	\$67	\$66	\$86	\$65	\$62
<u>OUTCOME (Planned Result)</u>					
Admissions - Girls Rehab Fac (GRF)	81	115	99	92	92
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Admission - GRF	\$8,293	\$5,709	\$8,292	\$7,136	\$7,189
<u>OUTPUT (Service or Product)</u>					
Average Daily Attendance (ADA) GRF * Includes "Day Program" attendees	18	30*	27	30*	30
<u>EFFICIENCY (Input/Output)</u>					
Cost/ADA - GRF	\$102	\$69	\$83	\$60	\$60
<u>OUTCOME (Planned Result)</u>					
Admissions - Youth Day Center (YDC)	203	220	198	125	125
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Admission - YDC	\$1,916	\$1,241	\$1,921	\$2,185	\$2,184
<u>OUTPUT (Service or Product)</u>					
Average Daily Attendance (ADA) YDC	16	18	26	20	30
<u>EFFICIENCY (Input/Output)</u>					
Cost/ADA - YDC	\$67	\$42	\$40	\$37	\$25

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0399	Probation Director	5	5.00	5	5.00	\$352,700	\$347,336
2291	Deputy Chief P.O.	1	1.00	1	1.00	70,530	72,946
2413	Analyst III	1	1.00	1	1.00	37,834	40,383
2511	Sr. Payroll Clerk	2	2.00	1	1.00	42,695	25,815
2650	Stock Clerk	2	2.00	2	2.00	37,969	35,538
2658	Storekeeper II	2	2.00	2	2.00	49,372	48,977
2700	Intermediate Clerk Typist	2	2.00	2	2.00	38,423	39,822
2715	Records Clerk	0	0.00	1	1.00	0	19,151
2720	Correctional Facility Clerk	4	4.00	4	4.00	84,596	87,508
2728	Detention Proc. Supv.	1	1.00	1	1.00	29,072	30,071
2730	Senior Clerk	2	2.00	3	3.00	47,706	70,793
2757	Admin. Sec II	1	1.00	1	1.00	21,403	26,246
2758	Admin. Sec. III	1	1.00	1	1.00	30,653	31,703
3002	Booking Clerk	10	9.50	13	9.50	227,913	233,405
3009	Word Processing Operator	0	0.00	1	1.00	0	24,455
4459	Chief Food Services	1	1.00	1	1.00	42,590	46,174
5065	Deputy P.O.	21	19.50	21	19.50	735,052	708,527
5068	Corr. DPO I	209	207.50	224	222.50	5,182,817	5,748,700
5069	Corr. DPO II	41	41.00	44	44.00	1,338,541	1,494,986
5090	Senior P.O.	43	43.00	47	47.00	1,831,887	2,103,798
5115	Supervising Probation Officer	21	21.00	21	21.00	1,002,939	1,045,512
6405	Food Services Supervisor	2	2.00	2	2.00	56,570	58,512
6410	Senior Cook	14	14.00	14	14.00	314,605	337,560
6415	Food Services Worker	6	6.00	8	8.00	87,878	121,183
6530	Laundry Worker	1	1.00	1	1.00	18,210	19,472
7530	Sew. Room Supervisor	2	2.00	2	2.00	38,199	40,432
Total		395	391.50	424	417.50	\$11,720,154	\$12,859,005
Salary Adjustments:						(55,639)	145,608
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:						3,818,867	4,130,364
Salary Savings:						(322,038)	(331,625)
VTO Reductions:						(0)	(72,237)
Total Adjustments						\$4,012,417	\$4,443,337
Program Totals		395	391.50	424	417.50	\$15,732,571	\$17,302,342

PROGRAM: Department Administration

DEPARTMENT: PROBATION

PROGRAM #: 91000
MANAGER: Vicki K. Markey

ORGANIZATION #: 3600
REFERENCE: 1996-97 Proposed Budget - Pg. 11-30

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,969,830	\$2,023,514	\$2,749,358	\$2,199,928	\$2,373,526	7.9
Services & Supplies	502,541	599,651	1,246,349	954,359	832,484	(12.8)
Other Charges	956	1,924	0	0	15,000	100.0
Fixed Assets	0	153,865	290,332	761,950	0	(100.0)
TOTAL DIRECT COST	\$2,473,327	\$2,778,954	\$4,286,039	\$3,916,237	\$3,221,010	(17.8)
PROGRAM REVENUE	(329,780)	(502,174)	(311,874)	(323,803)	(310,000)	(4.3)
NET GENERAL FUND CONTRIBUTION	\$2,143,547	\$2,276,780	\$3,974,165	\$3,592,434	\$2,911,010	(19.0)
STAFF YEARS	37.03	38.49	39.99	38.00	41.00	7.9

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The Net General Fund contribution for this program is \$381,731 over budget. Salaries & Benefits reflect an overexpenditure of \$549,430, primarily due to the payment of \$537,718 in FLSA claims. Services and Supplies overexpended by \$291,990, primarily due to a higher than budgeted Insurance Cost, and the one time only purchase of minor equipment for the Department charged to administration. Fixed Assets are underexpended by \$471,618 a result of charges to Fixed Assets assigned to other organizational units where equipment is actually used. Revenue was underrealized by \$11,929 as an increased number of training hours projected for this year did not occur.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. The Department did not maintain a 2% staffing level vacancy rate. The vacancy rate averaged 4-5% higher than the objective, however, vacant positions were covered with the use of Temporary Help, Student Workers, and Overtime, when necessary.
 - a. Achieved 167% of the objective to conduct six recruitment campaigns; (3) for sworn employees and (3) for clerical employees. Selected staff recruited for clerical and sworn staff at ten career fairs sponsored by the United States Marine Corps, Camp Pendleton; Hispanic Heritage Fair; Women's Opportunity Week; Southwestern Community College; University of California at San Diego; Grossmont College; Employment Development Department; and Filipino Job Fair.
2. Achieved 100% compliance with State mandated training requirements.
 - a. However, only 92% of the objective to provide 54,872 hours of staff training was achieved. The projected need for additional training hours for new employees did not materialize.

1996-97 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.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Chief Probation Officer [4.00 SY; E = \$302,531; R = \$0] includes the Chief Probation Officer, the Assistant Chief Probation Officer, and secretarial support. This activity is:
 - ° Mandated/Discretionary Service Level.
 - ° Responsible to the Board of Supervisors and Courts for establishing the Department's operating policies and objectives and the overall management direction for a \$79.7 million budget.
2. Administrative Services [37.00 SY; E = \$2,918,479; R = \$310,000] includes administrative and technical support services to the Department's five operational programs. This activity is:
 - ° Discretionary/Discretionary Service Level.
 - ° Offset 10.6% by program revenue.
 - ° Efficiently operating at 4% of the total operating budget.
 - ° Increased \$173,598 in Salaries & Benefits as a result of a net increase of three staff years and negotiated salary increases. Services and Supplies was decreased by \$121,875, including \$15,000 transferred to Other Charges for the Lease Purchase of a copier. Fixed Assets reflects a reduction of \$761,950 from last year's budgeted one-time purchases.
 - ° Revenue is reduced \$13,803 to reflect the adjustment applied to the STC earnings rate during FY 1995-96.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Standards in Training for Corrections (SB924)	\$311,495	\$323,803	\$310,000	(13,803)
Miscellaneous	379	0	0	
Sub-Total	\$311,874	\$323,803	\$310,000	\$(13,803)
Total	\$311,874	\$323,803	\$310,000	\$(13,803)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$3,974,165	\$3,592,434	\$2,911,010	(681,424)
Sub-Total	\$3,974,165	\$3,592,434	\$2,911,010	\$(681,424)
Total	\$3,974,165	\$3,592,434	\$2,911,010	\$(681,424)

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 \$13,803. Appropriations were reduced in like kind.

EXPLANATION/COMMENT ON GENERAL FUND SUPPORT COSTS

General Fund Support Costs in this program are reduced 19% primarily due to a reduction from last year's budgeted Fixed Assets for the one-time purchase of minor equipment and automation components. You will note that included in this program is the addition of Senior Systems Analyst and Principal Analyst positions, authorized by the Board on 5-2-95 (# 13) that will be utilized, along with the equipment, to improve the accountability and efficiency of operations in programs throughout the Department.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0399	Probation Director	1	1.00	1	1.00	\$61,355	\$63,455
2157	Chief Probation Officer	1	1.00	1	1.00	84,404	87,292
2265	Asst. Chief Probation Officer	1	1.00	1	1.00	80,034	82,773
2291	Deputy Chief P.O.	1	1.00	1	1.00	67,141	56,211
2312	Dept. Personnel & Training Adm.	1	1.00	1	1.00	57,261	59,219
2319	Probation Aide	1	1.00	1	1.00	27,512	28,418
2328	Dept. Personnel Off. II	1	1.00	1	1.00	45,983	43,109
2330	Dept. Personnel Off. I	2	2.00	2	2.00	83,356	86,218
2358	Coord., Prob. Community Aff.	1	1.00	1	1.00	45,983	40,383
2365	Staff Development Specialist	1	1.00	1	1.00	35,257	36,603
2367	Prin. Admin. Anal.	1	1.00	2	2.00	51,954	107,236
2395	Mgr. Prob. Program Planning	1	1.00	1	1.00	57,261	59,219
2412	Analyst II	2	2.00	2	2.00	83,356	86,218
2413	Analyst III	2	2.00	2	2.00	91,966	87,941
2427	Associate Systems Analyst	1	1.00	1	1.00	49,481	51,179
2511	Senior Payroll Clerk	3	3.00	4	4.00	74,871	99,911
2515	Sr. Systems Analyst	0	0.00	1	1.00	0	56,397
2537	Department Budget Manager	1	1.00	1	1.00	57,261	59,219
2658	Storekeeper II	1	1.00	1	1.00	24,686	25,530
2730	Senior Clerk	2	2.00	2	2.00	47,706	44,620
2745	Supervising Clerk	1	1.00	1	1.00	25,077	28,611
2757	Admin. Secretary II	1	1.00	1	1.00	23,853	24,933
2758	Admin. Secretary III	2	2.00	2	2.00	61,306	63,406
2759	Admin. Secretary IV	1	1.00	1	1.00	33,005	34,140
3008	Senior Word Proc. Operator	1	1.00	1	1.00	25,502	26,373
3009	Word Processing Operator	1	1.00	0	0.00	20,489	0
3119	Dept. Comp. Spec. II	1	1.00	1	1.00	35,131	36,338
5065	Deputy P.O.	1	1.00	1	1.00	38,771	40,099
5090	Senior P.O.	2	2.00	2	2.00	85,480	88,414
5115	Supervising P.O.	1	1.00	2	2.00	47,108	98,670
6344	Coord., Vol. Svcs.	1	1.00	1	1.00	31,384	28,248
Total		38	38.00	41	41.00	\$1,553,934	\$1,730,383
Salary Adjustments:						\$(978)	\$0
SB 924 Reimbursed Overtime:						\$135,577	\$135,577
Employee Benefits:						555,760	562,253
Salary Savings:						(44,365)	(48,400)
VTO Reductions:						(0)	(6,287)
Total Adjustments						\$645,994	\$643,143
Program Totals		38	38.00	41	41.00	\$2,199,928	\$2,373,526

PUBLIC DEFENDER

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Indigent Defense	\$24,323,720	\$25,135,176	\$37,969,003	\$33,516,753	\$37,610,870	4,094,117	12.2
TOTAL DIRECT COST	\$24,323,720	\$25,135,176	\$37,969,003	\$33,516,753	\$37,610,870	\$4,094,117	12.2
PROGRAM REVENUE	(\$841,775)	(\$938,311)	(4,314,012)	(3,653,911)	(3,761,968)	(108,057)	3.0
NET GENERAL FUND COST	\$23,481,945	\$24,196,865	\$33,654,991	\$29,862,842	\$33,848,902	\$3,986,060	13.4
STAFF YEARS	356.00	349.75	385.57	402.00	400.00	(2.00)	(0.5)

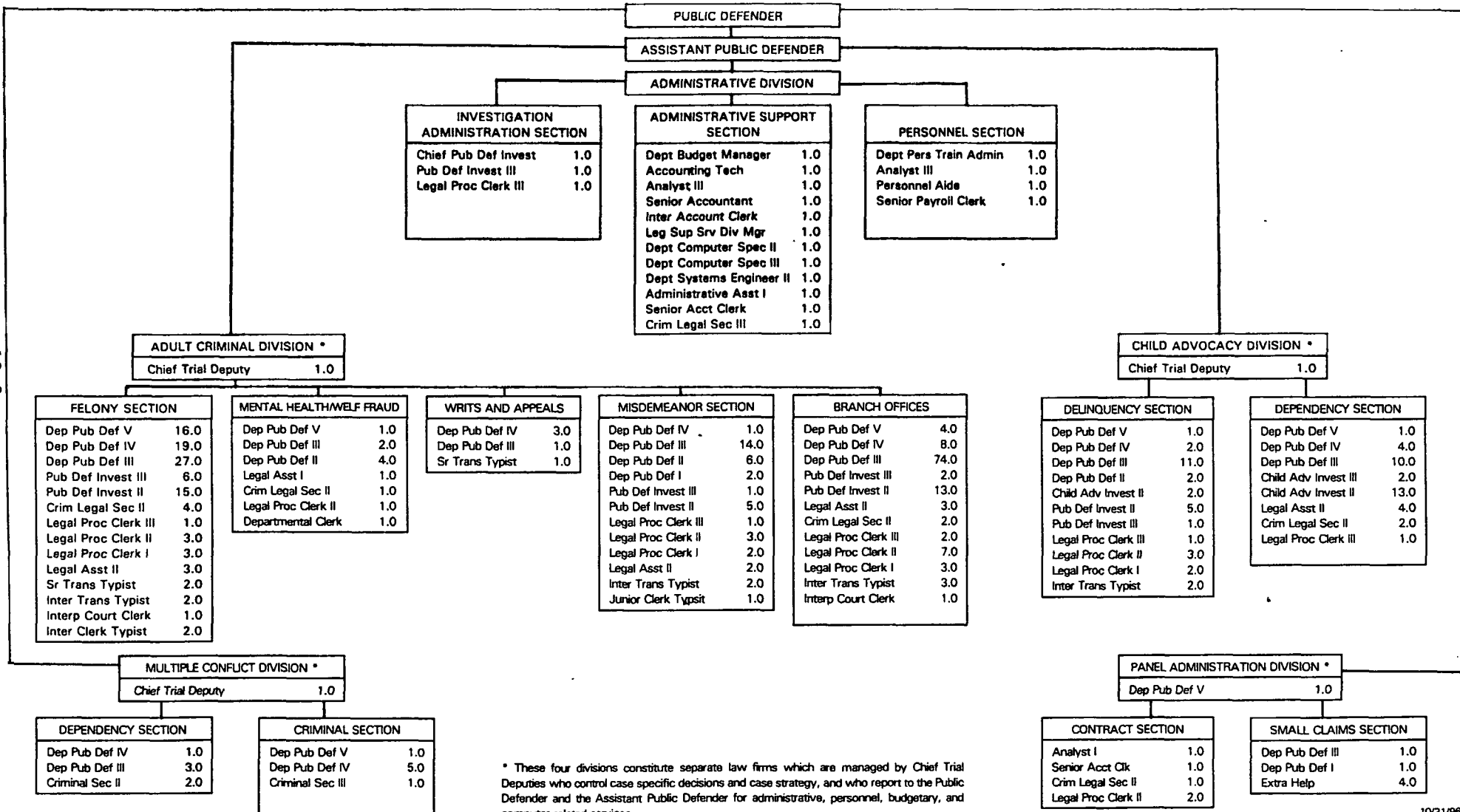
MISSION

To economically provide appropriate legal representation by a competent and qualified attorney (including required ancillary services) for indigent clients, who because of the filing of a complaint or petition, are in danger of losing certain substantial rights as defined by the law. When appointed by the Superior Court, the Public Defender must provide legal service for adult in criminal cases, for minors in dependency and delinquency cases, and for Mental Health cases. 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. The attorney is to ensure that a proper independent investigation is conducted, that all appropriate legal motions are filed, and that all acts to protect the rights of a person accused of a crime are in fact done.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Provide criminal legal representation in 327 three strike cases.
 - a. The Department of Public Defender will provide legal criminal representation in 327 three strike cases at a cost less than that of the private bar. The Department estimates the cost of a three strike representation at less than \$4,880 per case.
2. Provide criminal legal representation in 2,284 Class 4 and Class 5 cases.
 - a. The Department will provide legal criminal representation in 2,284 serious felony cases at a cost substantially less than that of the private bar. The Department estimates the cost of this representation at less than \$2,050 per case combined average of both types of cases.
3. Provide criminal legal representation in 796 two strike cases.
 - a. The Department will provide legal criminal representation in 796 two strike cases at a cost less than that of the private bar. The Department estimates the costs of a two strike representation at less than \$1,020 per case.
4. Provide criminal legal representation in 10,867 Class 3 felony cases.
 - a. The Department will provide criminal legal representation in 10,867 felony cases at a cost less than that of the private bar. The Department estimates the cost of this representation at less than \$440 per case.
5. Provide criminal legal representation in 89,242 misdemeanor cases (i.e. arraignments, Class 2).
 - a. The Department will provide legal criminal representation in 89,242 misdemeanor cases at a cost less than that of the private bar. The Department estimates the cost of a misdemeanor representation at less than \$80 per case combined average of both types of legal services.
6. To efficiently administer the Court Appointed (panel) Attorney Program for the defense of over 9,700 indigent defendants appointed attorneys by the Superior and Municipal Courts.
 - a. Generate approximately 3,400 claim forms annually for submission to the Auditor and Controller, for billings to pay attorneys and ancillary legal services.
 - b. Maintain the panel system by accepting and screening attorney applications for over 60 new applicants annually, and monitor attorney eligibility for receipt of payment and cases for 325 panel members.
7. Multiple Conflicts division is an independent law office in the Department of the Public Defender. This division is to provide legal representation to 54 indigents charged with serious felonies (i.e. Class 4, Class 5 and Capital cases) and to 1,397 minors in Juvenile Dependency matters.
 - a. The Multiple Conflicts division will provide criminal representation to 54 serious felony cases at a cost less than of that of the private bar. The division estimates the cost at less than \$15,900 per case.
 - b. Conduct proper independent investigations, file legal motions, and hold hearings for 1,397 minors in dependency matters.
8. Provide counseling services to 51,680 small claims litigants at no cost to the County.
 - a. Advise 25,400 litigants through a telephone information system.
 - b. Advise 26,280 litigants who walk into the Small Claims Advisors' offices at the Clairmont Mesa and South Bay Courts and Downtown Small Claims office.

DEPARTMENT OF THE PUBLIC DEFENDER
400 STAFF YEARS



12-2

* 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
MANAGER: Francis J. Bardsley

ORGANIZATION #: 2950
REFERENCE: 1996-97 Proposed Budget - Pg. 12-3

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$22,694,283	\$23,194,546	\$25,944,294	\$26,418,967	\$27,668,266	4.7
Services & Supplies	1,596,694	1,816,941	12,017,754	7,097,786	9,657,141	36.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	32,743	123,689	6,955	0	285,463	100.0
TOTAL DIRECT COST	\$24,323,720	\$25,135,176	\$37,969,003	\$33,516,753	\$37,610,870	12.2
PROGRAM REVENUE	(\$841,775)	(\$938,311)	(4,314,012)	(3,653,911)	(3,761,968)	3.0
NET GENERAL FUND CONTRIBUTION	\$23,481,945	\$24,196,865	\$33,654,991	\$29,862,842	\$33,848,902	13.3
STAFF YEARS	356.00	349.75	385.57	402.00	400.00	(0.5)

PROGRAM MISSION

To economically provide appropriate legal representation by a competent and qualified attorney (including required ancillary services) for indigent clients, who because of the filing of a complaint or petition, are in danger of losing certain substantial rights as defined by the law. When appointed by the Superior Court, the Public Defender must provide legal services for adults in criminal cases, for minors in dependency and delinquency cases, and for Mental Health cases. 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. The attorney is to ensure that a proper independent investigation is conducted, that all appropriate legal motions are filed, and that all acts to protect the rights of a person accused of a crime are in fact done.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The increase in the actual 1995/96 General Fund contribution of \$3,792,149 over 95/96 budget is due to the underfunding of the Office of Panel Administration, (OPA) formerly the Alternate Defense Counsel. Historically, the panel administration program has been underfunded by \$2-5 million annually. A portion of the General Fund contribution increase, in the amount of \$1.1 million, was an allocation originally intended to offset Three Strikes expenses, including contract attorney costs. Due to the underfunding of OPA, the entire \$1.1 million was appropriated for OPA contract attorney expenses.

Program revenue was more than budgeted primarily due to \$724,556 of unanticipated Trial Court Funding received from the State.

ACHIEVEMENT OF 1995-96 OBJECTIVES

- a. Provided legal representation in 332 three strike cases at an average cost of \$5,569 per case.
- b. Provided legal representation in 2,098 serious felony cases (Class 4 and Class 5) at an average cost \$2,530 per case.
- c. Provided legal representation in 737 two strike cases at an average cost of \$1,183 per cases.
- d. Provided legal representation in 10,506 Class 3 cases at an average cost of \$495 cost per case.
- e. Provided legal representation in 79,864 misdemeanor cases (arraignments and Class 2) at an average cost of \$58 per case.
- f. Provided legal representation in 86 conflict criminal cases at an average cost of \$11,433 per case.
- g. Provided legal representation in 683 minors in conflict juvenile dependency matters at an average cost of \$728 per case.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(See Department Summary)

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [25.00 SY; E = \$1,764,148; 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 long-term and short term planning.
 - o Coordinating purchasing.
 - o Coordinating travel for attorneys and investigators.
 - o Coordinating space management.
2. Legal Services [349.00 SY; E = \$26,712,213; R = \$1,680,527] including all legal support and investigators is:
 - o Mandated/Mandated Service Level.
 - o Providing a high level of defense to indigent clients on criminal matters in Municipal and Superior Courts.
 - o Providing a \$1.1 million 1996/97 budget augmentation for Three Strike cases, primarily for the restructuring of attorney classes and computer automation, to address the increase and complexity in cases going to trial.
 - o Providing for 1996/97 budgeted attorney and support staff negotiated salary increases of approximately \$800,000.
 - o Providing for revenue of additional attorney fees of \$116,293 to be collected.
 - 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 [14 SY; E = \$1,641,074; R = \$0] including support is:
 - o Mandated/Discretionary Service Level.
 - o Providing attorney services in conflict felony cases, primarily in Class 5 cases.
 - o Providing attorney services in conflict dependency cases.
4. Court Appointed Panel Attorney Administration [6 SY; E = \$7,249,666; R = \$1,740,917] 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.
 - o Providing approximately \$2.2 million increase in appropriations to address the issue of structural underfunding experienced over the past five years.
 - o Providing for revenues of \$73,490 for additional attorney fees to be collected.
5. Small Claims Advisory [6 SY; E = \$243,769; R = \$340,524] 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 and South Bay Small Claims Courts.
 - o Reducing by two staff years reflecting the transfer of two positions to the North County and El Cajon Municipal Courts.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Court Fees and Costs,	304,699	422,250	340,524	(81,726)
Court Appointed Attorneys	1,437,921	1,381,743	1,381,743	0
Trial Court Funding	2,502,235	1,777,679	1,777,679	0
Miscellaneous	143	0	189,783	189,783
Sub-Total	\$4,244,998	\$3,581,672	\$3,689,729	\$108,057
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$69,014	\$72,239	\$72,239	0
Sub-Total	\$69,014	\$72,239	\$72,239	\$0
Total	\$4,314,012	\$3,653,911	\$3,761,968	\$108,057

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$33,654,991	\$29,862,842	\$33,848,902	3,986,060
Sub-Total	\$33,654,991	\$29,862,842	\$33,848,902	\$3,986,060
Total	\$33,654,991	\$29,862,842	\$33,848,902	\$3,986,060

EXPLANATION/COMMENT ON PROGRAM REVENUES

Court Fees and Costs are filing fees collected for the Small Claims Advisory Services. Two Deputy Public Defender I's, (\$81,726) were deleted from the program mid-year, one going to the Escondido and other going to the El Cajon Small Claims Courts. Since the Small Claims Advisory program is supported by the filing fees, the revenues associated with the two deleted positions were also eliminated, which is reflected in the 96/97 budget.

Miscellaneous revenues refers to the additional attorney's fees (\$189,783) that were added per Revenue and Recovery's request based on a new contract collection agency's projections.

FIXED ASSETS

Category	Total Cost
Automation Enhancements	\$285,463
Total	\$285,463

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A - Three Strikes Cases					
<u>% of Resources:</u> 4.2%					
<u>Outcomes</u>					
% of total Public Defender cases defended	N/A	.3%	.3%	.3%	.3%
<u>Effectiveness</u>					
Total cost of three strike cases defended	N/A	\$1,853,104	\$1,848,931	\$2,997,500	\$1,595,433
<u>Outputs</u>					
Number of three strikes cases defended	N/A	309	332	500	327
<u>Efficiency</u>					
Cost/case of three strike cases defended	N/A	\$5,995.10	\$5,569	\$5,995	\$4,879
ACTIVITY B - Serious Felonies: Class 4 (\$1,020 cost/case), Class 5 (\$12,200 cost/case)					
<u>% of Resources:</u> 12.4%					
<u>Outcomes</u>					
% of total Public Defender cases defended	1.5%	1.7%	2.0%	1.0%	2.0%
<u>Effectiveness</u>					
Total cost of serious felony cases defended	\$2,906,273	\$3,745,561	\$5,307,327	\$3,608,000	\$4,670,870
<u>Outputs</u>					
Number of serious felony cases defended	2,295	2,076	2,098	2,000	2,284
<u>Efficiency</u>					
Cost/case of serious felony cases defended	\$1266.35	\$1,804.22	\$2,530	\$1,804	\$2,045
ACTIVITY C - Two Strike Cases					
<u>% of Resources:</u> 2.2%					
<u>Outcomes</u>					
% of total Public Defender cases defended	N/A	.7%	.7%	.1%	.7%
<u>Effectiveness</u>					
Total cost of two strike cases defended	N/A	\$1,372,478	\$871,945	\$2,158,800	\$808,736
<u>Outputs</u>					
Number of two strikes cases defended	N/A	890	737	1,400	796
<u>Efficiency</u>					
Cost/case of two strike cases defended	N/A	\$1,542.11	\$1,183	\$1,542	\$1016

Legend:

Capital Cases: Death Penalty

Class 5 - Murder/Attempted Murder

Class 4 - Crimes against person, e.g., manslaughter, robbery, sexual assaults, etc.

Class 3 - Crimes against property, e.g., burglary, auto theft, etc.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY D - Felony Cases: Class 3					
<u>% of Resources: 12.6%</u>					
<u>Outcomes</u>					
% of total Public Defenders cases defended	11.2%	9.1%	9.8%	12.6%	9.4%
<u>Effectiveness</u>					
Total cost of felony cases defended	\$6,065,463	\$4,932,737	\$5,202,781	\$7,650,000	\$4,727,145
<u>Outputs</u>					
Number of felony cases defended	17,358	10,967	10,506	17,000	10,867
<u>Efficiency</u>					
Cost/case of felony cases defended	\$349.43	\$449.78	\$495	\$450	\$435
ACTIVITY E - Misdemeanor Cases: Arraignments(cost/case \$24), Class 2 (cost/case \$125)					
<u>% of Resources: 18.0%</u>					
<u>Outcomes</u>					
% of total Public Defender cases defended	81.5%	78.4%	74.7%	74.4%	77.1%
<u>Effectiveness</u>					
Total cost of misdemeanors cases defended	\$8,754,854	\$7,260,292	\$4,645,514	\$7,700,000	\$6,782,414
<u>Outputs</u>					
Number of misdemeanors cases defended	124,024	94,155	79,864	100,000	89,242
<u>Efficiency</u>					
Cost/case of misdemeanors cases defended (Ave.)	\$70.59	\$77.11	\$58.00	\$77.00	\$76.00
ACTIVITY F- Multiple Conflicts Cases					
<u>% of Resources: 4.0%</u>					
<u>Outcomes</u>					
% of total Mult. Conflicts Criminal cases defended	N/A	n/a	100%	0%	100%
% of total Multiple Conflicts Dependency appted.	N/A	n/a	100%	.5%	100%
<u>Effectiveness</u>					
Total cost of Mult. Conflicts Crim. cases defended	N/A	n/a	\$983,241	\$974,108	\$854,652
Total cost of Mult. Conflicts Dependency appted.	N/A	n/a	\$497,493	\$615,840	\$648,204
<u>Outputs</u>					
Number of Multiple Conflicts Criminal cases	N/A	n/a	86	54	54
Number of Multiple Conflicts Dependency appted.	N/A	n/a	683	700	1,397
<u>Efficiency</u>					
Cost/case of Mult. Conflicts Crim. cases defended	N/A	n/a	\$11,433	\$18,039.03	\$15,827
Cost/case of Mult. Conflicts Depen. cases defended	N/A	n/a	\$728	\$879.77	Unavail.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0339	Chief Pub. Def. Invest.	1	1.00	1	1.00	\$64,996	\$67,227
0370	Chief Trial Deputy	3	3.00	3	3.00	242,067	307,956
2124	Public Defender	1	1.00	1	1.00	116,917	120,915
2201	Assistant Public Defender	1	1.00	1	1.00	98,755	107,073
2303	Admin. Assistant II	1	1.00	0	0.00	41,264	0
2304	Admin. Assistant I	0	0.00	1	1.00	0	30,627
2307	Dept. Personnel Officer III	1	1.00	0	0.00	51,954	0
2312	Dept. Personnel & Training	0	0.00	1	1.00	0	48,710
2320	Personnel Aide	0	0.00	1	1.00	0	24,003
2369	Admin. Services Manager II	1	1.00	0	0.00	54,533	0
2403	Accounting Technician	1	1.00	1	1.00	23,853	24,673
2411	Analyst I	1	1.00	1	1.00	29,629	28,667
2413	Analyst III	1	1.00	2	2.00	37,834	79,517
2425	Associate Accountant	1	1.00	0	0.00	36,979	0
2461	Departmental System Engineer II	1	1.00	1	1.00	41,932	51,179
2493	Intermediate Account Clerk	2	2.00	1	1.00	38,375	20,409
2494	Payroll Clerk	1	1.00	0	0.00	18,273	0
2505	Senior Accountant	0	0.00	1	1.00	0	39,170
2510	Senior Account Clerk	1	1.00	2	2.00	20,103	45,486
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,957	25,815
2537	Departmental Budget Manager	0	0.00	1	1.00	0	48,710
2700	Intermediate Clerk Typist	2	2.00	2	2.00	37,208	39,024
2709	Departmental Clerk	1	1.00	1	1.00	16,679	17,250
2710	Junior Clerk Typist	1	1.00	1	1.00	17,012	17,602
2712	Interpreter Court Clerk	2	2.00	2	2.00	53,155	54,977
2714	Inter. Transcriber Typist	9	9.00	9	9.00	184,948	195,198
2724	Senior Transcriber Typist	3	3.00	3	3.00	72,683	71,331
2731	Legal Office Trainer	1	1.00	0	0.00	32,047	0
2759	Admin. Secretary IV	1	1.00	0	0.00	25,372	0
2776	Crim. Legal Secretary II	12	12.00	12	12.00	348,572	376,771
2777	Crim. Legal Secretary III	2	2.00	2	2.00	63,602	66,729
2899	Legal Support Svcs. Div. Mgr.	0	0.00	1	1.00	0	36,233
2903	Legal Procedures Clerk I	10	10.00	10	10.00	197,123	207,263
2906	Legal Procedures Clerk III	7	7.00	7	7.00	189,450	196,343
2907	Legal Procedures Clerk II	19	19.00	19	19.00	426,641	434,648
3119	Dept. Computer Specialist II	1	1.00	1	1.00	28,911	36,338
3120	Dept. Computer Specialist III	1	1.00	1	1.00	41,678	43,109
3910	Deputy Public Defender I	5	5.00	3	3.00	191,198	134,974
3911	Deputy Public Defender II	12	12.00	12	12.00	565,991	624,195
3912	Deputy Public Defender III	159	159.00	143	143.00	9,867,442	9,645,938
3913	Deputy Public Defender IV	39	39.00	43	43.00	3,148,350	3,576,465
3914	Deputy Public Defender V	13	13.00	25	25.00	1,177,321	2,215,063
3936	Legal Assistant II	13	13.00	13	13.00	387,137	386,598
5765	Public Defender Invest. II	38	38.00	38	38.00	1,524,402	1,524,926
5766	Public Defender Invest. III	11	11.00	11	11.00	486,885	508,749
5770	Child Advocacy Invest. II	16	16.00	15	15.00	614,658	627,848
5771	Child Advocacy Invest. III	1	1.00	2	2.00	41,076	86,499
9999	Extra Help	14	4.00	14	4.00	114,040	114,040
Total		412	402.00	410	400.00	\$20,796,002	\$22,308,248
Salary Adjustments:						146,543	(231,473)
Employee Benefits:						5,986,190	6,241,539
Salary Savings:						(509,768)	(520,839)
VTO Reductions:						(0)	(129,209)
Total Adjustments						\$5,622,965	\$5,360,018
Program Totals		412	402.00	410	400.00	\$26,418,967	\$27,668,266

SHERIFF'S DEPARTMENT

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Detention Services	80,128,116	87,464,566	90,140,785	88,448,640	93,508,326	5,059,686	5.7
Law Enforcement Services	65,165,965	70,261,931	75,105,883	70,148,371	78,779,888	8,631,517	12.3
Management Services	7,439,841	7,776,176	13,028,777	10,514,865	10,589,633	74,768	0.7
Human Resources/ Support Services	5,450,218	5,443,524	5,550,191	5,605,592	6,272,002	666,410	11.9
Office of the Sheriff	930,392	1,763,511	1,371,701	1,161,686	1,211,598	49,912	4.3
TOTAL DIRECT COST	\$159,114,532	\$172,709,708	\$185,197,337	\$175,879,154	\$190,361,447	14,482,293	8.2
PROGRAM REVENUE	(117,933,954)	(123,771,331)	(132,303,972)	(126,177,126)	(136,351,735)	(10,174,609)	8.1
NET GENERAL FUND COST	\$41,180,578	\$48,938,377	\$52,893,365	\$49,702,028	\$54,009,712	\$4,307,684	8.7
STAFF YEARS	2,737.46	2,806.46	2852.88	2,834.42	2953.25	118.83	4.2
POSITIONS	2,853	2,878	2,880	2,855	2,971	116	4.1

SHERIFF'S ASSET FORFEITURE PROGRAM

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Total Direct Cost	\$1,707,156	\$1,387,436	\$648,953	\$1,446,784	\$1,034,090	(412,694)	(28.5)
Revenue	(1,346,130)	(1,193,677)	(405,017)	(828,700)	(805,000)	23,700	(2.9)
Fund Balance Contribution	\$(361,026)	\$(193,759)	\$(243,936)	\$(618,084)	\$(229,090)	388,994	(62.9)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0

CAO/SHERIFF

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Total Direct Cost	\$0	\$0	\$0	\$3,500,000	\$3,151,998	(3,500,000)	(100.0)
Revenue	(0)	(0)	(0)	(3,500,000)	(3,151,993)	348,007	(9.9)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$(3,151,993)	\$(3,151,993)	(100.0)
STAFF YEARS	0.00	0.00	0.00	42.00	33.83	(8.17)	(19.5)
POSITIONS	0	0	0	69	69	0	0.0

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.

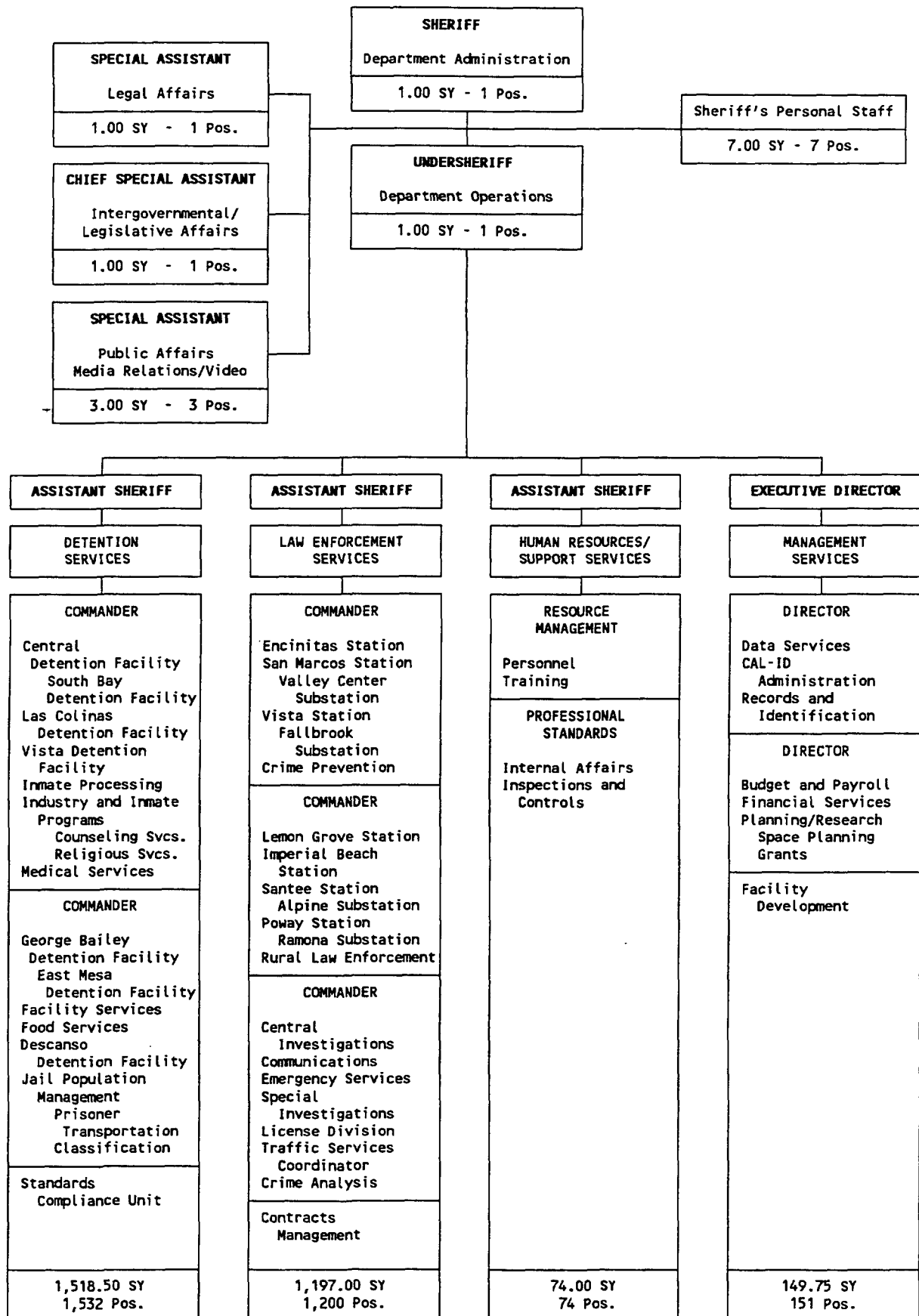
MISSION

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.

1996-97 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 5,215.
 - a. Keep the inmate population at or below the court-ordered capacity of 5,215 through the use of alternatives to incarceration, including Electronic Surveillance Program (ESP), Work Furlough, and Work Release Programs.
 - b. Work with County officials to obtain funding for the additional staff and equipment needed to care for the 750 inmates currently housed in the Central Detention and meet the new San Diego Central Jail scheduled opening date of June 1998.
 - c. Work with County officials to full year fund, the partially year funded salaries and benefits and services and supplies for the Las Colinas Detention Facility expansion project, which will be adding 128 inmate beds to the detention system and eliminate court-ordered fines of \$20 per day per inmate over the court-ordered inmate capacity.
2. Law Enforcement Services - Maintain current priority 1 and 2 response times of 12.4 minutes for the unincorporated areas, 22.5 minutes for the rural areas and 8.7 minutes for the contract cities.
 - a. Provide the current minimum number of 214 patrol units operating in a 24-hour period.
3. Management Services - Provide funding for 8 programs and 77 operational units while remaining within the Board of Supervisor's approved budget of \$190 million.
 - a. Analyze requests and develop budgets for 77 operations units.
4. Human Resources/Support Services - 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.
5. Office of the Sheriff - Ensure that county detention facilities operate within court-ordered capacity of 5,215, maintain current Priority 1 and 2 response times of 12.4 minutes in unincorporated areas, 22.5 minutes in the rural areas of San Diego County and 8.7 minutes within the contract cities.
 - a. Monitor and evaluate the activities for four operational and support bureaus.

**SAN DIEGO COUNTY SHERIFF'S DEPARTMENT
TABLE OF ORGANIZATION
FY 96-97 FINAL BUDGET**



PROGRAM: Detention Services

DEPARTMENT: SHERIFF

PROGRAM #: 12001

ORGANIZATION #: 2400

MANAGER: Ben McLaughlin, Assistant Sheriff

REFERENCE: 1996-97 Proposed Budget - Pg. 13-5

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$63,494,681	\$67,903,017	\$72,305,649	\$70,647,390	\$76,285,041	8.0
Services & Supplies	10,614,436	14,048,404	12,123,971	11,901,250	11,137,612	(6.4)
Other Charges	5,981,055	5,490,701	5,769,678	5,900,000	6,275,000	6.4
Fixed Assets	37,944	22,444	46,465	0	63,630	100.0
Vehicles/Communications	0	0	0	0	49,175	100.0
Expenditures/Transfers/Reimb.	0	0	(104,978)	0	(302,132)	(100.0)
TOTAL DIRECT COST	\$80,128,116	\$87,464,566	\$90,140,785	\$88,448,640	\$93,508,326	5.7
PROGRAM REVENUE	(8,513,970)	(6,955,021)	(7,658,341)	(6,828,673)	(6,674,434)	(2.3)
NET GENERAL FUND CONTRIBUTION	\$71,614,146	\$80,509,545	\$82,482,444	\$81,619,967	\$86,833,892	6.4
STAFF YEARS	1,423.54	1,460.66	1,470.79	1,461.75	1,518.50	3.9
POSITIONS	1,520	1,517	1,473	1,467	1,532	4.4

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Salaries and Benefits were over budget due to underfunding of overtime appropriations. Services and Supplies were over budget due to the need to purchase services and supplies vital to the continued operation of the detention system. Other Charges were lower due to intense review of hospital and medical facility billings, and reduction of unnecessary inmate hospitalization days. Fixed Assets and Expenditures/Transfers/Reimbursements were higher due to Board of Supervisors approved mid-year actions. Revenue was over budget due mainly to an overrealization of revenue received for Parole Violation Holds for the Department of Corrections and the Youth Authority.

ACHIEVEMENT OF 1995-96 OBJECTIVES

- o Booked, processed and classified 111,368 inmates during FY 1995-96.
- o Provided movement of approximately 229,000 inmates in custody of the Sheriff to and from courts and foreign jurisdictions, State Facilities, and medical institutions.
- o Processed over 239,669 inmate sick calls, 46,517 intake screenings, and administered 1,114,390 prescriptions at all detention facilities.
- o Provided 7,899,957 meals to inmates and staff.
- o Provided 3,686,900 pounds of clean laundry.
- o Processed \$2,336,842 in commissary sales.
- o Increased the number of inmate beds by 128 at the Las Colinas Detention Facility.

- c Continuing to work with Local, State, and Federal agencies, and private industry companies, in the study of the feasibility of building a new detention facility near the George Bailey Detention Facility.

1996-97 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 5,215.
 - a. Keep the inmate population at or below the court-ordered capacity of 5,215 through the use of alternatives to incarceration, including Electronic Surveillance Program (ESP), Work Furlough, and Work Release Programs.
 - b. Work with County officials to obtain funding for the additional staff and equipment needed to care for the 750 inmates currently housed in the Central Detention and meet the new San Diego Central Jail scheduled opening date of June 1998.
 - c. Work with County officials to full year fund, the partially year funded salaries & benefits and services & supplies for the Las Colinas Detention Facility expansion project, which will be adding 128 inmate beds to the detention system and eliminate court-ordered fines of \$20 per day per inmate over the court-ordered inmate capacity.
2. Increase the number of inmate beds by 1,200, 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 creatively seek to build a new detention facility, near the George Bailey Detention Facility, which is projected to add 800 to 1,200 future beds to the detention system.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. DETENTION OPERATIONS COMMAND - AREA 1 [833.25 SY; E = \$52,284,628; R = \$6,006,600] 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 2,615.
 - o Responsible for providing support services for inmates to include medical services, counseling services, and religious services.
 - o Decreased by 2.25 staff years and 6 positions to remove partial funded positions in exchange for extra help appropriations.
 - o Increased by 1.00 staff year and 1 position for an Intermediate Clerk Typist for the Sheriff's Religious Services Unit. Staff year is totally revenue offset by Sheriff's Inmate Welfare Fund.
 - o Decreased by 5.00 staff years and 5 positions related to transferring security duties at the El Cajon Holding Facility to the Marshal's Office.
 - o Increased by 24.00 staff years and 24 positions for the reinstatement of Sheriff's Medical Services staff by the Board of Supervisors.
 - o Decreased by 2.00 staff years and 2 positions resulting from the position reconciliation within the department.
 - o Decreased by 1 position to reflect unfunded status.
 - o Increased by \$300,000 in inmate medical appropriations based on FY 95-96 estimated actuals.
 - o Increased by 36.00 staff years and 49 positions to expand the Las Colinas Detention Facility.
 - o Increased by 1.00 staff years and 1 position for a new Detention Services Commander.
 - o Increased by 1.00 staff years and 1 position for a Graphics Arts Production Supervisor, which will be fully revenue offset by Sheriff's Inmate Welfare Fund.

2. DETENTION OPERATIONS COMMAND - AREA 2 [685.25 SY; E = \$41,223,698; R = \$667,834] 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 7,899,957 meals for inmates and staff.
 - o Responsible for transporting 228,814 prisoners in- and out-of-county to courts, other local detention facilities, hospitals, or State institutions.
 - o Responsible for cleaning 3,686,900 pounds of inmate laundry.
 - o Decreased by 4.00 staff years and 4 positions resulting from the position reconciliation within the department.
 - o Increased by 7.00 staff years and 7 positions to provide food services to Polinsky's Children Center.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
INTERGOVERNMENTAL REVENUE:				
State Aid - Health Realign. - VLF (Acct. 9262)	\$560,000	\$560,000	\$560,000	0
Federal Grant (Acct. 9678)	765,911	939,123	348,613	(590,510)
Sub-Total	\$1,325,911	\$1,499,123	\$908,613	\$(590,510)
CHARGES FOR CURRENT SERVICES:				
Charges in Internal Service Fund (Acct. 9786)	\$675,440	\$626,214	\$676,133	49,919
Transportation of Prisoners (Acct. 9851)	20,734	6,000	6,000	0
Booking Fees (Acct. 9857)	3,106,642	3,255,000	3,255,000	0
Jail Bed Leasing (Acct. 9858)	18,466	0	0	0
Defendant Booking Fees (Acct. 9859)	272,005	190,000	190,000	0
Institutional Care-County (Acct. 9945)	149,829	185,336	105,000	(80,336)
Institutional Care-State (Acct. 9946)	1,588,643	600,000	800,000	200,000
Other - Morrissey Hearings (Acct. 9979)	3,837	7,000	7,000	0
Sub-Total	5,835,596	\$4,869,550	\$5,039,133	\$169,583
OTHER REVENUE:				
Recovered Expenditure (Acct. 9989)	\$76,483	\$60,000	\$70,000	10,000
Other Miscellaneous (Acct. 9995)	20,351	0	35,475	35,475
Miscellaneous Revenue Prior Year (Acct. 9988)	0	0	0	0
Sub-Total	\$96,834	\$60,000	\$105,475	\$45,475
OTHER FINANCING SOURCES:				
Op. Transfer from Int Svc Fund (Acct. 9806)	\$0	\$0	\$12,335	12,335
Op. Transfer from Other/Sp Dis (Acct. 9812)	400,000	400,000	35,418	(364,582)
Op. Transfer from Inmate Welf (Acct. 9818)	0	0	573,460	573,460
Sub-Total	\$400,000	\$400,000	\$621,213	\$221,213
Total	\$7,658,341	\$6,828,673	\$6,674,434	\$(154,239)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$82,482,444	\$81,619,967	\$86,833,892	5,213,925
Sub-Total	82,482,444	81,619,967	86,833,892	5,213,925
Total	\$82,482,444	\$81,619,967	\$86,833,892	\$5,213,925

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

- Decrease of \$468,994, as a result of funding reductions from a three-year Federal Grant (Acct. 9678) for the Comprehensive Abuse Treatment Program for Inmates.
- Decrease of \$121,516, as a result of funding reductions from the 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:

- Increase of \$49,919 in revenue (Acct. 9786) based on FY 96-97 Salaries and Benefits projections for positions/staff years that are revenue offset by Sheriff's Inmate Welfare Fund and Commissary Stores.
- Decrease of \$80,336 in revenue (Acct. 9945) based on projections using prior years actuals as a basis.
- Increase of \$200,000 in revenue (Acct. 9946) related to Parole Violation Holds for the Department of Corrections and the Youth Authority, based on projections using prior years actuals.

OTHER REVENUE:

- Increase of \$10,000 in revenue (Acct. 9989) related to Psychiatric Hearing Holds from Patton Hospital, based on revenue projections using prior years actuals as a basis.
- Increase of \$35,475 in revenue (Acct. 9995) related to Inmate Welfare revenue offset Counselors' salaries and benefits, which freed up General Fund monies for budgeted expenditures for uniform allowance, services and supplies, fixed assets, vehicle, and communications equipment for a new Detention Services Commander.

OTHER FINANCING SOURCES:

- Increase of \$12,335 in revenue (Acct. 9806) related to Commissary Stores revenue offset budgeted Travel, Memberships, and Registration expenditures, as a result of operating transfer to the Sheriff's Department.
- Decrease of \$364,582 in revenue (Acct. 9812) due to restructuring of revenue accounts used to account for the operating transfers from the Sheriff's Inmate Welfare and Commissary Stores Funds.
- Increase of \$573,460 in revenue (Acct. 9812) due to restructuring of revenue accounts used to account for the operating transfers from the Sheriff's Inmate Welfare and Commissary Stores Funds, and the addition of revenue offset positions/staff years.

FIXED ASSETS

Category	Total Cost
1 Laser Printer	\$3,000
1 Laptop Computer	3,500
1 Personal Computer	2,700
10 Handguns	3,850
2 Shotguns	580
1 Lot Food Services Fixed Assets	50,000
Total	\$63,630

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
26 Handitalkies	\$31,200
1 Cellular Car Phone	1,000
1 Detective Sedan Radio w/ Disg. Antenna	1,475
1 Detective Sedan	15,500
Total	\$49,175

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
DETENTION SERVICES - INMATE HOUSING					
% OF RESOURCES: 49%					
<u>OUTCOME (Planned Result)</u>					
Detention Facilities to be Used to Capacity	100%	104%	102%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct Cost To Operate Det. Facilities	\$80,128,116	\$87,464,566	\$89,547,417	\$88,448,640	\$93,508,326
<u>OUTPUT (Service or Product)</u>					
No. of Inmates Incarcerated in all Facilities (daily average)	5,063	5,252	5,169	5,063	5,191
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Inmate Incarcerated	\$15,826	\$16,654	\$17,324	\$17,470	\$18,014
<u>OUTPUT (Service or Product)</u>					
Meals Served	7,400,823	7,744,627	7,899,957	7,825,946	7,980,537
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Meal Served	\$1.71	\$1.76	\$1.76	\$1.78	\$1.78
<u>OUTPUT (Service or Product)</u>					
Hospital Bed Days Provided	3,151	2,523	3,104	2,843	3,500
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Hospital Bed Day	\$1,386	\$1,596	\$1,887	\$1,887	\$2,246
<u>OUTPUT (Service or Product)</u>					
Inmates Transported	247,304	230,871	228,814	233,179	230,000
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Inmate Transported	\$14.00	\$19.92	\$29.97	\$17.26	\$18.55
<u>OUTPUT (Service or Product)</u>					
Pounds of Laundry Processed	3,270,842	3,032,439	3,686,900	3,494,400	3,832,900
<u>EFFICIENCY (Input/Output)</u>					
Supply Cost Per Laundry Pound Processed	\$.0118	\$.0192	\$.0176	\$.0176	\$.0190

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	85,717	88,645
0974	Sheriff's Standards Comp. Mgr.	1	1.00	1	1.00	63,735	65,914
0978	Sheriff's Inmate Industry Mgr.	1	1.00	1	1.00	63,735	65,914
2303	Admin. Assistant II	3	3.00	3	3.00	118,613	129,327
2403	Accounting Technician	1	1.00	1	1.00	26,562	27,472
2493	Int. Account Clerk	2	2.00	3	3.00	40,447	61,496
2510	Senior Account Clerk	0	0.00	2	2.00	0	41,909
2650	Stock Clerk	29	29.00	30	29.75	549,495	575,630
2652	Sheriff's Facility Svs. Mgr.	1	1.00	1	1.00	45,983	47,558
2655	Storekeeper III	1	1.00	1	1.00	24,764	28,496
2658	Storekeeper II	2	2.00	2	2.00	49,372	51,060
2660	Storekeeper I	3	3.00	3	3.00	67,203	69,447
2664	Pharmacy Stock Clerk	1	1.00	1	1.00	19,711	21,380
2700	Int. Clerk Typist	28	26.75	30	29.75	521,779	598,815
2710	Junior Clerk Typist	6	6.00	6	6.00	90,466	96,081
2725	Principal Clerk I	2	2.00	3	3.00	62,682	91,646
2727	Sheriff's Det. Proc. Manager	1	1.00	1	1.00	37,663	38,956
2728	Det. Proc. Supervisor	18	18.00	18	18.00	512,816	539,782
2729	Office Support Secretary	1	1.00	1	1.00	23,853	24,673
2730	Senior Clerk	8	7.33	6	6.00	160,569	135,439
2756	Administrative Secretary I	2	2.00	1	1.00	37,096	20,632
2757	Administrative Secretary II	6	6.00	5	5.00	142,478	127,703
2758	Admin. Secretary III	1	1.00	1	1.00	30,653	31,703
3001	Jail Clerk	58	58.00	63	61.75	1,253,173	1,348,363
3002	Booking Clerk	109	108.00	108	108.00	2,481,597	2,599,763
3044	Chief, Sheriff's Med. Rec. Sv.	1	1.00	1	1.00	55,073	56,963
3046	Medical Records Clerk	1	1.00	2	2.00	19,149	39,954
3049	Medical Records Technician	6	6.00	7	6.75	133,812	152,455
3055	Senior Medical Records Tech.	1	1.00	1	1.00	22,070	23,939
4101	Medical Services Administrator	1	1.00	1	1.00	64,664	66,879
4102	Asst. Medical Svs. Admin.	1	1.00	1	1.00	57,741	59,718
4132	Med. Director, Sheriff's Det.	1	1.00	1	1.00	105,699	109,725
4170	Dentist	1	1.00	2	1.42	58,883	81,756
4190	Sheriff's Detention Physician	3	2.50	3	2.50	191,927	212,081
4250	Pharmacist	2	2.00	2	2.00	109,639	113,598
4260	Pharmacy Technician	3	3.00	4	3.75	79,351	104,345
4459	Chief, Food Services	1	1.00	1	1.00	45,340	46,893
4460	Assistant Chief, Food Services	2	2.00	2	2.00	70,378	72,796
4504	Chief Nurse	1	1.00	1	1.00	62,254	64,384
4545	Sheriff's Det. Cert. Nurse Pr.	1	1.00	2	2.00	47,316	89,407
4546	Sheriff's Det. Supv. Nurse	8	8.00	9	9.00	416,007	469,053
4548	Sheriff's Detentions Nurse II	67	67.00	82	80.75	2,662,822	3,214,735
4615	Nurses Assistant	5	5.00	5	5.00	97,459	92,729
4625	Licensed Vocational Nurse	30	28.17	38	37.25	656,624	885,912
4823	Registered Dental Asst.	1	1.00	2	1.33	30,112	39,788
5050	Correctional Counselor	19	19.00	19	18.75	798,290	821,473
5051	Supv. Correctional Counselor	1	1.00	1	1.00	47,108	48,723
5236	Departmental Aide	13	13.00	14	13.75	175,262	193,615
5746	Deputy Sheriff	201	201.00	200	200.00	7,975,503	8,085,037
5775	Sheriff's Captain	7	7.00	6	6.00	487,118	436,554
5778	Sheriff's Commander	2	2.00	3	3.00	157,146	227,392
5780	Sheriff's Lieutenant	22	22.00	23	22.75	1,343,946	1,444,013
5781	Corrections Sergeant	6	6.00	10	9.00	252,552	400,910
5786	Corrections Deputy Sheriff	600	600.00	615	610.00	18,411,004	19,931,663
5789	Sheriff's Commis. Stores Spv.	1	1.00	1	1.00	30,012	31,040
5790	Sheriff's Sergeant	66	66.00	64	64.00	3,486,377	3,557,740
6405	Food Services Supervisor	10	10.00	11	11.00	279,057	316,590
6410	Senior Cook	56	56.00	62	61.25	1,314,076	1,468,784
6415	Food Services Worker	15	15.00	17	17.00	237,731	274,770
6509	Laundry Supervisor	1	1.00	1	1.00	28,157	29,125
6510	Laundry Supervisor	3	3.00	3	3.00	70,637	74,740

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
6530	Laundry Worker	8	8.00	8	8.00	146,959	169,151
7030	Senior Custodian	7	7.00	7	7.00	144,403	149,373
7516	Delivery Vehicle Driver	5	5.00	5	5.00	100,404	104,788
7530	Sewing Room Supervisor	1	1.00	1	1.00	19,713	20,390
8801	Graphics Arts Prod Supv	0	0.00	1	1.00	0	31,083
9999	Extra Help	0	0.00	0	0.00	1,105,670	842,034
Total		1,467	1,461.75	1,532	1,518.50	\$48,107,607	\$51,583,902
Salary Adjustments:						195,444	78,843
Premium/Overtime Pay:						3,949,339	4,428,440
Employee Benefits:						18,395,000	20,288,417
Salary Savings:						0	0
VTO Reductions:						0	(94,561)
Total Adjustments						\$22,539,783	\$24,701,139
Program Totals		1,467	1,461.75	1,532	1,518.50	\$70,647,390	\$76,285,041

PROGRAM: Law Enforcement Services

DEPARTMENT: SHERIFF

PROGRAM #: 12002

ORGANIZATION #: 2400

MANAGER: Myron Klippert, Assistant Sheriff

REFERENCE: 1996-97 Proposed Budget -- Pg. 13-12

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$62,183,262	\$65,052,375	\$71,053,078	\$66,493,489	\$74,635,287	12.2
Services & Supplies	2,249,840	4,316,014	3,188,631	2,689,380	3,041,049	13.1
Other Charges	71,796	305,148	331,126	331,000	340,535	2.9
Operating Transfers	0	0	0	0	0	??
Fixed Assets	515,033	408,394	186,223	287,677	314,129	9.2
Vehicle/Comm. Equip.	146,034	180,000	346,825	346,825	448,888	29.4
TOTAL DIRECT COST	\$65,165,965	\$70,261,931	\$75,105,883	\$70,148,371	\$78,779,888	12.3
PROGRAM REVENUE	(31,896,554)	(33,042,420)	(36,456,464)	(35,276,590)	(39,202,283)	11.1
NET GENERAL FUND CONTRIBUTIONS	\$33,269,411	\$37,219,511	\$38,649,419	\$34,871,781	\$39,577,605	13.5
STAFF YEARS	1,085.00	1,107.80	1149.09	1,131.67	1197.00	5.8
POSITIONS	1,093	1,122	1,174	1,146	1,200	4.7

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.

1995-96 ACTUAL TO 1995-96 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 over budget due to the continued underfunding of vital crime lab services. Fixed Assets are under budget due to a change in equipment needs for Cal-ID.

ACHIEVEMENT OF 1995-96 OBJECTIVES

- o Construction has begun on the 800 MHz project.
- o Priority 1 and 2 response times were 8.4 minutes in the incorporated area, 12.2 minutes in the unincorporated area and 23.9 minutes in the rural area.
- o The Sheriff's Department investigated approximately 3,736 violent crimes and approximately 18,060 property crimes, and achieved clearance rates of 57% and 12% respectively.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

The following performance indicator represents only a portion of this program's activities and divisions.

1. Law Enforcement Operations - Patrol: Maintain current priority 1 and 2 response times of 12.4 minutes for the unincorporated areas, 22.5 minutes for the rural areas and 8.7 minutes for the contract cities.
 - a. Provide the current minimum number of 214 patrol units operating in a 24-hour period.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Law Enforcement Operations - Northern Command [388.00 SY; E = \$24,370,869; R = \$20,063,961] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for all law enforcement in the northern unincorporated area of San Diego County and for five contract cities.
 - Increased by 12.00 staff years and 12 positions related to the midyear board actions on Contract Cities services adjustments. Three of these positions are unincorporated area detectives.
 - Increased by 8.00 staff years and 8 positions due to a department-wide position reconciliation.
 - Increased by 4.25 staff years and 1 position for full year funding of the Community Oriented Policing Program (C.O.P.S. Ahead grant).
 - Increased by 2.00 staff years and 2 positions due to a reorganization within the Sheriff's Department.
 - Increased by 2.00 staff years and 2 positions for the Community Oriented Policing Program (C.O.P.S. Universal grant).
2. Law Enforcement Operations - Southeastern Command [433.50 SY; E = \$29,020,771; R = \$15,568,086] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for all law enforcement in the southeastern unincorporated area of San Diego County and for four contract cities.
 - Increased by 16.00 staff years and 16 positions related to the midyear board actions on Contract Cities services adjustments. Nine of these positions are unincorporated area detectives.
 - Increased by 8.50 staff years and 2 positions for full year funding of the Community Oriented Policing Program (C.O.P.S. Ahead grant).
 - Increased by 9.00 staff years and 9 positions for the Community Oriented Policing Program (C.O.P.S. Universal grant).
 - Increased by 8.00 staff years and 8 positions due to a reorganization within the Sheriff's Department.
 - Increased by 1.00 staff year to full year fund the two positions which were added to the unincorporated area of Ramona based on increased False Alarm Revenue Fees.
 - Decreased by 5.00 staff years and 5 positions due to a department-wide position reconciliation.
 - Decreased by .42 staff years and one position due to the funding reduction from the Peace Officers' Research Association of California (PORAC).
3. Law Enforcement Support Command [375.50 SY; E = \$25,388,248; R = \$3,570,236] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for regional specialized investigative support and highly technical emergency services response.
 - Increased by 2.00 staff years and 2 positions for the Crime Lab.
 - Increased by 1.00 staff year and 1 position for the North County Gang Task Force.
 - Increased by 4.00 staff years and 4 positions due to a department-wide positions reconciliation.

- Decreased by 2.00 staff years and 2 positions due to the addition of three Sheriff's Supervising Emergency Service Dispatchers and the deletion of 5 Sheriff's Emergency Service Dispatchers.
- Decreased by 1.00 staff year and 1 position due to the deletion of one Sergeant position from the High Intensity Drug Trafficking Area (HIDTA) program.
- Decreased by 4.00 staff years and 4 positions due to a reorganization within the Sheriff's Department.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Communication Services (Acct. 9720)	13,050	10,000	10,000	0
Chrgs in Internal Serv Funds (Acct. 9786)	24,000	24,000	24,000	0
False Alarm Fee (Acct. 9847)	0	165,000	165,000	0
Law Enforcement Services- Contract Cities (Acct. 9852)	772,571	759,522	949,474	189,952
Law Enforc. Serv.-Off Doc & Fingerprint (Acct. 9853)	195,937	290,000	185,000	(105,000)
Alcohol Lab Test and Service (Acct. 9855)	307,178	550,000	550,000	0
H & S Lab Tests (Acct. 9856)	86,932	70,000	80,000	10,000
Road and Street Services (Acct. 9870)	965	0	0	0
Contract Cities-Law Svcs (Acct. 9879)	31,333,319	29,700,000	33,009,960	3,309,960
Law Enforcement Services- Other Govmt. Agencies (Acct. 9971)	438,675	472,232	469,955	(2,277)
Jury or Witness Fee (Acct. 9973)	40	0	0	0
Other - Miscellaneous (Acct. 9979)	140,063	112,500	121,000	8,500
Sub-Total	\$33,312,730	\$32,153,254	\$35,564,389	\$3,411,135
FINES, FORFEITURES & PENALTIES:				
Other forf & Penalties (Acct. 9185)	\$17,249	0	0	0
Cal-ID Rev GC 76102 (Acct. 9189)	55,448	\$45,000	\$25,000	(20,000)
Sub-Total	\$72,697	\$45,000	\$25,000	\$(20,000)
LICENSES, PERMITS AND FRANCHISES:				
Business Licenses-Taxi & Oper (Acct. 9114)	49,275	54,000	54,000	0
Business Licenses-Other (Acct. 9119)	50,649	64,000	64,000	0
Other Licenses & Permits-Explosive (Acct. 9153)	6,540	8,700	5,000	(3,700)
Other Licenses & Permits-Misc. (Acct. 9155)	70,270	90,000	84,950	(5,050)
Other Licenses & Permits-Alarm (Acct. 9158)	20,766	30,000	30,000	0
Sub-Total	197,500	246,700	237,950	(8,750)
OTHER REVENUE:				
Misc. (Acct. 9988, 9995, 9998)	\$80,630	\$75,500	\$20,000	(55,500)
Recovered Expenditures (Acct. 9989)	57,982	65,605	30,000	(35,605)
Sub-Total	\$138,612	\$141,105	\$50,000	\$(91,105)
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Regional Auto Theft (RATT) (Acct. 9505)	\$361,574	\$200,000	\$264,000	64,000
State Grants - Other (Acct. 9527)	36,957	157,031	197,031	40,000
State-Narcotic & Drug (Acct. 9547)	459,631	471,000	471,000	0
Fed Grant Comm Orient Pol (Acct. 9662)	688,049	607,348	1,331,573	724,225
Fed Gr-High Intensity Drug (Acct. 9665)	424,238	555,674	439,800	(115,874)
Federal Grants (Acct. 9678)	206,381	97,426	0	(97,426)
Other Government Agencies (Acct. 9746)	137,182	181,139	197,900	16,761
Sub-Total	\$2,314,012	\$2,269,618	\$2,901,304	\$631,686
OTHER FINANCING SOURCES:				
Op Tsfr From CATV (Acct. 9804)	420,913	420,913	423,640	2,727
Sub-Total	420,913	420,913	423,640	2,727
Total	\$36,456,464	\$35,276,590	\$39,202,283	\$3,925,693

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$38,649,419	\$34,871,781	\$39,577,605	4,705,824
Sub-Total	\$38,649,419	\$34,871,781	\$39,577,605	\$4,705,824
Total	\$38,649,419	\$34,871,781	\$39,577,605	\$4,705,824

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

- Increase of \$189,952 in Law Enforcement Services - Contracts (Acct. 9852) is based on: (1) A net decrease of \$6,800 for the North County Transit Detail, which is due to a decrease in fixed assets (\$14,000) and an increase of \$7,200 to offset negotiated pay increases; (2) An increase of \$4,530 to fund Del Mar Fair overtime; (3) An increase of \$24,650 from revenue collected for preserving and safekeeping personal property of mentally deficient persons taken into custody; (4) A decrease of \$5,100 for Law Enforcement Services for the Cleveland National Forest; (5) An increase of \$81,172 for the Pala Indian Reservation Contract; (6) An increase of \$91,500 from the Off Road Vehicle revenue for the purchase of three vehicles.
- Decrease of \$105,000 in Official Documents and Fingerprints (Acct. 9853) was precipitated by a change in the law, which allows victims to receive the first copy of a crime report free.
- Increase of \$10,000 in H & S Lab Tests (Acct. 9856) is based on prior year collections and FY95/96 estimated actuals.
- Increase of \$3,309,960 in Contract Cities-Law Svcs (Acct 9879) is based on an increase in estimated service level (\$1,525,987), and an increase for negotiated pay raises (\$1,783,973).
- Decrease of \$2,277 in Law Enforcement Services - Other Govmt. Agencies (Acct. 9971) is based on anticipated revenue decrease from CAL-ID user agencies.
- Increase of \$8,500 in Other - Miscellaneous (Acct. 9979) is based on an increase in estimated Vehicle Impound Fees (\$8,000) and Traffic School Fees (\$500).

FINES, FORFEITURES & PENALTIES:

- Decrease of \$20,000 in Cal-ID Rev GC 76102 (Acct. 9189) from the CAL-ID Equipment Replacement/System Enhancement Trust Fund No. 544200 for fixed assets purchased in FY95/96.

LICENSES, PERMITS, AND FRANCHISES:

- Decrease of \$3,700 in Other Licenses & Permits-Explosive (Acct.9153) is based on prior year collections.
- Decrease of \$5,050 in Other Licenses & Permits-Misc (Acct. 9155) is based on a decrease in prior year actuals for miscellaneous permits (\$10,000) and an increase of \$4,950 related to the addition of two new fees for outdoor assemblages.

OTHER REVENUE:

- Decrease of \$55,500 in Misc (Acct.9995) is the result of the Sheriff's Department's policy to no longer sell seized or unclaimed firearms.
- Decrease of \$35,605 in Recovered Expenditures (Acct. 9989) is due to the expiration of the reimbursement received from the Peace Officer's Research Association of California (PORAC). PORAC had been paying for the salary and benefits of a Sheriff's Lieutenant, while he served as the President of the Association. His term expired 11-30-95.

AID FROM OTHER GOVERNMENTAL AGENCIES:

- Increase of \$64,000 in Regional Auto Theft (RATT) (Acct. 9505) offsets negotiated pay increases and an increase in estimated revenue.
- Increase of \$40,000 in State Grants - Other (Acct. 9527) is for the Marijuana Eradication Grant which offsets overtime expenditures.
- Increase of \$724,225 in Fed Grant Comm Orient Pol (Acct. 9662) is based on: (1) an increase of \$349,225 from the Federal C.O.P.S. Ahead Grant to offset full year funding of positions which were added in FY95-96; (2) an increase of \$375,000 for a new C.O.P.S. Universal grant.

- Decrease of \$115,874 in Federal Grant - High Intensity Drug Trafficking Area (HIDTA) (Acct. 9665) is due to a decrease in fixed assets and the deletion of one revenue offset position.
- Decrease of \$97,426 in Federal Grants (Acct. 9678) is due to a decrease in CAL-ID revenue for fixed assets.
- Increase of \$16,761 in Other Government Agencies (Acct. 9746) is based on an increase of \$27,000 from the Drug Enforcement Agency for overtime reimbursements; and a decrease of \$10,239 for the Senior Volunteer Patrol Program.
- Increase of \$2,727 in Op Tsfer From CATV (Acct. 9804) is for the Community Oriented Policing Program to meet the match requirements for the Federal Grant.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$26,400
Laboratory/Med/Instit Inst & Fur	248,800
Specialized Depart & Safety Equipment	38,929
Total	\$314,129

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Communication Equipment	49,488
Transportation Equipment	399,400
Total	\$448,888

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
--	-------------------	-------------------	-------------------	-------------------	-------------------

The following performance indicators represent only a portion of this program's activities and divisions. The Sheriff's Department has been working to further refine viable measures for each activity.

ACTIVITY A:

LAW ENFORCEMENT OPERATIONS - PATROL

% OF RESOURCES 17%

OUTCOME (Planned Result)

Priorities 1 & 2					
Incorporated Response Times	8.8	8.7	8.4	8.9	8.7
Unincorporated Response Times	12.7	12.4	12.2	12.8	12.4
Rural Response Times	22.5	22.3	23.9	21.6	22.5

EFFECTIVENESS (Input/Outcome)

Cost to achieve Priority 1 & 2 response times ¹	N/A	\$32,431,384	\$33,419,939	\$30,347,484	\$32,160,802
--	-----	--------------	--------------	--------------	--------------

OUTPUT (Service or Product)

Number of Patrol Units Dispatched in a 24 Hour Period	N/A	207	210.5	206	214
---	-----	-----	-------	-----	-----

EFFICIENCY (Input/Output)

Cost to Staff a 24 Hour Patrol Unit	N/A	\$156,673	\$158,764	\$147,318	\$150,284
-------------------------------------	-----	-----------	-----------	-----------	-----------

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.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	85,717	88,645
0975	Sheriff's Contract Manager	0	0.00	1	1.00	0	64,827
2302	Administrative Assistant II	1	1.00	1	1.00	41,678	43,109
2412	Analyst II	0	0.00	3	3.00	0	129,327
2413	Analyst III (V)	0	0.00	1	1.00	0	47,558
2700	Intermediate Clerk Typist	53	52.00	59	58.00	1,041,937	1,191,174
2710	Junior Clerk Typist	1	1.00	1	1.00	17,012	15,329
2713	Sheriff's Prop/Evid Clerk	6	6.00	6	6.00	122,789	127,770
2729	Office Support Secretary	1	1.00	1	1.00	20,586	24,673
2730	Senior Clerk	9	9.00	11	11.00	200,631	259,945
2733	Sheriff's Licensing Clerk I	2	2.00	2	2.00	38,050	40,791
2734	Sheriff's Licensing Clerk II	7	7.00	7	7.00	167,274	173,593
2735	Sheriff's Licensing Specialist	2	2.00	2	2.00	44,944	50,207
2736	Sheriff's Licensing Supervisor	2	2.00	2	2.00	54,234	56,098
2737	Sheriff's Licensing Manager	0	0.00	1	1.00	0	32,819
2756	Administrative Secretary I	14	14.00	15	15.00	303,169	330,839
2757	Administrative Secretary II	9	9.00	11	11.00	228,348	284,599
2758	Administrative Secretary III	1	1.00	1	1.00	30,653	31,703
2821	Sheriff's Comm. Dispatcher	22	22.00	22	22.00	491,058	519,571
2822	Sheriff's Emerg. Svcs. Disp.	87	85.00	82	80.00	2,280,339	2,332,714
2823	Supv. Shf. Emerg. Svcs. Disp.	7	7.00	10	10.00	248,220	349,552
2896	Supv. Legal Services Clerk	1	1.00	0	0.00	32,047	0
4330	Lab. Assistant	1	1.00	1	1.00	19,858	21,218
5236	Departmental Aide	8	8.00	8	8.00	107,165	113,703
5713	Sheriff's Inves. Specialist	2	2.00	2	2.00	47,782	57,840
5721	Forensic Document Examiner	2	2.00	2	2.00	94,501	107,603
5732	Crime Lab Manager	1	1.00	1	1.00	60,153	75,269
5734	Supv. Criminalist	1	1.00	2	2.00	54,723	126,239
5736	Criminalist III	1	1.00	2	2.00	49,268	112,747
5737	Criminalist II	14	14.00	14	14.00	603,119	744,097
5739	Latent Fingerprint Technician	4	4.00	0	0.00	120,536	0
5743	Supv Crime Prev Specialist	5	5.00	5	5.00	132,585	137,145
5744	Crime Prev Specialist	18	18.00	18	18.00	411,132	433,308
5745	Latent Fingerprint Examiner	0	0.00	4	4.00	0	124,747
5746	Deputy Sheriff	689	681.00	723	723.00	29,386,489	32,645,740
5748	Community Service Officer	26	26.00	27	27.00	588,761	645,022
5774	Shf. Comm. Coordinator	1	1.00	1	1.00	40,889	42,291
5775	Sheriff's Captain	11	11.00	11	11.00	765,464	802,887
5778	Sheriff's Commander	3	3.00	3	3.00	188,526	246,456
5780	Sheriff's Lieutenant	32	31.42	33	33.00	1,931,787	2,116,723
5785	Sheriff's Prop. Invest.	3	3.00	3	3.00	79,551	82,287
5787	Sheriff's Prop/Evid Manager	1	1.00	1	1.00	33,902	36,659
5790	Sheriff's Sergeant	95	92.25	97	97.00	4,972,201	5,489,732
5793	Sheriff's Prop/Evid Cust.	1	1.00	1	1.00	25,796	27,961
5865	Disaster Prep. Oper Officer II	1	1.00	1	1.00	38,229	39,538
9999	Extra Help	0	0.00	0	0.00	0	169,067
Total		1,146	1,131.67	1,200	1,197.00	\$45,201,103	\$50,593,122
Salary Adjustments:						255,044	75,470
Premium/Overtime Pay:						3,971,663	4,510,611
Employee Benefits:						17,065,679	19,509,181
Salary Savings:						0	(0)
VTO Reductions:						(0)	(53,097)
Total Adjustments						\$21,292,386	\$24,042,165
Program Totals		1,146	1,131.67	1,200	1,197.00	\$66,493,489	\$74,635,287

PROGRAM: Management Services

DEPARTMENT: SHERIFF

PROGRAM #: 12006

ORGANIZATION #: 2400

MANAGER: Jack Drown, Undersheriff

REFERENCE: 1996-97 Proposed Budget - Pg. 13-22

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,512,248	\$5,601,954	\$6,166,420	\$6,136,200	\$6,367,285	3.8
Services & Supplies	1,848,904	2,066,454	6,668,581	4,378,665	4,222,348	(3.6)
Other Charges	1,178	0	0	0	0	0.0
Fixed Assets	37,511	107,768	193,776	0	0	0.0
Vehicle/Comm. Equip.	40,000	0	0	0	0	0.0
TOTAL DIRECT COST	\$7,439,841	\$7,776,176	\$13,028,777	\$10,514,865	\$10,589,633	0.7
PROGRAM REVENUE	(76,786,421)	(83,007,437)	(87,386,545)	(83,419,353)	(89,593,368)	7.4
NET GENERAL FUND CONTRIBUTION	\$(69,346,580)	\$(75,231,261)	\$(74,357,768)	\$(72,904,488)	\$(79,003,735)	8.4
STAFF YEARS	148.92	149.00	152.00	152.00	149.75	(1.5)
POSITIONS	156	150	152	153	151	(1.3)

Note: For purposes of consistency, Proposition 172 revenues (Public Safety Sales Tax-Acct 9525), for fiscal years 93-94 and 94-95 are reported in the Management Services Bureau. These revenues were previously reported in Office of the Sheriff for these fiscal years.

PROGRAM MISSION

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

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Services and Supplies: Expenditures for Public Liability Insurance Premium (Acct. 2249) exceeded budgeted appropriations by approximately \$2.0 million; increasing costs for computer maintenance and software licenses accounted for the remaining over-expenditures in the Services and Supplies accounts.

Fixed Assets: \$193,000 in Fixed Asset expenditures are the result of the Board-approved purchase of laptop computers through the COPS grant.

Revenue: \$4.0 million in additional revenue is due to increased Prop. 172 (sales tax revenues) from the State of California.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Budget Allocated \$184 million in resources to 77 operational units within the Sheriff's Department.
2. Financial Services Monitored the expenditure of \$184 million and generated 12 monthly expenditure reports.
3. Records Filed and maintained 75,000 arrest reports.
4. Payroll Processed 75,000 payroll documents and accurately paid 2,900 department employees.
5. Data Services Maintained Sheriff's computer network with less than 2% downtime.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Budget Provide funding for 8 programs and 77 operational units while remaining within the Board of Supervisor's approved budget of \$190 million.
 - a. Analyze requests and develop budgets for 77 operational units.

2. Financial Services Preserve departmental fiscal integrity by maintaining a variance of less than 5% between budgeted and actual expenditures.
 - a. Generate and analyze 12 monthly expenditure reports.
3. Records Correctly identify, within 4 hours, individuals booked into county detention facilities.
 - a. File and maintain 79,000 arrest reports.
4. Payroll Pay 3,000 employees accurately and efficiently, in accordance with MOA and Compensation Ordinance provisions.
 - a. Process 78,000 payroll documents.
5. Data Services Maintain the Sheriff's Department computer network with less than 2% downtime, to enhance operational efficiencies.
 - a. Respond to 4,500 calls for service or assistance.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Management Services Program [149.75 SY; E = \$10,589,633; R = \$89,593,368] 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 planning and research, space management and grants coordination functions.
 - o Adjusted by \$6.0 million in revenues, based on Auditor & Controller's 1996-97 estimates for Prop. 172 revenues.
 - o Adjusted by the addition of 1 position and 1.00 staff year for the Technical Services Manager position; the addition of 1 position and 1.00 staff year for a Senior Accountant position, and 1 position and 1.0 staff year for the Sheriff's Contract Manager position within the Management Services program.
 - o Adjusted by the deletion of 1 Payroll Clerk position and 1.00 staff year and 1 Principal Administrative Analyst position and 1.00 staff year.
 - o Adjusted by a \$244,755 reduction in Services and Supplies appropriations for public liability insurance premiums, per the Auditor & Controller's Office.
 - o Adjusted by the addition of 2 positions and 2.00 staff years and the deletion of 5 positions and 5.00 staff years through a reconciliation of budgeted positions listed in the Auditor's worksheets to the Sheriff's Personnel Roster.
 - o Adjusted by the transfer of the Planning and Research Division (0.00 SY; E = \$885; R = \$0) to the Management Services program from the Human Resources/Support Services program and the transfer of the Contracts Management Unit (1.00 SY; E = \$95,107; R = \$0) from the Management Services program to the Law Enforcement Services program.
 - o Adjusted by the reclassification of 1 Associate Systems Analyst position (class 2427) and 1.00 staff year to one Senior Systems Analyst position (class 2525) and 1.00 staff year.
 - o Adjusted by the deletion of 1 Senior Accountant position and 1.00 staff year and the addition of 1 Sheriff's Lieutenant position and 1.00 staff year. The Sheriff's Lieutenant position is added to manage the Cal-ID program.
 - o Adjusted by the re-classification of 1 Technical Support Manager position and 1.00 staff year from classified status (class 2400) to unclassified status (class 0991).

- Adjusted by the re-classification of:
 - One (1) Principal Systems Analyst (# 2499) to One (1) EDP Systems Manager (# 2471)
 - One (1) Dept. Sys Programmer (# 2423) to One (1) Supv. Dept. Sys. Programmer (# 2421)
 - One (1) Computer Operator (# 3020) to One (1) Dept. Systems Programmer (# 2423)

- Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 96-97.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Chg. In Int. Svc. Funds (Acct. 9786)	\$25,000	\$15,000	\$15,000	0
Law Enforc. Svcs (Acct. 9852/9853)	120	0	0	0
Booking Fees (Acct. 9857)	45,119	45,119	45,119	0
Other-Jury or Witness Fees (Acct. 9973)	13,125	18,000	13,000	(5,000)
AB189 Criminal Justice Facilities (Acct. 9176)	0	0	0	0
Sub-Total	\$83,364	\$78,119	\$73,119	\$(5,000)
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Fed Grant-COPS (Acct. 9662)	182,798	0	0	0
St. Aid-Pub Safety Sales Tx (Acct. 9525)	87,064,742	83,304,600	89,499,600	6,195,000
Aid - Redevelop. Agency (Acct. 9744)	0	0	0	0
Sub-Total	\$87,247,540	\$83,304,600	\$89,499,600	\$6,195,000
MISCELLANEOUS REVENUES:				
Recovered Exp/Other Misc (Acct 9989/9995)	\$26,887	\$0	\$6,559	6,559
Sub-Total	\$26,887	\$0	\$6,559	\$6,559
OTHER FINANCING SOURCES:				
Trans. Asset Forfeiture (Acct. 9816)	\$28,754	\$36,634	\$14,090	(22,544)
Sub-Total	\$28,754	\$36,634	\$14,090	\$(22,544)
Total	\$87,386,545	\$83,419,353	\$89,593,368	\$6,174,015

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$(74,357,768)	\$(72,904,488)	\$(79,003,735)	(6,099,247)
Sub-Total	\$(74,357,768)	\$(72,904,488)	\$(79,003,735)	\$(6,099,247)
Total	\$(74,357,768)	\$(72,904,488)	\$(79,003,735)	\$(6,099,247)

EXPLANATION/COMMENT ON PROGRAM REVENUES

CHARGES FOR CURRENT SERVICES:

-\$5,000 reduction in revenue in Jury/Witness fees (Acct. 9973) is the result of revised FY 95-96 actuals and FY 96-97 projections.

AID FROM OTHER GOVERNMENTAL AGENCIES:

-\$6.0 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.

OTHER FUNDING SOURCES:

-\$22,544 reduction in revenue from an Operating Transfer from the Sheriff's Asset Forfeiture program is the result of the partial funding of the \$36,634 Distributed Network Tech. III position in FY 95-96. This position became a full General Fund liability in FY 96-97.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
--	-------------------	-------------------	-------------------	-------------------	-------------------

The following performance indicators represent only a portion of this program's activities and divisions. The Sheriff's Department has been working to further refine viable measures for each activity.

**ACTIVITY A:
BUDGET**

% OF RESOURCES: 24.0%

OUTCOME (Planned Result)

Provide funding for operational units.		63	77	66	77
--	--	----	----	----	----

**ACTIVITY B:
FINANCIAL SERVICES**

% OF RESOURCES: 14.0%

OUTCOME (Planned Result)

Maintain a variance of less than 5% between budgeted and actual expenditures.		1%	4.5%	<5%	<5%
---	--	----	------	-----	-----

**ACTIVITY C:
RECORDS AND IDENTIFICATION**

% OF RESOURCES: 25.0%

OUTCOME (Planned Result)

Correctly identify prisoners, within 4 hours of booking into county detention facilities.		100%	100%	100%	100%
---	--	------	------	------	------

**ACTIVITY D:
PAYROLL**

% OF RESOURCES: 6.0%

OUTCOME (Planned Result)

Perform administrative payroll duties and issue payroll to employees		2,789	2,874	2,834	3,000
--	--	-------	-------	-------	-------

**ACTIVITY E:
DATA SERVICES**

% OF RESOURCES: 20.4%

OUTCOME (Planned Result)

Maintain computer network cumulative downtime at less than 2% annually.		<2%	<2%	<2%	<2%
---	--	-----	-----	-----	-----

STAFFING SCHEDULE

Class	Title	1995-96	1995-96	1996-97	1996-97	1995-96	1996-97
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0262	Director, Sheriff's Mgmt Svcs	1	1.00	1	1.00	85,717	88,645
0991	Sheriff's Tech Support Manager	0	0.00	1	1.00	0	108,137
2302	Administrative Assistant III	2	2.00	2	2.00	91,966	86,692
2303	Administrative Assistant II	4	4.00	4	4.00	164,557	158,783
2367	Principal Adm. Analyst	2	2.00	1	1.00	103,908	53,735
2370	Adm. Services Manager III	1	1.00	1	1.00	60,153	62,208
2403	Accounting Technician	4	4.00	4	4.00	102,699	106,945
2414	Analyst IV	1	1.00	1	1.00	51,954	53,735
2421	Supv. Dept. Sys. Programmer	0	0.00	1	1.00	0	46,403
2423	Dept. Systems Programmer	1	1.00	1	1.00	44,905	39,427
2425	Associate Accountant	5	5.00	5	5.00	180,154	184,159
2427	Associate System Analyst	6	5.50	5	4.50	267,445	218,452
2471	EDP Systems Manager	0	0.00	1	1.00	0	55,050
2485	Distrib. Net. Tech. II	1	1.00	1	1.00	27,973	28,935
2486	Distrib. Net. Tech. III	1	1.00	1	1.00	27,312	29,139
2493	Intermediate Account Clerk	6	6.00	5	5.00	124,156	103,836
2494	Payroll Clerk	1	1.00	0	0.00	21,669	0
2499	Principal System Analyst	1	1.00	0	0.00	58,713	0
2505	Senior Accountant	1	1.00	1	1.00	44,905	46,442
2510	Senior Account Clerk	8	8.00	7	7.00	185,107	171,749
2511	Senior Payroll Clerk	5	5.00	5	5.00	124,785	125,707
2525	Senior System Analyst	2	2.00	3	3.00	109,066	155,808
2650	Stock Clerk	1	1.00	1	1.00	19,733	20,409
2660	Storekeeper I	1	1.00	1	1.00	22,401	23,169
2701	Sheriff's Sup. Records Clerk	2	2.00	2	2.00	58,686	60,702
2702	Sheriff's Records Manager	1	1.00	1	1.00	35,957	37,192
2703	Sheriff's Records Clerk II	19	19.00	19	19.00	486,230	505,377
2705	Sheriff's Records Clerk I	58	58.00	59	58.75	1,213,436	1,261,569
2730	Senior Clerk	1	1.00	1	1.00	23,853	24,673
2745	Supervising Clerk	2	2.00	2	2.00	55,320	57,222
2756	Administrative Secretary I	1	1.00	0	0.00	18,417	0
2757	Administrative Secretary II	2	2.00	2	2.00	50,744	52,492
2758	Administrative Secretary III	1	1.00	0	0.00	30,653	0
3020	Computer Operator	2	1.50	1	0.50	37,804	12,850
3072	Senior Computer Operator	1	1.00	1	1.00	27,973	28,935
3120	Dept. Computer Specialist II	1	1.00	1	1.00	41,678	43,109
5775	Sheriff's Captain	1	1.00	1	1.00	69,589	73,041
5780	Sheriff's Lieutenant	1	1.00	2	2.00	61,606	114,354
5786	Corrections Deputy Sheriff	4	4.00	4	4.00	109,301	147,548
5790	Sheriff's Sergeant	1	1.00	2	2.00	54,076	113,518
9999	Extra Help	0	0.00	0	0.00	0	46,682
Total		153	152.00	151	149.75	\$4,294,601	\$4,546,829
Salary Adjustments:						(11,838)	(47,799)
Premium/Overtime Pay:						140,118	150,589
Employee Benefits:						1,713,319	1,740,053
Salary Savings:						0	0
VTO Reductions:						(0)	(22,387)
Total Adjustments						\$1,841,599	\$1,820,456
Program Totals		153	152.00	151	149.75	\$6,136,200	\$6,367,285

PROGRAM: Human Resources/Support Services

DEPARTMENT: SHERIFF

PROGRAM #: 12005

ORGANIZATION #: 2400

MANAGER: Tom Zoll, Assistant Sheriff

REFERENCE: 1996-97 Proposed Budget - Pg. 13-27

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,511,997	\$4,251,546	\$4,615,518	\$4,430,051	\$4,930,604	11.3
Services & Supplies	931,999	1,188,653	790,311	1,175,541	1,272,700	8.3
Other Charges	2,246	556	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
Fixed Assets	3,976	2,769	144,362	0	13,873	100.0
Vehicle/Comm. Equip.	0	0	0	0	54,825	100.0
TOTAL DIRECT COST	\$5,450,218	\$5,443,524	\$5,550,191	\$5,605,592	\$6,272,002	11.9
PROGRAM REVENUE	(715,988)	(751,964)	(784,815)	(637,600)	(831,150)	30.4
NET GENERAL FUND CONTRIBUTION	\$4,734,230	\$4,691,560	\$4,765,376	\$4,967,992	\$5,440,852	9.5
STAFF YEARS	67.00	74.00	66.00	74.00	74.00	0.0
POSITIONS	70	74	66	74	74	0.0

PROGRAM MISSION

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

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Fixed Assets: \$88,500 in expenditures is the result of Board-approved acquisition of a Firearms Training System. An additional \$55,000 in expenditures is due to the acquisition of personal computers and related hardware by the Sheriff's Training and Professional Standards Divisions.

Revenues: \$85,000 in revenue is due to the acceptance of a Board-approved donation to purchase a Firearms Training System. An additional \$73,000 in revenue is due to a transfer from the Sheriff's Trust Fund (51380008000) for the acquisition of management systems for the Training and Professional Standards Divisions.

ACHIEVEMENT OF 1995-96 OBJECTIVES

- Personnel Filled 100% of all vacant positions within an average of 7-9 months.
- Internal Affairs Completed 75% of Category 1 cases within 120 days.
- Training Provided 75% of all mandated training on-site, to all eligible employees.

1996-97 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 Complete 75% of Category I cases in 120 days or less.
3. 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.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Human Resources/Support Services Bureau [74.00 SY; E = \$6,272,002; R = \$831,150] 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 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 Board-approved increase in the rate of pay for most department employees in FY 96/97.
 - o Adjusted by the deletion of one Analyst III position and one staff year through a department reorganization.
 - o Adjusted by the addition of 9 positions and staff years and the deletion of 6 positions and staff years through a reconciliation of budgeted positions listed in the Auditor's worksheets to the Sheriff's Department Personnel roster.
 - o Adjusted by the transfer of the Planning and Research Unit (0.00 SY; E = \$4,901; R = \$0) from the Human Resources/Support Service program to the Management Services program.
 - o Adjusted by the transfer of the Crime Analysis Unit (5.00 SY; E = \$405,588; R = \$0) and the Canine Coordination Unit (0.00 SY; E = \$27,239; R = \$0) from the Human Resources/Support Services program to the Law Enforcement Services program.
 - o Adjusted by the addition of 1 Sheriff's Lieutenant position and 1.00 staff year to manage the Sheriff's Professional Standards Unit.
 - o Adjusted by the addition of 2 Deputy Sheriff positions and 2.00 staff years to the Personnel Division's Background Investigation Unit.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
SB924 Corrections Training STC (Acct. 9532)	304,123	337,600	392,150	54,550
Peace Officer Training POST (Acct. 9965)	301,124	300,000	439,000	139,000
Recovered Expenditures/Other Misc. (Acct. 9989/9995)	179,568	0	0	0
Sub-Total	\$784,815	\$637,600	\$831,150	\$193,550
Total	\$784,815	\$637,600	\$831,150	\$193,550

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$4,765,376	\$4,967,992	\$5,440,852	472,860
Sub-Total	\$4,765,376	\$4,967,992	\$5,440,852	\$472,860
Total	\$4,765,376	\$4,967,992	\$5,440,852	\$472,860

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

-\$54,550 increase in Corrections Training (STC) revenue (Acct. 9532) is based on revised estimates for FY 96-97.

-\$139,000 increase in Peace Officer Training (POST) revenue (Acct. 9965) is based on revised estimates for FY 96-97.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
--	-------------------	-------------------	-------------------	-------------------	-------------------

The following performance indicators represent only a portion of this program's activities and divisions. The Sheriff's Department has been working to further refine viable measures for each activity.

**ACTIVITY A:
PERSONNEL**

% OF RESOURCES: 30%

OUTCOME (Planned Result)

Fill 100% of all vacant positions within an average of 7-9 mos.			100%	100%	100%
---	--	--	------	------	------

**ACTIVITY B:
INTERNAL AFFAIRS**

% OF RESOURCES: 14%

OUTCOME (Planned Result)

Complete Cat. I cases in 120 days ¹					75%
--	--	--	--	--	-----

**ACTIVITY C:
TRAINING**

% OF RESOURCES: 53%

OUTCOME (Planned Result)

Provide 75% of all mandated training on-site, to eligible sworn and non-sworn personnel.			75%	75%	75%
--	--	--	-----	-----	-----

¹ New indicator effective in FY 96/97 CAO Proposed budget.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	85,717	88,645
0980	Sheriff's Personnel Manager	1	1.00	1	1.00	63,735	65,914
2303	Administrative Assistant II	2	2.00	2	2.00	82,411	86,218
2307	Dept. Personnel Officer III	1	1.00	1	1.00	51,954	53,735
2320	Personnel Aide	2	2.00	2	2.00	45,689	48,165
2328	Dept. Personnel Officer II	1	1.00	1	1.00	45,983	47,558
2412	Analyst II	3	3.00	0	0.00	125,034	0
2413	Analyst III	2	2.00	0	0.00	91,966	0
2700	Intermediate Clerk Typist	5	5.00	4	4.00	98,977	80,625
2730	Senior Clerk	4	4.00	3	3.00	86,110	67,243
2756	Administrative Secretary I	0	0.00	2	2.00	0	43,470
2757	Administrative Secretary II	2	2.00	2	2.00	50,744	52,492
2758	Administrative Secretary III	0	0.00	1	1.00	0	31,703
5706	Asst. Weapons Coordinator	1	1.00	1	1.00	24,810	27,083
5746	Deputy Sheriff	25	25.00	27	27.00	1,013,006	1,234,923
5775	Sheriff's Captain	1	1.00	2	2.00	56,854	145,518
5780	Sheriff's Lieutenant	4	4.00	4	4.00	245,575	243,682
5790	Sheriff's Sergeant	14	14.00	15	15.00	756,128	841,933
7099	Sheriff's Range Guard	5	5.00	5	5.00	116,460	117,863
9999	Extra Help	0	0.00	0	0.00	0	87,133
Total		74	74.00	74	74.00	\$3,041,153	\$3,363,903
Salary Adjustments:						(18,618)	10,549
Premium/Overtime Pay:						268,567	310,110
Employee Benefits:						1,138,949	1,249,643
Salary Savings:						0	0
VTO Reductions:						(0)	(3,601)
Total Adjustments						\$1,388,898	\$1,566,701
Program Totals		74	74.00	74	74.00	\$4,430,051	\$4,930,604

PROGRAM: Office of the Sheriff

DEPARTMENT: SHERIFF

PROGRAM #: 92101

ORGANIZATION #: 2400

MANAGER: Jack Drown, Undersheriff

REFERENCE: 1996-97 Proposed Budget - Pg. 13-32

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$808,623	\$1,177,574	\$1,139,302	\$1,044,146	\$1,069,058	2.4
Services & Supplies	121,769	141,058	228,089	117,540	142,540	21.3
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	444,879	4,310	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$930,392	\$1,763,511	\$1,371,701	\$1,161,686	\$1,211,598	4.3
PROGRAM REVENUE	(21,021)	(14,489)	(17,807)	(15,000)	(50,500)	236.7
NET GENERAL FUND CONTRIBUTION	\$909,371	\$1,749,022	\$1,353,894	\$1,146,686	\$1,161,098	1.3
STAFF YEARS	13.00	15.00	15.00	15.00	14.00	(6.7)
POSITIONS	14	15	15	15	14	(6.7)

Note: For purposes of consistency, Proposition 172 revenues (Public Safety Sales Tax-Acct 9525) for fiscal years 93-94 and 94-95 are reported in the Management Services Bureau. These revenues were previously reported in Office of the Sheriff.

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Salaries & Benefits: Actual expenditures exceed budgeted amounts due to security staffing at the John F. Duffy Administrative Center.

Services & Supplies: Additional expenditures in Services and Supplies are the result of the on-going expansion of necessary equipment and services.

Revenue: Increased revenues are the result of increased TV/movie filming activity in San Diego County.

Fixed Assets: \$4,310 was utilized to acquire a personal computer and associated hardware for the Media Relations Division. Total department-wide expenditures for Fixed Assets did not exceed Board-approved amounts.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Office of the Sheriff Provided executive control for approximately 2,900 county employees.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Ensure that county detention facilities operate within court-ordered capacity of 5,215; maintain current Priority 1 and 2 response times of 12.4 minutes in unincorporated areas, 22.5 minutes in the rural areas of San Diego County and 8.7 minutes within the contract cities.
 - a. Monitor and evaluate the activities of four operational and support bureaus.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Sheriff [14.00 SY; E = \$1,211,598; R = \$50,500] 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 Adjusted by the deletion of 1 position through the reconciliation of authorized positions to the Sheriff's personnel roster.
 - o Adjusted by a revenue-offset increase of \$25,000 to Services and Supplies (Acct. 2356 Board approved Travel) from the Sheriff's Asset Forfeiture program.
 - o Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 96-97.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
OTHER REVENUE:				
Other Miscellaneous (Acct. 9995, 9979)	17,807	15,000	25,500	10,500
Op Tsfr from Asset For. (Acct.9816)	0	0	25,000	25,000
Sub-Total	\$17,807	\$15,000	\$50,500	35,500
INTERGOVERNMENTAL REVENUE:				
St Aid-Pub Safety Sales Tax (Acct. 9525)	0	0	0	0
	0	0	0	0
Sub-Total				
Total	\$17,807	\$15,000	\$50,500	\$35,500

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$1,353,894	\$1,146,686	\$1,161,098	\$14,412
Sub-Total	\$1,353,894	\$1,146,686	\$1,161,098	\$14,412
Total	\$1,353,894	\$1,146,686	\$1,161,098	\$14,412

EXPLANATION/COMMENT ON PROGRAM REVENUES

Other Revenue:

- Increase of \$10,500 Other Misc. Rev. (Acct. 9995) is due to anticipated increase in film production activities in San Diego County in FY 96-97.
- Increase of \$25,000 Operating Transfer from Sheriff's Asset forfeiture program to Services and Supplies.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
--	-------------------	-------------------	-------------------	-------------------	-------------------

The following represents only a portion of the activities performed by the Office of the Sheriff. The Sheriff's Department is working to formulate viable measures for all activities of the Office of the Sheriff.

**ACTIVITY A:
OFFICE OF THE SHERIFF**

% OF RESOURCES: 83%

OUTCOME (Planned Result)

Operate jails within court-ordered inmate capacity.				5,063	5,215
Maintain current Priority 1 & 2 response times:					
unincorporated			12.8	12.8	12.4
rural			21.6	21.6	22.5
contract cities			8.9	8.9	8.7

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0160	Sheriff	1	1.00	1	1.00	\$93,361	96,301
0260	Undersheriff	1	1.00	1	1.00	95,680	98,950
0362	Special Assistant	3	3.00	3	3.00	203,982	210,957
2337	Public Information Specialist	1	1.00	1	1.00	37,813	39,111
2417	Sheriff's Senior Ex. Assistant	0	0.00	1	1.00	0	43,347
2756	Admin. Secretary I	1	1.00	0	0.00	21,963	0
2758	Admin. Secretary III	3	3.00	3	3.00	91,959	86,591
2759	Admin. Secretary IV	1	1.00	1	1.00	33,005	34,140
2776	Criminal Legal Secretary II	1	1.00	1	1.00	31,965	33,060
2780	Sheriff's Executive Assistant	1	1.00	0	0.00	41,678	0
5746	Deputy Sheriff	1	1.00	1	1.00	45,898	48,176
5790	Sheriff's Sergeant	1	1.00	1	1.00	53,140	56,759
9999	Extra Help	0	0.00	0	0.00	0	33,256
Total		15	15.00	14	14.00	\$750,444	\$780,648
Salary Adjustments:						8,394	0
Premium/Overtime Pay:						13,105	11,760
Employee Benefits:						272,203	278,193
Salary Savings:						0	0
VTD Reductions:						(0)	(1,543)
Total Adjustments						\$293,702	\$288,410
Program Totals		15	15.00	14	14.00	\$1,044,146	\$1,069,058

SUPERIOR COURT

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Operations	\$21,876,016	\$21,856,925	\$44,216,447	\$22,428,737	\$45,211,242	22,782,505	101.6
Court Support	19,387,696	19,893,674	0	20,700,758	0	(20,700,758)	(100.0)
TOTAL DIRECT COST	\$41,263,712	\$41,750,599	\$44,216,447	\$43,129,495	\$45,211,242	\$2,081,747	4.8
PROGRAM REVENUE	(4,492,961)	(4,083,794)	(21,606,055)	(21,551,486)	(22,099,065)	(547,579)	2.5
NET GENERAL FUND COST	\$36,770,751	\$37,666,805	\$22,610,392	\$21,578,009	\$23,112,177	\$1,534,168	7.1
STAFF YEARS	756.99	752.55	763.25	810.00	817.00	7.00	0.9

* Effective FY 1996-97, Court Support and Operations are consolidated into a single program, Court Operations.

MISSION

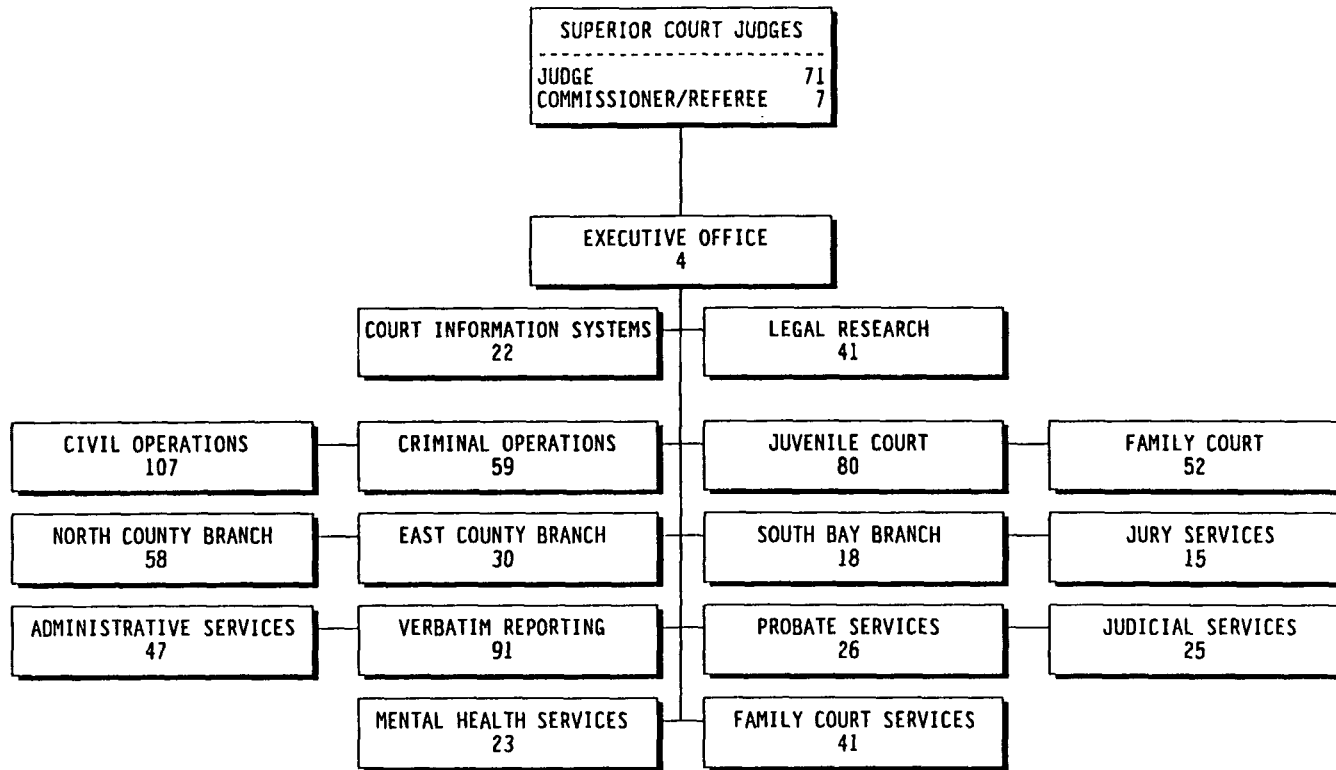
To provide the citizens of San Diego County with prompt, courteous, accessible court services.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. To dispose of all cases within statutory time limits.
 - a. Dispose of 88,000 cases.

Superior Court 1996-97
817 Staff Years

14-2



Changes from prior fiscal year:
Revenue offset proposal added 1 CSC IV,
1 Court Clerk and 6 CSC II to
Family Support Enforcement Program

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$33,709,219	\$32,537,388	\$33,911,643	\$34,360,191	\$36,443,974	6.1
Services & Supplies	6,920,371	8,424,969	9,685,005	8,198,304	8,196,268	(0.0)
Other Charges	996	0	1,454	5,000	5,000	0.0
Fixed Assets	633,126	788,242	618,345	566,000	566,000	0.0
Vehicles/Comm Equipment	0	0	0	0	0	
TOTAL DIRECT COST	\$41,263,712	\$41,750,599	\$44,216,447	\$43,129,495	\$45,211,242	4.8
PROGRAM REVENUE	(4,492,961)	(4,083,794)	(21,606,055)	(21,551,486)	(22,099,065)	2.5
NET GENERAL FUND CONTRIBUTION	\$36,770,751	\$37,666,805	\$22,610,392	\$21,578,009	\$23,112,177	7.1
STAFF YEARS	756.99	752.55	763.25	810.00	817.00	0.9

PROGRAM MISSION

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

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

FY 1995-96 Mid-Year Budget changes include:

- Board Action (#2, 8/8/95) authorized transfer of \$39,070, from Superior Court to Department of Information Services, to fund the purchase and installation of a voice mail system at the new downtown Courthouse and Hall of Justice.
- Board Action (#5, 9/26/95) authorized transfer of appropriations in the amount of \$40,000 from the Superior Court to Major Maintenance Budget for Project MR 6892, South Bay Dependency Court Remodel.
- Auditor appropriated \$94,038 in account 2249, Public Liability Insurance Premium, and \$148,634 in Workers' Compensation Premium account to accommodate rate changes.
- Board Action (#4, 1/23/96) authorized appropriation of Two Percent Automation Funds - \$33,952 in Services and Supplies, and \$40,670 in Fixed Assets - for the purchase of upgraded cash registers and related software.
- Third Quarter Fund Balance adjustments (#51, 6/11/96) provided an increase of \$135,014 in Salaries & Benefits appropriation for newly negotiated labor contracts. Additionally, it transferred \$163,000 to salaries and benefits and \$457,000 to services and supplies from Contingency Reserve.
- Fiscal year-end adjustments transferred \$294,658 from salaries and benefits to services and supplies; and \$2,045 to services and supplies, \$1,500 to fixed assets from Other Charges account.

FY 1995-96 Actuals include the following prior fiscal year costs:

- \$587,451 in Services and Supplies accounts.
- \$33,621 in Fixed Asset accounts.

Superior Court realized a salary savings of \$448,549. Salary savings resulted from delays in hiring, voluntary time-off, and a concerted court-wide effort to contain costs. Increases in workload driven and legally mandated costs, resulted in an over-expenditure of \$899,246 in FY 1995-96 services and supplies accounts. This deficit was funded by salary savings (\$448,549), supplemental mid-year funding from the State (\$278,037) and balance from Contingency Reserve.

ACHIEVEMENT OF 1995-96 OBJECTIVES

72.34 percent of general civil filings were disposed of within one year of filing.

Felony criminal cases took an average of 81 days from filing to adjudication.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

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

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Civil Division [107.00 SY; E = \$4,825,276; R = \$1,093,642] including support personnel:
 - o Mandated/Mandated Service Level.
 - o Provides for civil case processing and preparation of calendars for 19 civil departments.
 - o Accepts and stores all civil documents filed with the court and provides public access to these records.
 - o Supports Civil Court Departments and prepares the court record to meet requirements for mandated court hearings.
 - o Operates a mandated Arbitration Program for Superior and Municipal Court Civil cases.
 - o All cases over \$25,000 fall under the jurisdiction of the Superior Court.

2. Criminal Division [58.00 SY; E = \$2,421,944; 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 Accepts and stores all criminal documents filed with the court and provides public access to these records.
 - o Penal Code section 1049.5 requires that felony trials commence within 60 days of arraignment.
 - o Supports Criminal Court departments and prepares the court record to meet requirements for mandated court hearings.

3. Juvenile Court [77.00 SY; E = \$3,156,826; 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, Oceanside and El Cajon.
 - 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 [52.00 SY; E = \$1,878,305; R = \$779,182] 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 = \$2,783,519; 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 [57.00 SY; E = \$2,265,960; 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 [30.00 SY; E = \$1,159,342; 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 7 court departments including one that hears Juvenile dependency matters.
8. South Bay Branch [17.00 SY; E = \$651,811; 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 = \$3,177,805; 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 = \$2,272,748; R = \$100,000] is:
- o Mandated/Mandated Service Level.
11. Interpreters [6.00 SY; E = \$817,934; R = \$0] is:
- o Mandated/Mandated Service Level.
 - o Provides interpreting services for the Court.
12. Executive Office and Administrative Services [51.00 SY; E = \$3,412,713; R = \$17,183,000] including support personnel:
- o Mandated/Discretionary Service Level.
 - o Carries out policy set by Judges and provides for management of facilities, budgeting, accounting, purchasing and personnel/payroll functions.

-
13. Court Information Services [22.00 SY; E = \$2,392,781; R = \$0] including support personnel:
- o Mandated/Discretionary Service Level.
 - o Provides design/development/maintenance of automated case management and tracking systems.
14. Judicial Services [25.00 SY; E = \$1,151,379; R = \$0] including support personnel:
- o Mandated/Discretionary Service Level.
 - o Provides support services to judicial officers at all court locations.
15. Probate Services [26.00 SY; E = \$1,152,318; 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.
16. Court Reporters [91.00 SY; E = \$8,418,471; 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.
17. Family Court Services [41.00 SY; E = \$2,131,368; 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.
18. Counselor in Mental Health [23.00 SY; E = \$1,140,742; 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
FEES AND GRANTS:				
Marriage Licenses	113,440	120,000	120,000	0
Court Fines (Sanctions)	109,579	100,000	100,000	0
State Aid - Mental Health	776,612	776,612	776,612	0
Transfer from Trial Court Fund	17,118,683	16,865,000	17,183,000	318,000
Court Fees - Filing Documents	1,404,917	1,461,108	1,461,108	0
Jury Fees	599,777	465,000	465,000	0
Clerk's Transcripts	106,712	100,000	100,000	0
Fee for Court Costs (gdshp, probate)	401,069	655,599	655,599	0
Other Court Costs (P/Tem Rptr)	16,673	0	0	0
Traffic School Fees (Juv.)	80,636	75,745	75,745	0
Court Admin. Fees (Juv. abstract sales)	6,598	1,000	1,000	0
Microautomation Fee	70,000	120,000	120,000	0
Recovered Expenditures	650,295	458,416	687,995	229,579
Other Misc (xibit sale, forms)	76,433	353,006	353,006	0
2 Percent Automation Fee	74,631	0	0	0
Sub-Total	\$21,606,055	\$21,551,486	\$22,099,065	\$547,579
Total	\$21,606,055	\$21,551,486	\$22,099,065	\$547,579

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$22,610,392	\$21,578,009	\$23,112,177	1,534,168
Total	\$22,610,392	\$21,578,009	\$23,112,177	\$1,534,168

EXPLANATION/COMMENT ON PROGRAM REVENUES

- Trial Court Trust Fund revenue, for court operations, received from the State exceeded budget by \$253,683. This is largely due to supplemental State funding of \$278,037 provided mid-year to aid courts in financial distress.
- Jury fees exceeded budget by \$134,777. This is a result of one-time "forfeited fees" (\$176,000) recovered from Civil Jury Trust fund.
- Fee revenue from Court charges for Guardianship and Probate Investigations was under-realized by \$254,530. Expected increase in revenue from fee increases was not completely realized as a result of fee waivers, collection lag and fewer than projected investigations being conducted.
- Microautomation projects expenditures were less than the budgeted amount of \$120,000. \$70,000 was expended in 1995-96 and the remaining \$50,000 was retained in the micro graphics trust fund.
- Recovered Expenditures revenue was over-realized by \$191,879. FY 1996-97 budgeted amount is increased to reflect the expansion of Superior Court/District Attorney Child Support Enforcement.
- Other Miscellaneous revenue was underrealized by \$276,573. The budgeted amount has been carried forward from previous years when it was budgeted as one-time revenue to offset CAO required budget reductions.
- Mid-year appropriation, authorized by Board Action (#4, 1/23/96), transferred \$74,630 from the 2 Percent Automation Fund, to purchase new cash registers and related software.

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

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:				
Case Dispositions	73,894	88,123	74,000	88,000
% OF RESOURCES: 100%				
<u>OUTCOME (Planned Result)</u>				
Dispose Of All Cases Assigned Within Statutory Guidelines	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>				
Net General Fund Cost	\$20,801,805	\$22,610,392	\$21,578,009	\$23,112,177
<u>OUTPUT (Service or Product)</u>				
Case Dispositions	73,894	88,123 *	74,000	88,000
<u>EFFICIENCY (Input/Output)</u>				
Cost Per Case Disposition	\$281.50	\$256.58	\$291.59	\$262.64

* FY 1995-96 case dispositions have increased 19.26% over prior fiscal year, largely due to an expanded joint District Attorney/Superior Court effort to enhance Family Support enforcement.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0570	Judge, Superior Court	71	71.00	71	71.00	\$0	\$0
0520	Exec Officer & Jury Comm.	1	1.00	1	1.00	115,107	119,043
0559	Supv. Research Attorney	1	1.00	1	1.00	94,535	97,769
0538	Referee	4	4.00	4	4.00	361,245	370,792
0537	Referee, Pro Tem (see class 9999)	2	2.00	2	2.00	183,202	0
0573	Family Court Commissioner	3	3.00	3	3.00	281,068	271,185
0737	Sr. Research Attorney	2	2.00	2	2.00	167,932	173,676
0519	Asst. Sup. Court Exec. Officer	2	2.00	2	2.00	151,180	156,640
0564	Director, Ct Information Svc.	1	1.00	1	1.00	73,861	76,387
0707	Chief Court Reporter	1	1.00	1	1.00	63,461	65,634
0558	Research Attorney III	6	6.00	6	6.00	364,896	389,460
8801	Dir., Court Facility Planning	1	1.00	1	1.00	63,500	63,744
0513	Supv. Court Systems Analyst	3	3.00	3	3.00	184,749	191,076
0509	Director, Court Operations	3	3.00	3	3.00	184,389	190,695
0505	Dir., Family Counseling Svcs.	1	1.00	1	1.00	61,463	63,565
0542	Director, Admin. Services	1	1.00	1	1.00	58,535	63,565
0548	Director, Mental Health Services	1	1.00	1	1.00	61,463	63,565
0496	Supv. Juv. Traf. Hearing Off.	1	1.00	1	1.00	61,402	63,498
0553	Research Attorney II	24	24.00	24	24.00	1,408,990	1,451,068
0516	Juv. Traf. Hearing Oficr	3	3.00	3	3.00	171,641	180,243
0540	Court Reporter	82	82.00	82	82.00	4,524,842	4,657,422
0501	Court Systems Analyst II	3	3.00	3	3.00	146,787	169,191
0507	Conciliation Counselor IV	2	2.00	2	2.00	108,152	111,872
0701	Dpty Counselor in M.H. Supv.	1	1.00	1	1.00	54,288	55,936
0541	Pro Tem Reporter (see class 9999)	6	6.00	6	6.00	324,612	0
0534	Departmental Personnel Officer	1	1.00	1	1.00	51,954	53,735
0551	Principal Admin. Analyst	1	1.00	1	1.00	51,954	53,735
0514	Coordinator, Calendar Svcs	5	5.00	5	5.00	252,233	263,335
0523	Chief Probate Examiner	1	1.00	1	1.00	50,104	51,825
1349	LAN Systems Supervisor	1	1.00	1	1.00	48,318	51,563
0506	Conciliation Counselor III	11	11.00	11	11.00	506,387	530,356
0533	Chief, Admin. Services	1	1.00	1	1.00	54,533	47,885
0710	Senior Personnel Analyst	2	2.00	1	1.00	91,966	47,558
8803	Supv. Personnel Analyst	0	0.00	1	1.00	0	50,408
0503	Court System Analyst I	6	6.00	6	6.00	285,224	284,361
0568	Supv. Superior Court Clerk	1	1.00	1	1.00	45,548	47,107
0574	Division Chief - Business	1	1.00	1	1.00	44,905	46,442
0575	Division Chief - Records	1	1.00	1	1.00	44,905	46,442
0571	Court Public Affairs Officer	1	1.00	1	1.00	44,905	46,442
0532	Admin. Assistant III	4	4.00	4	4.00	158,372	183,057
0526	Probate Examiner III	2	2.00	2	2.00	86,766	89,738
0549	Deputy Counsellor in M.H. II	11	11.00	11	11.00	470,140	486,277
0518	Conciliation Counselor II	13	13.00	13	13.00	555,620	567,027
0563	Analyst II	1	1.00	1	1.00	41,678	43,109
0525	Coordinator, Jury Services	1	1.00	1	1.00	41,678	43,109
0576	Div. Chief - Branch Operations	2	2.00	2	2.00	89,810	85,869
0512	Chief Judicial Secretary	1	1.00	1	1.00	41,221	42,637
0511	Chief Arbitration Clerk	2	2.00	2	2.00	81,402	84,192
0531	Chief Calendar Clerk	1	1.00	1	1.00	40,701	42,096
0569	Asst. Supv. Sup. Court Clerk	2	2.00	2	2.00	78,616	81,312
0577	Asst. Div. Chief, Business	1	1.00	1	1.00	38,725	40,052
1347	LAN Systems Analyst II	6	6.00	6	6.00	244,236	239,717
0527	Probate Examiner II	9	9.00	9	9.00	345,267	359,173
0524	Admin. Assistant II	2	2.00	2	2.00	75,974	79,712
0579	Asst. Div. Chief, Branch Ops.	2	2.00	2	2.00	77,450	78,391
0521	Conservatorship Investigator	3	3.00	3	3.00	111,216	117,024
0567	Senior Accountant	1	1.00	1	1.00	36,979	38,248
0529	Associate Accountant	1	1.00	1	1.00	37,125	38,248
0734	Judicial Clerk	6	6.00	6	6.00	212,328	224,564
8802	Staff Development Coordinator	0	0.00	3	3.00	0	111,684
0522	Deputy Jury Comm. III	1	1.00	0	0.00	34,423	0

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0554	Court Services Clerk IV	13	13.00	14	14.00	447,284	500,150
0714	Court Administrative Clerk III	4	4.00	5	5.00	124,679	161,979
0515	Judicial Secretary	22	22.00	22	22.00	717,272	733,256
0566	Superior Court Clerk	118	118.00	119	119.00	3,777,106	3,956,293
0711	Independent Calendar Clerk	15	15.00	16	16.00	473,452	520,482
0599	Sup. Ct. Clerk Interpreter	6	6.00	6	6.00	186,405	188,820
0555	Court Services Clerk III	35	35.00	35	35.00	902,589	946,162
0717	Asst. Superior Court Clerk	20	20.00	19	19.00	506,906	504,951
0535	Deputy Jury Commissioner II	11	11.00	11	11.00	290,278	290,373
0703	Exhibits Custodian	3	3.00	3	3.00	71,850	74,799
0713	Court Administrative Clerk II	11	11.00	10	10.00	257,302	249,701
0712	Court Administrative Clerk I	5	5.00	5	5.00	112,953	118,703
0556	Court Services Clerk II	145	145.00	160	160.00	3,310,946	3,768,379
0716	Court Property Specialist II	3	3.00	3	3.00	64,414	70,747
0702	Microfilm Operator	1	1.00	1	1.00	22,189	22,953
0715	Court Property Specialist I	3	3.00	3	3.00	63,762	65,952
0557	Court Services Clerk I	60	60.00	49	49.00	1,211,695	1,045,667
9999	Summary Extra Help	102	3.00	102	3.00	28,762	500,489
0719	Volunteer Programs Coordinator	1	1.00	0	0.00	31,384	0
Total		909	810.00	916	817.00	\$26,345,191	\$27,462,312
Salary Adjustments:						(1,081,277)	7,773
Premium/Overtime Pay:						0	0
Employee Benefits:						9,449,305	9,670,625
Salary Savings:						(353,028)	(554,757)
VTO Reductions:						(0)	(141,979)
Total Adjustments						\$8,015,000	\$8,981,662
Program Totals		909	810.00	916	817.00	\$34,360,191	\$36,443,974

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

Summary Extra Help, Class 9999, includes funding for 2 Pro Tem Referees (\$183,202, Class 0537), 6 ProTem Reporters (\$288,525, Class 0541) and 3 Student Workers (\$28,762).

HEALTH & SOCIAL SERVICES

AREA AGENCY ON AGING

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Area Agency on Aging	\$10,346,674	\$11,068,888	\$11,079,844	\$12,341,270	\$12,418,731	77,461	0.6
TOTAL DIRECT COST	\$10,346,674	\$11,068,888	\$11,079,844	\$12,341,270	\$12,418,731	\$77,461	0.6
PROGRAM REVENUE	(10,554,839)	(10,310,873)	(10,465,465)	(11,916,324)	(12,044,336)	(128,012)	1.1
NET GENERAL FUND COST	\$(208,165)	\$758,015	\$614,379	\$424,946	\$374,395	\$(50,551)	(11.9)
STAFF YEARS	77.67	82.65	103.00	97.75	106.00	8.25	8.4

MISSION

To improve the quality of life of seniors and individuals with special needs in San Diego County, by providing access to information, case management, advocacy, and community services, in a caring and supportive manner.

1996-97 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, adult 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 250 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 1,200 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 four 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 1,000 requests for employment as homemakers.
 - b. Receive and process more than 1,500 requests for homemaker services.
6. Obtain at least \$175,000 in new resources for senior programs by June 30, 1997.
 - a. Establish or expand at least five new corporate relationships for sponsorship of Meals on the Move (M.O.M.) and the Retired Senior Volunteer Program (RSVP) and other AAA programs.
 - b. Develop or expand relationships with at least two business partners to provide pro-bono marketing-related services for Meals on the Move and other AAA administered programs.
 - c. Partner with at least 15 non-profit agencies that provide meal delivery services to recruit and organize more than 1000 volunteers to assist with three holiday meal delivery events.
 - d. Obtain new or additional grant funding from at least one public/governmental source for AAA programs.

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,711,968	\$3,784,468	\$4,386,630	\$4,654,003	\$5,051,568	8.5
Services & Supplies	6,615,329	7,216,660	7,200,204	8,244,046	8,196,448	(0.6)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	19,377	67,760	46,885	41,300	0	(100.0)
Operating Transfers	0	0	(553,875)	(598,079)	(829,285)	38.7
TOTAL DIRECT COST	\$10,346,674	\$11,068,888	\$11,079,844	\$12,341,270	\$12,418,731	0.6
PROGRAM REVENUE	(10,554,839)	(10,310,873)	(10,465,465)	(11,916,324)	(12,044,336)	1.1
NET GENERAL FUND CONTRIBUTION	\$(208,165)	\$758,015	\$614,379	\$424,946	\$374,395	(11.9)
STAFF YEARS	77.67	82.65	103.00	97.75	106.00	8.4

PROGRAM MISSION

(See Department Mission)

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Salaries and benefits, and services and supplies were less than budgeted due to unrealized revenue for AIDS case management and reduced contracted services in the AIDS case management program. The net General Fund contribution for Fiscal Year 1995-96 also includes prior year expenditures. A more accurate total of the net County costs requires deleting all prior year expenditures and revenues, resulting in a net County cost of \$100,192. This amount is \$324,754 less than the budgeted amount of \$424,946.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Title III Services

- o Achieved the goal to reduce isolation among 60% of seniors participating in senior service programs countywide.
- o Achieved 73% of the goal to reduce the incidence of poor nutrition of participants in Title III demonstration sites.

Long Term Care

- o Achieved the goal to maintain clients at 90% of skilled nursing facility costs by providing: case management services to 670 at risk, low income seniors through the Multipurpose Senior Services Program; case management services to 288 at risk, low income disabled adults through the Linkages program; case management services to 391 at risk seniors in the In Home Assessment and MASH programs; case management services to 447 persons with AIDS through the AIDS Waiver Program; and case management services to 1245 at-risk older adults in the Adult Protective Services Program.

Ombudsman

- o Achieved 140% of the goal to reduce the number of complaints regarding the care provided in out-of-home care services by: managing and supervising 96 certified and trained volunteer ombudsmen and making 3,556 visits to licensed out-of-home care facilities.

Information and Assistance

- o Achieved 99% of the goal to match persons seeking assistance for homemaker services by: receiving and processing 982 requests for employment as homemakers, and receiving and processing 1535 requests for homemaker services.

Program Resource Development

- o Achieved 83% of the goal to obtain \$150,000 in new resources by obtaining \$129,155 in additional resources for senior

programs by: establishing and expanding seven corporate sponsors for the Meals on the Move, the Retired Senior Volunteer Program and other AAA programs; by developing relationships with two business partners for pro-bono marketing related services for Meals on the Move and other programs; and partnering with 14 non-profit agencies for recruitment and organization of volunteers for holiday meal delivery events.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(See Department Summary page)

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Information and Assistance [4.11 SY; E = \$221,235; R = \$216,193] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 98% by program revenue.
 - o Expected to handle 30,000 requests for information or referral services in 1996-97.
2. Nursing Home Ombudsman Program [3.64 SY; E = \$220,920; R = \$215,885] including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Offset 98% by program revenue.
 - o Expected to make 4,500 site visits to out-of-home care facilities in 1996-97.
3. Program Development [5.18 SY; E = \$278,538; R = \$272,191] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 98% by program revenue.
 - o Expected to establish new resources with a dollar value in excess of \$175,000 in 1996-97.
4. Grant/Contract Administration [13.91 SY; E = \$6,435,505; R = \$6,288,851] 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 1996-97.
5. Long Term Care [76.46 SY; E = \$5,157,461; R = \$4,952,750] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 95% by program revenue.
 - o Expected to manage a caseload of 2,800 unduplicated clients in 1996-97.

(Note: Adult Protective Services section is Mandatory/Discretionary Service Level, with expenditures of \$102,549 and revenue of \$67,267. Other expenditures and revenues for APS are reflected in Department of Social Services budget as contracted services.)
6. Retired Senior Volunteer Program [2.69 SY; E = \$105,072; R = \$98,466] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 94% by program revenue.
 - o Expected to manage the recruitment and placement of 1,500 volunteers in 1996-97.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GRANTS:				
Title III-B	\$1,958,490	\$2,023,217	\$2,126,989	103,772
Title III-C1	1,930,876	1,858,593	1,858,593	0
Title III-C2	946,068	990,474	990,474	0
Title III-D	69,985	53,050	53,050	0
Title III-F	108,172	119,250	119,250	0
Title VII-A Ombudsman	34,433	32,900	32,900	0
Title VII-B Elder Abuse	38,927	35,144	35,144	0
United States Department of Agriculture	762,812	746,114	746,114	0
State Support Services	181,241	81,826	81,826	0
Title V	399,258	393,822	393,822	0
City of San Diego	453,842	475,756	475,756	0
State Congregate Nutrition	135,401	130,930	130,930	0
State Home Delivered Nutrition	44,402	51,052	51,052	0
Title XIX	1,297,011	1,317,641	1,344,426	26,785
State General Fund	163,596	170,230	170,230	0
AIDS Case Management	1,575,113	2,950,893	2,946,893	(4,000)
State Ombudsman	1,444	95,421	95,421	0
Respite Care Registry	8,000	8,000	8,000	0
May Foundation (OASIS)	51,351	30,000	30,000	0
Mercy Hospital and Medical Center	25,000	25,000	25,000	0
Palomar Pomerado Hospital (OASIS)	25,000	25,000	25,000	0
City of Escondido	10,000	5,000	5,000	0
Wagner-Peyser	0	20,000	0	(20,000)
Retired Senior Volunteer Program	68,509	0	98,466	98,466
Linkages - Fines and Forfeitures	169,457	277,011	200,000	(77,011)
Other Miscellaneous	7,077	0	0	0
Sub-Total	\$10,465,465	\$11,916,324	\$12,044,336	\$128,012
Total	\$10,465,465	\$11,916,324	\$12,044,336	\$128,012

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$331,538	\$98,763	\$40,099	(58,664)
BUDGETED MATCH:				
Title III - B	\$118,886	\$135,299	\$122,685	(12,614)
Title III - C1	113,801	156,090	153,366	(2,724)
Title III - C2	20,760	20,760	20,760	0
Title III - F	11,168	14,034	12,869	(1,165)
Retired Senior Volunteer Program	18,226	0	24,616	24,616
Sub-Total	\$282,841	\$326,183	\$334,296	\$8,113
Total	\$614,379	\$424,946	\$374,395	(50,551)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue for AIDS Case Management was less than budgeted in Fiscal Year 1995-96 in the amount of \$1,375,780. Cash match is required as a percentage of Title III administration and direct services. The County is also legally liable for any contractor match not sustained by an audit. General fund support costs could be substantial in those instances.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: TITLE III SERVICES					
% OF RESOURCES: 45%*					
<u>OUTCOME (Planned Result)</u>					
Reduce social isolation in 60%.	N/A	N/A	61	60	60
<u>EFFECTIVENESS (Input/Outcome)</u>					
Total costs of contracted services.*	N/A	N/A	5,227,795	5,552,155	5,577,455
<u>OUTPUT (Service or Product)</u>					
Unduplicated clients served.*	N/A	N/A	12,557	14,323	14,323
<u>EFFICIENCY (Input/Output)</u>					
Cost per unduplicated client.*	N/A	N/A	416.33	387.64	389.41
*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	85	90	90
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of case management.*	N/A	3,916,144	4,053,815	5,024,926	5,079,912
<u>OUTPUT (Service or Product)</u>					
Unduplicated clients served.*	1,518	1,686	1,796	1,600	2,100
<u>EFFICIENCY (Input/Output)</u>					
Cost per unduplicated client.*	N/A	2,322.74	2,257.14	3,140.58	2,419.01
*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	7	5	5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of program.	N/A	299,413	234,997	225,340	220,920
<u>OUTPUT (Service or Product)</u>					
Manage/supervise 100 volunteers.	N/A	109	96	100	100

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>EFFICIENCY (Input/Output)</u>					
Cost per volunteer supervised.*	N/A	542	658	591	632
<u>OUTPUT (Service or Product)</u>					
Make 4,500 visits to facilities.	N/A	4,232	3,349	4,500	4,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per visit.*	N/A	13.97	18.87	13.13	15.80

*Cost of volunteer component, only; \$63,200 for FY 1996-97.

ACTIVITY D:
TITLE III NUTRITION DEMONSTRATION*

% OF RESOURCES: .5%

<u>OUTCOME (Planned Result)</u>					
Reduce poor nutrition among 80% served.	N/A	75	59	80	80
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of meals.	N/A	58,980	93,568	76,540	62,354
<u>OUTPUT (Service or Product)</u>					
Meals served.	N/A	26,376	69,310	68,630	67,713
<u>EFFICIENCY (Input/Output)</u>					
Direct cost per meal.	N/A	2.24	1.35	1.12	.92

*Breakfast programs at four (4) sites.

ACTIVITY E:
HOMEMAKER REGISTRY

% OF RESOURCES: .4%

<u>OUTCOME (Planned Result)</u>					
Match 80% homemakers to requestors.	N/A	N/A	79	80	80
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to administer program.	N/A	N/A	34,101	53,297	34,783
<u>OUTPUT (Service or Product)</u>					
Process requests for employment.	N/A	N/A	982	2,500	1,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per request.	N/A	N/A	13.54	11.87	13.91
<u>OUTPUT (Service or Product)</u>					
Process requests for homemakers.	N/A	N/A	1,535	2,000	1,500
<u>EFFICIENCY (Input/Output)</u>					
Cost per request.	N/A	N/A	13.55	11.83	13.91

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY F:					
PROGRAM/RESOURCE DEVELOPMENT					
‡ OF RESOURCES: .5‡					
<u>OUTCOME (Planned Result)</u>					
Obtain \$150,000 in new resources.	N/A	73,700	129,155	150,000	175,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of resource development.	N/A	58,992	77,224	63,401	64,352
<u>OUTPUT (Service or Product)</u>					
New resources earned	N/A	73,700	129,155	175,000	150,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per dollar raised.	N/A	.80	.60	.42	.37

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2119	Director	1	1.00	1	1.00	\$69,451	\$71,825
5207	Chief, Aging Programs	3	3.00	3	3.00	163,599	169,191
5206	Aging Program Specialist IV	5	4.75	5	5.00	212,307	230,615
2302	Administrative Assistant III	1	1.00	1	1.00	45,983	47,558
2303	Administrative Assistant II	1	0.50	1	1.00	17,148	36,603
2505	Senior Accountant	1	1.00	1	1.00	49,481	46,442
5205	Aging Program Specialist III	14	13.50	15	15.00	532,344	615,541
4567	Senior Public Health Nurse	1	1.00	1	1.00	44,654	46,186
2425	Associate Accountant	3	3.00	3	3.00	105,985	99,898
4565	Public Health Nurse II	15	15.00	13	13.00	604,749	554,022
5204	Aging Program Specialist II	26	24.00	30	30.00	807,152	1,058,253
2403	Accounting Technician	1	1.00	1	1.00	26,562	23,616
5203	Aging Program Specialist I	4	3.75	4	4.00	106,128	116,776
2758	Administrative Secretary III	1	1.00	1	1.00	30,653	24,977
2320	Personnel Aide	1	1.00	1	1.00	27,512	28,457
2730	Senior Clerk	1	1.00	1	1.00	22,482	24,673
2510	Senior Account Clerk	3	3.00	3	3.00	65,997	67,517
2760	Stenographer	1	1.00	1	1.00	19,718	20,471
3030	Data Entry Operator	2	2.00	2	2.00	41,172	42,590
2700	Intermediate Clerk	4	4.00	5	5.00	76,838	96,864
4615	Nurses Assistant	8	7.25	8	8.00	138,888	157,594
2427	Associate Systems Analyst	1	1.00	1	1.00	49,481	51,179
3119	Department Computer Spec. II	2	2.00	2	2.00	67,210	67,190
3120	Department Computer Spec. III	1	1.00	1	1.00	34,296	36,603
2494	Payroll Clerk	1	1.00	1	1.00	21,669	22,418
9999	Extra Help	0	0.00	0	0.00	116,102	135,997
Total		102	97.75	106	106.00	\$3,497,561	\$3,893,056
Salary Adjustments:						84,060	30,027
Premium/Overtime Pay:						0	0
Employee Benefits:						1,157,445	1,234,323
ILP Savings:						0	0
Salary Savings:						(85,063)	(87,370)
VTO Reductions:						(0)	(18,468)
Total Adjustments						\$1,156,442	\$1,158,512
Program Totals		102	97.75	106	106.00	\$4,654,003	\$5,051,568

ENVIRONMENTAL HEALTH

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Environmental Health	0	8,199,382	19,744,613	21,714,116	22,420,515	706,399	3.3
TOTAL DIRECT COST	\$0	\$8,199,382	\$19,744,613	\$21,714,116	\$22,420,515	\$706,399	3.3
PROGRAM REVENUE	(0)	(9,164,046)	(22,100,334)	(22,648,831)	(22,964,167)	(315,336)	1.4
NET GENERAL FUND COST	\$0	\$(964,664)	\$(2,355,721)	\$(934,715)	\$(543,652)	391,063	(41.8)
STAFF YEARS	0.00	147.50	357.26	392.50	384.83	(7.67)	(2.0)

MISSION

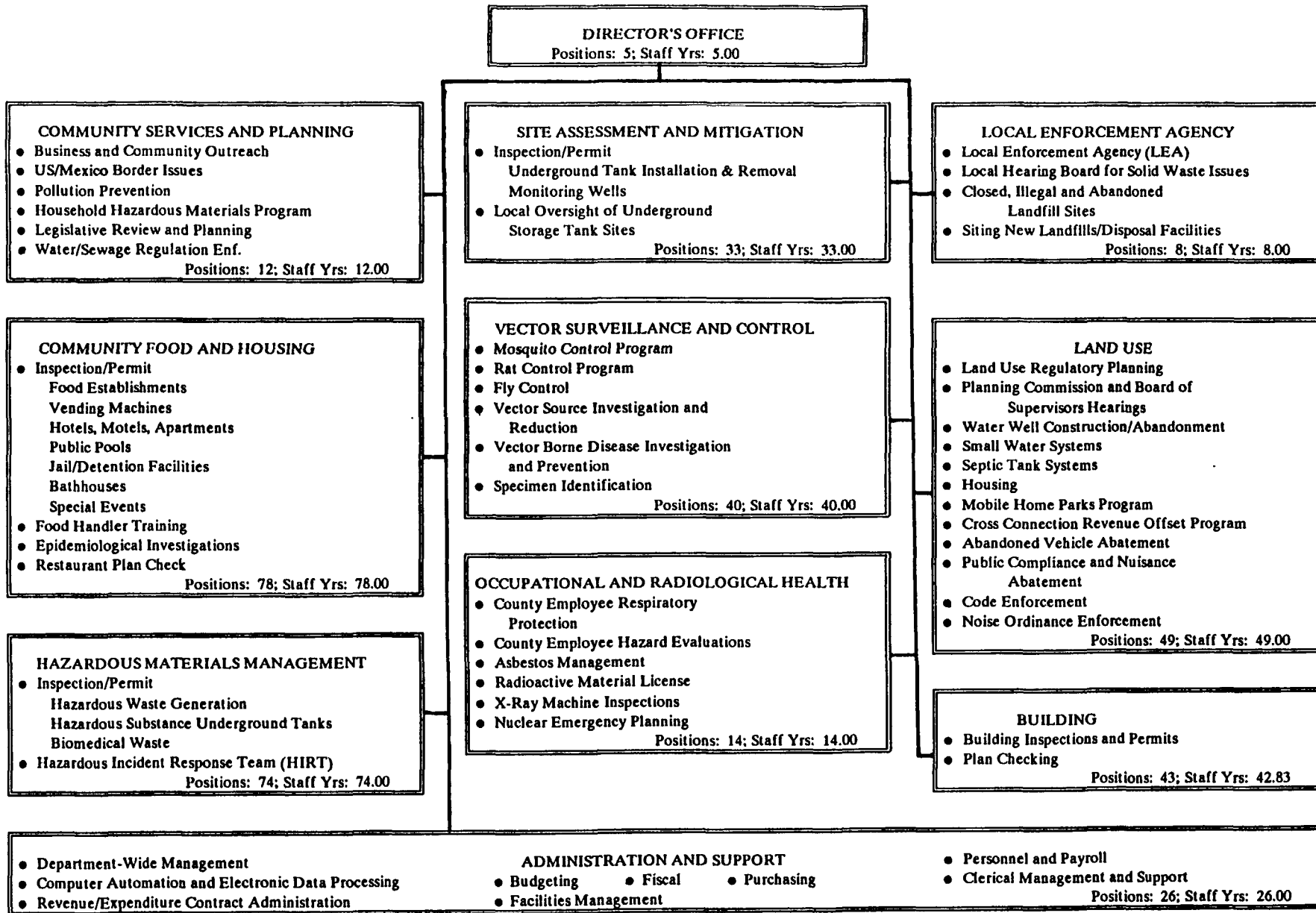
Protect and promote environmental health for our community.

1996-97 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 55,100 inspections of health regulated businesses in San Diego County, including 27,000 Food Handling Establishment Inspections, 2,500 Multi-Family Housing Inspections, 2,300 vending and miscellaneous food inspections, 15,000 Public Pool Inspections, 7,000 Hazardous Materials Inspections, 900 Medical Waste Inspections, and 400 inspections of establishments permitted for on-site treatment of hazardous waste.
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 evaluating 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 2,500 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



16-2

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

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

Permanent Positions: 382; Staff Years: 381.83

Extra Help Positions: 36; Staff Years: 3.0**

Total Positions: 418; Total Staff Years: 384.83

09-Sep-96 (Rev.)

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 of signs, buildings, structures, lots, yards; including, among other things, size and location. San Diego County Code of Regulatory Ordinances, 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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$7,096,315	\$17,472,447	\$18,740,752	\$18,991,662	1.3
Services & Supplies	0	1,104,208	2,087,013	2,546,529	2,655,655	4.3
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	223,944	271,835	483,700	77.9
Vehicles/Communications	0	0	0	155,000	203,900	31.5
Reimbursement	0	(1,141)	(38,791)	0	0	0.0
Reserve Designation	0	0	0	0	85,598	100.0
TOTAL DIRECT COST	\$0	\$8,199,382	\$19,744,613	\$21,714,116	\$22,420,515	3.3
PROGRAM REVENUE	(0)	(7,705,217)	(19,160,780)	(19,741,681)	(20,385,777)	3.3
NET GENERAL FUND CONTRIBUTION	\$0	\$494,165	\$583,833	\$1,972,435	\$2,034,738	3.2
STAFF YEARS	0.00	147.50	357.26	392.5	384.83	(2.0)

PROGRAM MISSION

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

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

FY 1995-96 Actual reflects the first full fiscal year for the Department of Environmental Health (DEH). Previously DEH was a Service within the Department of Health Services (DHS). FY 1994-95 Actual reflects DEH's operation for only one half a year, from January 1995 through June 30, 1995. Actuals for the first six months of FY 1994-95 appear in the Department of Health Services, Environmental Health Services (DHS-EHS).

FY 1995-96 Actual costs are less than Budget due primarily to salary savings associated with unfilled budgeted positions, and associated service and supply savings. In addition, actual Vehicle/Communications expenditures, in the amount of \$155,000, are budgeted here, but after budgeting, appropriations were transferred to General Services where the actual expenditures were incurred.

ACHIEVEMENT OF 1995-96 OBJECTIVES

FY 1995-96 Actual achievement of service units exceeded Budget in the areas of: (a) inspections of health regulated businesses, (b) vector services, and (c) building inspections. As a result of these additional services, Actual unit cost was less than Budget for these services. In the area of Land Use Projects, Actual project processing was less than Budget due to a slowing in building activity. The Actual unit cost for project processing, was however, only

slightly higher than Budget as Actual cost was less than Budget proportional to the reduced number of projects processed. In the area of Workplace Hazard Evaluations, changes have been made in the type of data collected and reported in this category. Noise control services for cities and unincorporated areas of the County, which had been Budgeted in this category, were determined as not appropriate for the outcome as defined. Consequently these data elements are not reported in FY 1995-96 Actuals. As a result FY 1995-96 Actual figures cannot be compared to Budget.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

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

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Community Food and Housing Program [78.00 SY; E = \$4,173,601; R = \$4,118,965] including regulation of food establishments, apartment houses, and swimming pools is:
 - o Mandated/Discretionary Service Level.
 - o Able to conduct 27,000 Food Handling Establishment Inspections, 15,000 Public Pool Inspections, and 2,500 Multi-Family Housing Inspections and 2,300 Vending and Miscellaneous Food Inspections.
 - o Decreasing by code enforcement activities now included in the Land Use Sub-Program.
 - o Deleting 1.25 Staff Years Registered Environmental Health Specialist II.

2. Land Use Program [49.00 SY; E = \$2,611,609; R = \$1,649,590] 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, a water cross connection program, code enforcement, and noise control is:
 - o Mandated/Discretionary Service Level.
 - o Able to process 3,000 Land Use Projects.
 - o Increasing by code enforcement activities previously in Building Services, Occupational & Radiological Health Program, and Community Food and Housing Program.
 - o Deleting 4.00 Staff Years as follows: 2.00 Staff Years Code Enforcement Officer II, 1.00 Staff Year Environmental Health Land Use Specialist II, and 1.00 Staff Year Public Nuisance Abatement Officer II.

3. Hazardous Materials Management Program [74.00 SY; E = \$4,101,243; R = \$4,068,082] including the regulation of the storage, processing, transporting and disposal of Hazardous Materials. Also provides Hazardous Incidental Response Team services for San Diego county residents is:
 - o Mandated/Discretionary Service Level.
 - o Able to conduct 7,000 Hazardous Materials Inspections, 900 Medical Waste Inspections and 400 Permitting Inspections for on-site treatment of hazardous waste.
 - o Decreasing by activities now broken out into subprograms as follows: 7. Community Services and Planning, 8. Local Enforcement Agency (LEA), and 9. Site Assessment and Mitigation.
 - o Deleting 0.42 Staff Year Hazardous Materials Specialist II.

4. Vector Surveillance & Control Program [40.00 SY; E = \$2,016,871; R = \$2,016,871] 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 [14.00 SY; E = \$902,520; R = \$902,520] including conducting workplace hazard evaluations for county employees, providing occupational health information to the general public, and inspecting and investigating x-ray producing equipment and radioactive material license holders, is:
 - o Mandated/Discretionary Service Level.
 - o Able to provide 2,500 Occupational Health Services.
 - o Decreasing by noise control activities now included in the Land Use Program.
6. Building Services [42.83 SY; E = \$3,722,444; R = \$3,255,637] including Plan Check, Building Permits Counter, Building Inspection, and building permit code enforcement is:
 - o Mandated/Discretionary Service Level.
 - o Able to complete 27,000 Inspection calls per year.
 - o Decreasing by non-building permit code enforcement activities now included in the Land Use Program.
 - o Deleting 1.00 Staff Year Deputy Director Planning and Land Use.
7. Community Services and Planning [12.00 SY; E = \$829,019; R = \$396,502] including disposal of household hazardous materials, Proposition 65 notifications, pollution prevention, U.S./Mexico border issues and community planning related to environmental health issues is:
 - o Mandated/Discretionary Service Level.
 - o Able to provide 1,600 annual Proposition 65 notifications.
 - o Able to properly dispose of 223 tons (446,071 lbs.) annually of household hazardous materials.
 - o New subprogram, previously included in the Hazardous Materials Management Program.
8. Local Enforcement Agency (LEA) [8.00 SY; E = \$579,612; R = \$579,612] acts 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 inspections of 105 solid waste facilities.
 - o New subprogram, previously included in the Hazardous Materials Management Program.
9. Site Assessment and Mitigation [33.00 SY; E = \$1,916,358; R = \$1,916,358] includes the regulation of all underground storage tanks, the monitoring well program and assessment and mitigation of services for contaminated sites:
 - o Mandated/Discretionary Service Level.
 - o Able to provide oversight of 1,600 contaminated sites.
 - o New subprogram, previously included in the Hazardous Materials Management Program.
10. Administration and Support [31.0 SY; E = \$1,481,640; R = \$1,481,640] 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 million in revenues from permits, fees, contracts and subventions.
 - o Deleting 1.0 Staff Year Intermediate Clerk Typist.

11. DEH Reserve Designation Increase for Building Services [0.00 SY; E = \$80,966; R = \$0] this unbudgeted, non-program component of the Department of Environmental Health (DEH) allows for prior year(s) excess revenue over expenses, in the Building Division, to be deposited into a reserve designation for use in subsequent years as needed to offset building program costs.

12. DEH Reserve Designation Increase for Environmental Health Services [0.00 SY; E = \$4,632; R = \$0] this unbudgeted, non-program component of the Department of Environmental Health (DEH) allows for prior year(s) excess revenue over expenses, in the Environmental Health Services fee programs, to be deposited into a reserve designation for use in subsequent years as needed to offset Environmental Health fee program costs.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
Bulk Asbestos Analysis Fee	\$7,025	\$6,146	\$6,146	0
Radiation Shielding	7,675	7,083	5,597	(1,486)
Pumper Truck Permit Fees	10,455	8,800	8,800	0
Construction Permits-Septic	219,295	207,237	218,342	11,105
Construction Permits-Grading	14,862	14,983	14,983	0
Construction Permits-Building	2,790,303	2,870,000	2,581,991	(288,009)
Monitoring Well Fees	593,315	578,000	514,210	(63,790)
Hazardous Materials Division Fees	239,738	219,720	278,268	58,548
Hazardous Materials Permit Fees	2,565,467	2,741,757	2,833,825	92,068
Base Permit Fee	1,154,931	1,166,022	1,200,719	34,697
Tank Installation Fees	127,195	132,818	129,102	(3,716)
Tank Closure Fees	119,400	174,575	121,345	(53,230)
Animal Permit Fees	7,195	6,470	7,769	1,299
Other Misc Permit Fees	3,011	3,045	3,589	544
Food Handling Establishment Fee	2,847,080	2,904,657	2,969,416	64,759
Food Plan Check Fees	365,345	340,017	374,827	34,810
Vending Vehicle Permit Fees	228,782	223,170	233,237	10,067
Housing Permit Fees	409,653	428,716	411,483	(17,233)
Water Permit Fees	90,801	93,010	91,957	(1,053)
Public Pool Permit Fees	791,440	818,841	804,869	(13,972)
Pool Plan Check Fees	20,620	20,100	20,426	326
Plan Check & Field Inspection-Land Use	479,317	617,162	510,213	(106,949)
Plan Check and Field Inspection-Building	1,381,851	1,353,000	1,359,132	6,132
Charges Air Pollution Control Dist.	3,189	2,500	2,500	0
Charges to Other Funds-Asbestos Analysis	103,125	5,800	5,800	0
Charges to Other Funds-Misc	30,003	0	0	0
Service to Property Owners-Grading	12,750	24,000	13,725	(10,275)
Mobile Home Parks	83,061	82,039	82,039	0
Spec Dist/Local Boards-Code Enforcement	223,902	214,000	214,000	0
Sub-Total	\$14,930,786	\$15,263,668	\$15,018,310	\$(245,358)
CONTRACTS:				
Military Local Oversight Program	\$0	\$0	\$0	0
Military Underground Tank Program	79,546	80,500	80,500	0
State-Radiation Control Program	308,459	380,667	429,153	48,486
State Toxic Substances	47,603	198,263	62,000	(136,263)
Housing/Community Development	26,151	0	0	0
Aid from Housing Authority (Acct 9745)	11,923	0	0	0
City SD Household Toxics	0	0	0	0
San Diego Zoological Society	0	0	0	0
Unified Disaster Council-H.I.R.T. (Hazardous Mat'l Incident Response Team)	330,641	320,026	330,641	10,615
Office of Disaster Preparedness	5,877	10,000	10,000	0
State - Leaking Underground Tanks	1,400,000	1,400,000	1,400,000	0
County DPW-Solid Waste Enforcement	412,087	408,338	408,338	0
County/DPW-Household Toxics	251,253	270,370	270,370	0
City (San Diego)-Solid Waste	109,157	125,000	125,000	0
Solid Waste Private Cost Recovery	40,600	0	0	0
City SD Misc Enforce Svcs	1,781	2,665	2,665	0
City SD Mission Bay Water Monitor	10,025	13,628	13,628	0
Gregory Canyon EIR Report	174,401	200,000	200,000	0
Sweetwater Cross Conn Control	93,196	124,393	62,000	(62,393)
City (Escondido) Noise Control	290	1,000	1,000	0
City (Escondido) Industrial Hygiene	6,481	0	0	0
City (Oceanside) Noise	0	1,000	1,000	0
City (Vista)-Noise Control	7,000	4,500	9,000	4,500
City (Chula Vista) Industrial Hygiene	2,555	1,700	1,700	0
City (Del Mar) Noise Control	1,000	6,000	1,000	(5,000)
City (Encinitas) Noise Control	9,500	9,000	9,500	500
City (La Mesa) Industrial Hygiene	0	1,500	1,500	0
City (Solana Beach) Noise Control	3,000	1,000	3,000	2,000
Helix Water District Industrial Hygiene	1,307	2,274	2,274	0
San Diego City Industrial Hygiene	72,919	21,000	23,100	2,100

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
City (San Diego) Water Utilities Vector Control	6,337	20,762	20,762	0
Unified Port Dist Rodent Ctr	39,303	34,472	34,472	0
Sub-Total	\$3,452,392	\$3,638,058	\$3,502,603	\$(135,455)
GRANTS:				
U.S. EPA Pollution Prevention	\$21,877	\$39,500	\$0	(39,500)
State Grant CIWMB	48,826	50,000	48,000	(2,000)
Sub-Total	\$70,703	\$89,500	\$48,000	\$(41,500)
OTHER:				
Fines and Penalties	\$155,828	\$228,900	\$224,924	(3,976)
Jury or Witness Fee	1,141	0	0	0
Other Miscellaneous Revenue	368,628	359,800	349,501	(10,299)
Returned Check Fee	4,780	0	4,858	4,858
Sanitation Other Govt-Vector Control Dist.	2,191,686	2,400,000	2,400,000	0
Misc. Revenue Prior Year	218,560	0	0	0
Recovered Expenditures	34,796	0	25,576	25,576
Other Revenue	13,624	0	0	0
Sub-Total	\$2,989,043	\$2,988,700	\$3,004,859	\$16,159
REALIGNMENT:				
Health Account - Vehicle License Fees (Req. Match 13.2%)	\$657,410	\$668,905	\$1,390,395	721,490
Sub-Total	\$657,410	\$668,905	\$1,390,395	\$721,490
Total Direct Program Revenue	\$22,100,334	\$22,648,831	\$22,964,167	\$315,336
County External Overhead Allocation:	\$(2,939,554)	\$(2,907,150)	\$(2,578,390)	328,760
Total	\$19,160,780	\$19,741,681	\$20,385,777	\$644,096

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
REALIGNMENT MATCH (13.2%):				
Health Account - Vehicle License Fees	\$183,896	\$183,896	\$183,896	0
Sub-Total	\$183,896	\$183,896	\$183,896	\$0
GENERAL FUND SUPPORT:				
	\$399,937	\$1,788,539	\$1,850,842	\$62,303
Sub-Total	\$399,937	\$1,788,539	\$1,850,842	\$62,303
Total	\$583,833	\$1,972,435	\$2,034,738	\$62,303

EXPLANATION/COMMENT ON PROGRAM REVENUES:

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. For FY 1996-97 this translates to a match percent of 13.2%.

In addition to the revenue budgeted in Environmental Health, and detailed above; in FY 1996-97, 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 \$22,964,167 is reduced by \$2,578,390 to pay for external overheads (A-87) in DEH's full cost recovery programs. This leaves \$20,385,777 in revenue to offset Direct Costs.

The General Fund Contribution of \$2,034,738 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; 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	\$171,200
Modular Furniture and Equipment	10,000
Data Processing Equipment - General	283,000
Engineering/Industrial Equipment and Instruments	19,500
Total	\$483,700

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Transportation Equipment	\$203,900
Total	\$203,900

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: BUSINESS COMPLIANCE					
% OF RESOURCES: 39%					
<u>OUTCOME (Planned Result)</u>					
Complete inspections of health regulated businesses	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to complete all inspections	N/A	\$8,544,381	\$8,195,719	\$8,888,250	\$8,886,156
<u>OUTPUT (Service or Product)</u>					
Inspect health regulated businesses	N/A	54,357	58,900	55,500	55,100
<u>EFFICIENCY (Input/Output)</u>					
Average cost per inspection	N/A	\$157.19	\$138.93	\$160.15	\$161.27
ACTIVITY B: LAND USE PROJECT REVIEW					
% OF RESOURCES: 4%					
<u>OUTCOME (Planned Result)</u>					
Complete review of land use projects requiring permit	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to review all projects submitted	N/A	\$918,359	\$889,935	\$1,002,750	\$955,093
<u>OUTPUT (Service or Product)</u>					
Review land use projects	N/A	2,779	2,639	3,000	3,000
<u>EFFICIENCY (Input/Output)</u>					
Average cost per project processed	N/A	\$330.46	\$337.22	\$334.25	\$318.36
ACTIVITY C: VECTOR CONTROL					
% OF RESOURCES: 11%					
<u>OUTCOME (Planned Result)</u>					
Complete evaluation/treatment of vector sites/complaints	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to address all sites/complaints (a)	N/A	\$2,530,087	\$2,237,359	\$2,060,750	\$2,631,290
<u>OUTPUT (Service or Product)</u>					
Respond to identified vector problems	N/A	N/A	70,694	60,500	60,500
<u>EFFICIENCY (Input/Output)</u>					
Average cost per service unit	N/A	N/A	\$31.65	\$34.06	\$43.49

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY D: WORKPLACE HAZARD EVALUATIONS					
% OF RESOURCES: 3%					
<u>OUTCOME (Planned Result)</u>					
Complete workplace hazard evaluations on request	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to complete all hazard evaluations (b)	N/A	\$812,560	\$652,068	\$724,500	\$744,779
<u>OUTPUT (Service or Product)</u>					
Perform evaluations, provide information (b)	N/A	5,900	3,597	4,600	2,500
<u>EFFICIENCY (Input/Output)</u>					
Average cost per service unit	N/A	\$137.72	\$181.28	\$157.50	\$297.91
ACTIVITY E: BUILDING INSPECTIONS					
% OF RESOURCES: 8%					
<u>OUTCOME (Planned Result)</u>					
Complete all required building inspections (c)	N/A	N/A	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to provide all building inspections (c)	N/A	N/A	2,066,075	\$2,000,000	\$1,968,175
<u>OUTPUT (Service or Product)</u>					
Complete building inspections (c)	N/A	N/A	28,402	27,000	27,000
<u>EFFICIENCY (Input/Output)</u>					
Average cost per inspection (c)	N/A	N/A	\$72.74	\$74.07	\$72.90

(a) Budgeted cost in FY 95/96 was erroneously submitted as direct cost only and did not include Departmental or External overheads.

(b) The Noise Control component of this measure was eliminated in FY 95/96 as not appropriate for this outcome, as defined. Elimination of Noise also caused the increase in unit cost.

(c) The Building Division of DEH belonged to the Department of Planning and Land Use in FY 94/95.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0958	CHIEF, ENVIRON HEALTH	0	0.00	9	9.00	0	532,676
0968	CHIEF, LAND USE	2	2.00	0	0.00	128,464	0
2122	DIR, ENVIRON HEALTH	1	1.00	1	1.00	94,640	87,372
2260	ASST DIR, ENVIRON HLTH	1	1.00	1	1.00	73,466	75,975
2288	DEP DIR, PLU	1	1.00	0	0.00	78,998	0
2302	ADMIN ASST III	3	3.00	3	3.00	130,864	135,499
2303	ADIMN ASST II	2	2.00	4	4.00	76,935	149,341
2304	ADMIN ASST I	4	4.00	3	3.00	131,084	104,061
2307	DEPTL PERSONNEL OFFCR	1	1.00	1	1.00	42,742	47,558
2405	ASST ACCOUNTANT	1	1.00	1	1.00	28,350	30,825
2413	ANALYST III	1	1.00	1	1.00	37,834	47,558
2425	ASSOC ACCOUNTANT	2	2.00	2	2.00	61,713	69,073
2427	ASSOC SYSTEMS ANALYST	3	3.00	1	1.00	148,443	51,179
2430	CASHIER	4	4.00	4	4.00	81,816	85,850
2460	DEPTL SYSTEMS ENGINEER I	0	0.00	2	2.00	0	72,692
2461	DEPTL SYSTEMS ENGINEER II	0	0.00	2	2.00	0	84,232
2462	SR DEPTL SYSTEMS ENGINEER	0	0.00	1	1.00	0	46,403
2493	INTERMEDIATE ACCT CLK	3	3.00	3	3.00	53,880	62,429
2494	PAYROLL CLERK	1	1.00	1	1.00	18,778	22,418
2505	SENIOR ACCOUNTANT	1	1.00	1	1.00	37,868	46,442
2510	SENIOR ACCOUNT CLERK	1	1.00	1	1.00	20,103	24,673
2511	SENIOR PAYROLL CLERK	1	1.00	1	1.00	21,060	25,815
2525	SENIOR SYSTEMS ANALYST	1	1.00	0	0.00	46,127	0
2537	DEPARMTAL BUDGET MGR	1	1.00	1	1.00	47,111	59,219
2700	INTERMEDIATE CLK TYPST	43	43.00	42	42.00	851,897	873,762
2726	PRINCIPAL CLERK II	1	1.00	1	1.00	29,341	32,610
2729	OFFICE SUP SECRETARY	2	2.00	2	2.00	42,618	46,120
2730	SENIOR CLERK	12	12.00	12	12.00	278,736	289,034
2745	SUPERVISING CLERK	3	3.00	3	3.00	82,980	85,833
2756	ADMIN SECRETARY I	6	6.00	3	3.00	131,778	68,157
2757	ADMIN SECRETARY II	7	7.00	10	10.00	165,997	247,035
2758	ADMIN SECRETARY III	1	1.00	1	1.00	30,653	31,703
3008	SR WORD PROCESSOR OP	1	1.00	1	1.00	25,502	26,373
3009	WORD PROCESSOR OP	1	1.00	1	1.00	23,646	24,455
3114	MICROCOMPUTER PGMR	1	1.00	0	0.00	34,521	0
3119	DEPTL COMPTR SPEC II	1	1.00	1	1.00	29,718	30,852
3120	DEPTL COMPTR SPEC III	2	2.00	1	1.00	83,356	43,109
3161	SUPV INDUSTRIAL HYGST	1	1.00	1	1.00	54,492	56,357
3554	CODE ENFORCEMENT COORD	1	1.00	0	0.00	43,513	0
3588	CODE ENFORCEMENT OFF II	5	5.00	7	7.00	157,980	242,288
3590	SUPV CODE ENFORCMT OFF	1	1.00	2	2.00	34,089	76,376
3615	ASST ENGINEER	1	1.00	1	1.00	43,740	45,239
3650	ASSOC STRUCTURAL ENGR	7	7.00	5	5.00	298,312	254,537
3661	BUILDING INSPECTOR II	16	16.00	16	16.00	543,456	658,315
3664	PLANS EXAMINER	2	2.00	3	3.00	72,570	125,436
3673	CHIEF ELECTRICAL INSP	1	1.00	1	1.00	36,285	44,504
3692	HYDROGEOLOGIST	1	1.00	0	0.00	50,542	0
3691	SR HYDROGEOLOGIST	0	0.00	1	1.00	0	50,751
3710	PUBLIC HEALTH ENGINEER	1	1.00	1	1.00	56,618	58,884
3715	SUPV BUILDING INSPECTOR	3	3.00	3	3.00	112,017	137,391
3735	SR STRUCTURAL ENGINEER	0	0.00	1	1.00	0	52,895
3833	LAND USE TECH III	2	2.00	2	2.00	58,284	66,516
3834	LAND USE TECH SUPV	2	2.00	2	2.00	63,192	72,475
3835	LAND USE TECH II	3	3.00	3	3.00	81,306	95,439
3838	PERMIT PROCESS COORD	1	0.83	1	0.83	30,144	36,831
3857	INDUSTRIAL HYGST II	5	5.00	5	5.00	247,105	255,600
3860	CHIEF, OCCU & RAD HLTH	1	1.00	0	0.00	58,614	0
3888	ASST NOISE CTRL OFFCR	1	1.00	0	0.00	38,333	0
4173	EPIDEMIOLOGIST II	1	1.00	0	0.00	40,976	0
4700	CHIEF, ENVIR HLTH SVCS	2	2.00	0	0.00	106,492	0
4701	SENIOR HLTH PHYSICIST	1	1.00	1	1.00	54,242	56,104

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
4707	ENVIRON HLTH TECH	4	4.00	4	4.00	83,146	86,156
4708	ASST CHIEF, FOOD & HSG	1	1.00	0	0.00	51,062	0
4711	CHIEF, VEC SV & CTRL	1	1.00	0	0.00	60,341	0
4722	ENVIRON HEALTH SPEC II	0	0.00	116	116.00	0	4,878,612
4723	ENVIRON HEALTH SPEC III	0	0.00	39	39.00	0	1,846,884
4724	DEP CHIEF ENVIR HEALTH	0	0.00	8	8.00	0	417,408
4740	ENVIR LAND USE SPEC II	12	12.00	0	0.00	471,857	0
4741	ENVIR LAND USE SPEC III	7	7.00	0	0.00	308,938	0
4742	ENVIR LAND USE SPEC IV	3	3.00	0	0.00	145,749	0
4745	REG ENVIR HLTH SPEC II	47	46.25	00	00.00	1,631,094	0
4748	ASST CHIEF, HAZ MAT MGT	1	1.00	0	0.00	54,869	0
4750	RADIATION MGMT SPEC II	0	0.00	1	1.00	0	39,410
4751	HAZ MATLS SPEC I	2	2.00	0	0.00	65,623	0
4752	HAZ MATLS SPEC II	59	58.42	00	00.00	2,406,868	0
4753	HAZ MATLS SPEC III	20	20.00	00	00.00	922,226	0
4754	HAZ MATLS SPEC IV	4	4.00	0	0.00	204,248	0
4755	REG ENVIR HLTH SPEC III	10	10.00	00	00.00	441,340	0
4756	CHIEF, HAZ MAT MGMT	1	1.00	0	0.00	60,341	0
4757	RADIATION MGMT SPEC	3	3.00	2	2.00	125,418	86,472
4758	REG ENVIR HLTH SPEC IV	2	2.00	0	0.00	90,686	0
4761	VECTOR CONTROL TECH II	22	22.00	22	22.00	664,499	681,679
4762	VECTOR CONTROL TECH III	4	4.00	4	4.00	133,570	136,700
4766	VECTOR CONTROL TECH IV	4	4.00	4	4.00	152,080	152,168
4767	SR VECTOR ECOLOGIST	2	2.00	2	2.00	99,645	103,061
4769	VECTOR SURV & CTRL MGR	1	1.00	1	1.00	53,246	55,074
4829	ENVIRONMENTAL HLTH EDUCATOR	0	0.00	1	1.00	0	40,473
5455	PUB NUIS ABATE OFF II	5	5.00	0	0.00	142,330	0
5456	PUB NUIS ABATE OFF SUPV	1	1.00	0	0.00	33,177	0
9999	Extra Help	36	3.00	36	3.00	114,364	135,559
Total		427	392.50	418	384.83	\$13,970,038	\$14,705,927
Salary Adjustments:						\$441,024	\$87,844
Premium/Overtime Pay:						181,714	100,000
Employee Benefits:						4,562,516	4,669,133
Salary Savings:						(414,540)	(487,453)
VTO Reductions:							(83,789)
Total Adjustments						\$4,770,714	\$4,285,735
Program Totals		427	392.50	418	384.83	\$18,740,752	\$18,991,662

PROGRAM: Community Health Services

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41026
MANAGER: Yolanda Partida

ORGANIZATION #: 6000
REFERENCE: 1996-97 Proposed Budget —Pg. 17-12

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$40,768,163	\$42,308,295	\$43,651,547	\$47,467,297	\$47,844,430	0.8
Services & Supplies	63,311,635	72,736,660	77,863,333	69,386,018	79,189,358	14.1
Other Charges	13,899,216	5,313,458	4,957,175	5,297,168	4,896,879	(7.6)
Fixed Assets	263,939	474,868	427,617	358,122	258,083	(27.9)
Vehicle/Comm. Equip.	0	0	0	50,000	0	(100.0)
Reimbursements	0	(3,003,349)	(3,410,466)	(3,613,768)	(1,034,349)	(71.4)
Operating Transfers	(2,958,022)	0	7,496	0	59,184	100.0
TOTAL DIRECT COST	\$115,284,931	\$117,829,932	\$123,496,702	\$118,944,837	\$131,213,585	10.3
PROGRAM REVENUE	(98,272,265)	(98,552,249)	(112,467,193)	(106,572,457)	(123,153,229)	15.6
NET GENERAL FUND CONTRIBUTION	\$17,012,666	\$19,277,683	\$11,029,509	\$12,372,380	\$8,060,356	(34.9)
STAFF YEARS	974.04	1,013.43	955.01	1,177.15	1,155.40	(1.8)

PROGRAM MISSION

The Mission of Community Health Services (CHS) is to ensure high quality public health and personal health services to communities and individuals in the County of San Diego in a way that: 1) integrates systems of care, and 2) empowers communities and individuals to achieve improved health status.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Authorized budgeted levels for FY 1995-96, including prior year appropriations and mid-year Board actions, total \$126.9 million. Actual expenditures reflect a \$5.9 million savings when compared to this number, which was generated by program cost containment measures in an attempt to offset revenue shortfalls.

ACHIEVEMENT OF 1995-96 OBJECTIVES

- Children, Youth and Family Preventive Health Services key indicator:** Achieved 122% of goal to reduce the infant mortality rate of 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 by reduction of infant mortality rate to 4.9 per 1,000 live births.
- California Children Services (CCS) key indicator:** Achieved 356% of goal to enable at least 3% of children receiving CCS services to improve their conditions sufficiently to discontinue therapy with 10.7% able to discontinue therapy.
- Immunizations key indicator:** Achieved 100% of goal to reduce vaccine preventable disease by maintaining immunization of school entrants at 98% or above and achieved 102% of stated goal of immunizations among two year olds to at least 90% for Measles, Mumps and Rubella.

4. **Tuberculosis Control key indicator:** Achieved 102% of goal to ensure that 95% of tuberculosis patients complete their course of treatment with 97% of patients completing treatment.
5. **Sexually Transmitted Disease (STD) control key indicator:** Achieved 154% of goal to reduce the incidence of infectious syphilis in the general population to 3.5 per 100,000 through a targeted program which reduced the incidence among African-Americans to 12.8 (from a stated goal of 25.0) per 100,000 and by expanding a community based STD surveillance system.
6. **County Medical Services key indicator:** Achieved 105% of goal to 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 by treating 94.2% as treat and release/outpatient.
7. **Long Term Care key indicator:** Achieved 100% of stated goal to 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.
8. **Emergency Medical Services key indicator:** Achieved 100% goal of maintaining the rate of preventable or potentially preventable deaths in the San Diego County Trauma system under 5%.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. **Children, Youth and Family Preventive Health Services key indicator:** Through coordination of a broad range of community services, improve health care for women, infants and children by minimizing serious illnesses and unnecessary deaths. Over time, as one measure of effectiveness, the infant mortality rate will decline to or below 6 per 1,000 live births.
 - a. 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.
 - b. Provide nutrition education/counseling and food vouchers to 33,000 low income families with pregnant women, infants and children each month.
 - c. 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.
 - d. 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.
 - e. Facilitate 150,000 preventive health CHDP screenings for low income children in San Diego County.
 - f. Coordinate the achievement of 90% compliance with CHDP's first grade entrance health exam requirements.
 - g. Arrange and pay for the medical and dental treatment of 10,000 children identified on CHDP exams as needing care, but without the financial means to pay for the care.
 - h. Provide 7,000 well-child health assessments to income-eligible children from birth through school-entry age in the Public Health Centers.
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 full immunizations among two year olds to at least 90%.
 - a. Provide a total of 285,000 immunizations (excluding influenza vaccine) to all age groups 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 risk assessments and test disclosure contacts, including education and counseling to prevent the spread of HIV.

6. **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 27,000 unduplicated monthly patients of County Medical Services.
7. **Primary Care Services key indicator:** Increase access to preventive and primary health services to the poor and working poor residents of San Diego County.
 - a. Provide annually 175,000 medical visits through contracts with community clinics.
 - b. Reduce public health problems such as tuberculosis by providing preventive health care (screening and referrals) for newly arrived refugees.
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 1,662 Emergency Medical Technicians and Paramedics.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Adult Services [59.17 SY; E = \$51,400,468; R = \$47,218,719] 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 175,000 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 1,900 refugees for public health problems such as tuberculosis and inadequate immunization.
2. Community Disease Control [207.49 SY; E = \$20,114,247; R = \$19,623,930] 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 2.00 staff years (SY) Temporary Extra Help for temporary appointments of professional experts for outreach and education on Lead Poisoning to high risk populations.
 - Increasing 2.00 staff years (SY) including 1.00 SY Chief, State Communicable Disease and 1.00 SY Supervising Communicable Disease Investigator as approved in the Interjurisdictional Exchange Agreement with the State Department of Health Services for the temporary appointment of the Chief, Community Disease Control to the State Department of Health Services.
 - Increasing 8.00 SY (7.00 SY Public Health Educator II and 1.00 SY Health Education Associate) due to the transfer of staff from the Emergency Medical Services, Health Promotion and Injury Prevention subprogram.
 - Making staffing adjustments resulting in no net change in staff years (deleting 1.00 SY Administrative Trainee, 1.00 SY Administrative Secretary I, 1.00 SY Associate Systems Analyst, 1.00 SY Chief, Community Disease Control, 1.00 SY Public Health Nurse II, 1.00 SY Public Health Nurse III, 1.00 SY Supervising Communicable Disease Investigator, 1.00 SY Public Health Microbiologist, and 1.00 SY Licensed Vocational Nurse; increasing 1.00 SY Data Entry Operator, 0.50 SY Social Services Aide II, 1.00 SY Supervising Communicable Disease Investigator, 1.00 SY Eligibility Control Worker, 1.00 SY Senior Clerk, 0.50 SY Physician, 1.00 SY Administrative Assistant II, 3.00 SY Community Health Program Specialist II) through the reallocation of staffing resources in anticipation of the Department's reorganization into Client Services and Prevention Services functions and offsetting the creation of an Application System Engineer in the Department's Information Services Division.
 - Transferring 1.00 SY Administrative Assistant II to the Administrative Support Program as part of the Department's approved Reorganization consolidating budget functions.
3. Correctional Health [60.00 SY; E = \$2,875,590; R = \$2,564,941] 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 pharmaceutical 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.
 - Increasing 0.83 SY Staff Nurse II for medical services at the Campo Dorm III Probation Juvenile ranch facility.
 - Adjusting staffing patterns resulting in no change to staff years adding 1.00 SY Nurse Assistant, 2.50 SY Medical Assistant; decreasing 1.00 SY Intermediate Clerk, 0.50 SY Physician Assistant, and 2.00 SY Nurses Assistant.
4. Emergency Medical Services & Injury Prevention [40.50 SY; E = \$4,634,651; R = \$4,516,539] 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.
 - 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 1.00 staff year (SY) Quality Assurance Specialist to meet the regulatory responsibilities of Emergency Medical Services for Base Hospital monitoring and support of the Prehospital Audit Committee.
 - Increasing 1.00 SY Supervising Public Health Educator in support of the Comprehensive Perinatal Services Program.
 - Transferring 11.00 SY of Health Promotion staff to other Community Health sub-programs in support of Department reorganization efforts.
 - Transferring 37.08 SY for reassignment of the core unit of Health Promotion to the Director's Office from Community Health Services implementing part of the Department of Health Services' reorganization providing new emphasis on broader Departmental coordination of health promotion services.
 - Transferring 1.00 SY Public Health Educator II from Community Health Services to Alcohol and Drug Services in accordance with Department reorganization.
 - Decreasing a net 0.50 SY through the deletion of 0.50 SY Public Health Educator II and 1.00 SY Quality Assurance Specialist; and the addition of 1.00 SY Biostatistcian to analyze data related to injuries and support EMS projects.
5. Long Term Health [473.58 SY; E = \$18,654,608; R = \$18,523,180] 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.
6. Children, Youth & Families [270.58 SY; E = \$21,400,270; R = \$18,684,091] 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 150,000 children from low income families annually.
 - Coordinating the Child Health and Disability Prevention Treatment Reimbursement (CHDP-TR) program to treat approximately 10,000 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 150,000 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 33,000 low income families with pregnant women, infants and young children each month through the Women, Infant and Children (WIC) program.
 - Providing approximately 35,000 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.
 - Adding 1.00 staff year (SY) Supervising Public Health Educator offset by the deletion of 1.00 SY Senior Dietitian to provide support to the Comprehensive Perinatal Services Program (CPSP) for the development, implementation and maintenance of health education protocols consistent with state requirements for use by CPSP physicians.
 - Increasing a net of 2.50 SY (increasing 1.00 SY Intermediate Clerk Typist, 1.00 SY Public Health Nutrition Manager, 1.00 SY Licensed Vocational Nurse, and 1.00 SY Public Health Educator II; decreasing 1.00 SY Public Health Nurse III and 0.50 SY Social Services Aide II) through the reallocation of staffing resources in anticipation of the Department's reorganization into Client Services and Prevention Services functions.
 - Transferring 2.50 SY (1.00 SY Certified Nurse Practitioner, 1.00 SY Senior Clerk, 0.50 SY Social Services Aide II) to other sub-program activities to utilize existing staff more effectively.
 - Deleting 9.00 SY (1.83 SY Intermediate Clerk, 1.00 SY Senior Clerk, 3.17 SY Senior Dietitian, 3.00 SY Nutrition Assistant) in a reallocation of staffing resources for implementing the "Healthy San Diego" Medi-Cal Managed Care Plan in San Diego County.
 - Increasing 2.00 SY (1.00 SY Accounting Technician and 1.00 SY Supervising Public Health Educator) to enhance and supervise claims processing and support health education needs of categorically funded programs.
7. Office of AIDS Coordination [8.08 SY; E = \$8,084,822; R = \$8,084,822] 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.
8. Administration & Support [14.00 SY; E = \$1,093,905; R = \$981,983] is:
- Mandated Activity/Discretionary Service Level.
 - Responsible for the planning, direction and overall management of Community 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 - Injury Prevention, Children, Youth and Families, Office of AIDS Coordination, Long Term Care, and Medi-Cal Managed Care.
 - Policy development and oversight of policy implementation.
 - Oversight of Managed Care implementation process.
 - 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.
 - Decreasing 1.00 SY Chief, Administrative Services as part of the consolidation and restructuring of the fiscal and budget functions in accordance with the Department's reorganization efforts.
9. Medi-Cal Managed Care [22.00 SY; E = \$2,955,024; R = \$2,955,024] is:
- Mandated Activity/Discretionary Service Level.
 - Planning and implementing the Health Care Options function of the Healthy San Diego Medi-Cal Managed Care program involving approximately 225,000 AFDC-linked Medi-Cal beneficiaries;
 - Providing client education and assistance to AFDC and SSI-linked Medi-Cal beneficiaries on managed care that is complete and accurate and will foster an informed choice by the beneficiary as to how they would like to receive their Medi-Cal services;
 - Developing the integration of traditional preventive public health services with managed care services provided by health plans once enrollment in plans becomes mandatory;
 - Integrating Healthy San Diego with the Health Department's proposed front end system of intake, assessment and referral;
 - Developing and implementing a Quality Improvement system, an integrated Management Information System, and a Consumer Education and Advocacy component;
 - Developing and implementing all operational policies and procedures for mandatory enrollment functions, outreach, assessment, and all aspects of Medi-Cal managed care under Healthy San Diego.
 - Establishing core administrative staffing and enrollment staffing of 22.00 SY for providing required program services through reallocation of staff resources from other Community Health Services programs and a decrease of 10.50 SY in the Department of Social Services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
Telephone, Commissions and Canteen Rent	\$0	\$450	\$450	0
Patient Fees, Insurance and Medi-Cal	19,229,264	17,924,140	17,969,479	45,339
Employee Meal Sales	4,756	740	740	0
Meals-On-Wheels	33,918	34,000	34,000	0
Meal Donations	74,319	45,660	45,660	0
Day Care Maintenance	9,167	23,000	23,000	0
City of Santee Reimbursement	15,000	15,000	15,000	0
Duplication Chgs. Records & Files	182	0	0	0
Emer. Med. Svcs Penalty Assm. (SB 12/612)	3,956,249	3,451,027	3,649,744	198,717
EMT Certification Fee	39,035	3,500	18,500	15,000
QA Net Program	0	113,605	113,605	0
Trauma Center Designation Fees	315,000	271,552	271,552	0
Base Hospital Designation Fees	125,000	227,090	227,090	0
Trauma Fees QA Net	96,644	96,644	96,644	0
Ambulance Operator Permits	60,051	65,000	65,000	0
Pharmacy Issues - Community Clinics	35,850	210,000	0	(210,000)
Certified Copies - Births	386,593	415,370	438,041	22,671
Certified Copies - Deaths	981,635	881,698	881,698	0
Permits for Disposal of Human Remains	127,844	119,868	119,868	0
Records & Statistics Trust Fund	126,793	152,338	207,587	55,249
Medi-Cal Administrative Claiming (MAC/SB910)	1,134,216	1,855,439	1,855,439	0
Option for Recovery	105,000	105,000	105,000	0
Child Psngr Safety Trust Fund	96,415	130,000	0	(130,000)
Employment TB Skin Tests	57,901	84,430	84,430	0
Employment TB X-rays	26,144	31,354	31,354	0
Immunizations	127,493	380,000	200,000	(180,000)
Sexually Transmitted Disease Clinic Visits	53,310	110,000	60,000	(50,000)
Laboratory Fees (Virology)	47,199	50,883	50,883	0
Massage Technician Proficiency Testing	8,496	7,400	7,400	0
Regulation of Health Assessments	10,320	17,519	17,519	0
Miscellaneous Revenue	30,475	7,326	7,326	0
Patient Fees	209	8,625	8,625	0
Returned Check Fee	1,488	0	0	0
Recovered Expenditures	9,668	0	0	0
State-Medi-Cal (CHDP/EPST/CHYC)	305,377	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	160,031	204,872	204,872	0
Family Repayment for Services CCS	26,985	63,000	63,000	0
Court Fees & Misc. Other Fees	5,970	0	0	0
Miscellaneous Revenue, Prior Year	2,252	0	0	0
Interjurisdictional Exchange Agreement	102,167	0	138,740	138,740
Sub-Total	\$27,928,416	\$27,639,265	\$27,544,981	\$(94,284)
GRANTS:				
Nutrition Center Grant (15% match requirement)	\$60,006	\$76,532	\$76,532	0
EMSA Grant	285,347	38,375	38,375	0
General Motors Research Grant	50,419	0	240,000	240,000
Refugee Preventive Health (no match required)	318,799	348,442	472,250	123,808
State Office of Traffic Safety	247,947	280,000	103,500	(176,500)
State-State and Local Injury Control	42,929	0	62,673	62,673
State-Preventive Health Care-Aging (100.00% match requirement)	53,000	51,892	51,892	0
State Aid-Adult Programs	40,702	0	0	0
Cooperative Initiative/Health Care Child Care	48,484	292,000	0	(292,000)
Robert Wood Johnson Grant	294,335	389,630	624,631	235,001
State-Lead Poisoning	393,909	630,551	630,551	0
State-Special P.H. Assistance	15,488	15,708	15,708	0
State-Tuberculosis Allocation	74,206	27,010	28,910	1,900
State-Gov. Wilson's TB Initiative	247,489	300,199	300,199	0
State-Pediatric Immunization Project & Hepatitis B Prevention	3,024,195	1,886,214	3,819,124	1,932,910
State-AB 1733, Child Abuse Prevention	43,199	0	0	0
State-Preventive Border Health	87,436	75,776	86,373	10,597
State-STD Control	62,368	70,604	66,244	(4,360)
State-School Based Hepatitis B	42,325	38,866	38,866	0
State-Rabies Exam	0	768	768	0
State-Healthy San Diego	10,000	541,667	2,955,024	2,413,357
State-AIDS AZT	1,998,496	1,217,868	1,822,980	605,112

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
State-AIDS Master Grant Agreement:				
State-AIDS Counseling & Education Activities in STD Clinics	0	120,000	120,000	0
State-AIDS Education and Prevention Program	134,499	150,000	0	(150,000)
State-AIDS Alt. Site Grant	549,125	944,059	725,012	(219,047)
State-AIDS Block Grant	277,314	450,948	343,400	(107,548)
State-AIDS Sentinel Surveillance	11,800	75,000	75,000	0
State-AIDS Early Intervention	228,056	300,000	276,595	(23,405)
State-HIV Comm. Prevention Planning	35,000	0	1,145,287	1,145,287
Federal Care Title I Formula	3,727,825	3,260,212	3,260,212	0
Federal Care Title I Supplemental	2,873,213	2,382,468	3,845,662	1,463,194
Federal-Comp. Public Health (314d)	23,317	23,834	23,834	0
Federal-HOPWA Grant	256,014	168,210	168,210	0
Federal-Tuberculosis Grant	2,160,193	2,474,484	2,474,484	0
Tuberculosis/HIV Surveillance	28,796	66,709	0	(66,709)
Federal-Other (Hansens)	158,775	179,776	179,776	0
Federal-National Survey for Resis. Gon	2,208	2,275	2,275	0
Federal-Dental Health Initiative	39,563	0	50,000	50,000
Federal-Lead Poisoning	65,253	0	360,445	360,445
Prior Year, State Revenue	18,103	0	0	0
Prior Year, Federal/Other Govt Revenue	(194,816)	0	0	0
Miscellaneous Revenue, Prior Year	(4,197)	0	0	0
State Follow-up to High Risk Mothers & Infants	90,000	90,000	90,000	0
Breast & Cervical Cancer Control	13,771	51,617	39,130	(12,487)
CCS HIV Screening	1,971	14,000	14,000	0
Miscellaneous	33,160	0	0	0
Sub-Total	\$17,970,022	\$17,035,694	\$24,627,922	\$7,592,228
SUBVENTIONS:				
Prior Year SLIAG/LIMA	\$2,662,286	\$0	\$0	\$0
SLIAG	0	193,537	0	(193,537)
State-Maternal and Child Health Categorical Allotment - Title V	1,374,626	1,592,315	1,328,045	(264,270)
State-Tobacco Tax, Hospital Account	8,753,662	6,732,207	6,455,647	(276,560)
State-Tobacco Tax, Unallocated Account	1,218,034	1,578,109	1,705,064	126,955
State-Tobacco Tax, Health Education Account	803,740	1,664,169	0	(1,664,169)
State-Tobacco Tax, Physician Account	457,735	802,052	725,049	(77,003)
State-Child Health and Disability Prevention Program (CHDP)	674,809	728,898	503,715	(225,183)
State-Early Periodic Screening, Diagnosis and Treatment Contract	1,222,046	1,415,992	1,407,423	(8,569)
State-Women, Infant and Children Program (WIC)	3,182,710	2,788,545	3,362,100	573,555
Black Infant Health Project	56,501	193,775	199,989	6,214
State - California Children Services (CCS)				
CCS - Treatment (25% match required)	3,249,873	3,570,000	3,570,000	0
CCS - Administration	253,244	367,757	367,757	0
CCS - Medi-Cal	971,493	936,108	936,108	0
Prior Year, State Revenue	(37,641)	0	0	0
Miscellaneous Revenue, Prior Year	269,168	0	0	0
Sub-Total	\$25,112,286	\$22,563,464	\$20,560,897	\$(2,002,567)
OTHER:				
Prior Year, Federal/Other Govt.	\$93,385	\$0	\$0	0
Donation from HERE	0	100,000	100,000	0
Recovered Expenditures	192,941	30,518	50,518	20,000
Miscellaneous Revenue	20,908	0	0	0
Department of Environmental Health Services' Revenues	0	127,177	114,807	(12,370)
Aid from Hospital Council	130,283	436,600	436,600	0
Prior Year, State Rev	639,244	0	0	0
Miscellaneous Rev, Prior Year	14,852	0	0	0
Prior Year, Other Revenues	114	0	0	0
Arizona State - Border Health	0	0	1,973	1,973
Sub-Total	\$1,091,727	\$694,295	\$703,898	\$9,603

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
REALIGNMENT:				
Health Account - Vehicle License Fees	\$36,294,551	\$36,035,740	\$47,673,980	11,638,240
Health Account - Sales Tax	10,897,305	8,235,850	8,235,850	0
Health Account - Sales Tax to DSS	(72,890)	(74,916)	(74,916)	0
Mental Hlth Realignment, Public Health Lab.	0	284,548	284,548	0
Social Services Realignment, SS Sales Tax	1,719,039	1,785,000	1,785,000	0
Sub-Total	\$48,838,005	\$46,266,222	\$57,904,462	\$11,638,240
Total Direct Program Revenue	\$120,940,456	\$114,198,940	\$131,342,160	\$17,143,220
Department Overhead and County External Overhead Allocation:	\$(8,473,263)	\$(7,626,483)	\$(8,188,931)	(562,448)
Total	\$112,467,193	\$106,572,457	\$123,153,229	\$16,580,772

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
Medi-Cal Administrative Claiming (MAC/SB910)	\$0	\$1,343,594	\$0	(1,343,594)
Sub-Total	\$0	\$1,343,594	\$0	\$(1,343,594)
GRANTS:				
State Preventive Health Care for the Aging (100% budgeted match)	\$53,000	\$51,892	\$51,892	0
Nutrition Center Grant	11,480	11,480	11,480	0
Sub-Total	\$64,480	\$63,372	\$63,372	\$0

(continued on next page)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
SUBVENTIONS:				
CCS Treatment (25% budgeted match)	\$1,624,937	\$1,785,000	\$1,785,000	0
CCS Administration	126,622	183,879	183,879	0
State Perinatal Care	209,019	209,019	209,019	0
State EPSDT	356,189	356,189	356,189	0
Sub-Total	\$2,316,767	\$2,534,087	\$2,534,087	\$0
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:				
Sub-Total	\$4,428,867	\$4,211,932	\$1,243,502	(2,968,430)
Sub-Total	\$4,428,867	\$4,211,932	\$1,243,502	\$(2,968,430)
Total	\$11,029,509	\$12,372,380	\$8,060,356	\$(4,312,024)

* The Community Health Services Program has \$1,243,502 remaining in net County cost beyond the level of matching funds required for its categorical revenue. Fiscal Year 1996-97 growth in the anticipated level of Health Account Realignment was available to cover this cost, however, due to County-wide budget considerations it was decided that \$721,490 of these growth funds would be directed to the Department of Environmental Health and that \$4.3 Million would be used to fund the UCSD Fourth Operating agreement.

CHANGES FROM 1995-96 BUDGET

The FY 1996-97 Adopted Budget revenue reflects an increase of over \$17.0 million from the FY 1995-96 Adopted Budget level. The net increase reflects changes resulting from reduction of one-time grant funds and adjustment of budgeted fee revenues based on historical collection data. Offsetting these reductions are increases in State and Federal categorical grant funding for the Women, Infant and Children (WIC) Program, Lead Poisoning Prevention Program, Ryan White Comprehensive AIDS Resources Emergency (CARE) Act, and Emergency Medical Services' Penalty Assessment Trust Fund program activities. Implementation of the Medi-Cal Managed Care program for Aid for Dependent Children (AFDC) clients increased revenue by \$2.4 million. The most significant change in funding for Community Health Services comes from a budgeted increase of Health Account Realignment due to the anticipated level of growth in this revenue for Fiscal Year 1996-97. This increase was utilized to reduce the amount of County General Funds used in support of Community Health Program activities; and, to provide for an increase in the County Medical Services reimbursement pool rates in keeping with the County's commitment to providers of medical services for medically indigent persons in San Diego County.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$51,500
Modular Furniture & Equipment	3,000
Data Processing Equipment	124,533
Engineering/Industrial	30,050
Laboratory/Med/Instit I	49,000
Total	\$258,083

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
NONE	\$0
Total	\$0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
CHILDREN, YOUTH AND FAMILY PREVENTIVE HEALTH SERVICES					
% OF RESOURCES: 1.8%					
<u>OUTCOME (Planned Result)</u>					
Infant Mortality Rate	N/A	6.2%	4.9	6.0	6.0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Live Birth	N/A	N/A	\$238.81	\$290.61	\$238.81
<u>OUTPUT (Service or Product)</u>					
# of Women to Access Perinatal Care	N/A	12,000	11,000	12,000	11,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Woman to Access Perinatal Care	N/A	\$207.59	\$223.05	\$229.97	\$190.65
<u>OUTPUT (Service or Product)</u>					
Participants Served per Month (WIC)	18,761	26,700	36,000	33,000*	33,000
<u>EFFICIENCY (Input/Output)</u>					
Annual Cost per Participant Served (WIC)	N/A	\$82.17	\$103.63	\$113.05	\$113.05
<u>OUTPUT (Service or Product)</u>					
# PHN Contacts	53,411	38,529	37,621	35,000**	35,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per PHN Contact	N/A	\$60.58	\$61.60	\$71.58	\$66.69
<u>OUTPUT (Service or Product)</u>					
# of CHDP Screenings	N/A	N/A	200,000	N/A	150,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per CHDP Screening	N/A	N/A	\$2.85	N/A	\$3.80
<u>OUTPUT (Service or Product)</u>					
# of First Graders with CHDP Entrance Exam	N/A	N/A	37,600	N/A	36,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per First Grader	N/A	N/A	\$0.85	N/A	\$0.88
<u>OUTPUT (Service or Product)</u>					
# of Children Receiving CHDP-TR Care	N/A	N/A	9,365	N/A	10,000
<u>EFFICIENCY (Input/Output)</u>					
Cost of CHDP-TR Care per Child	N/A	N/A	\$132.72	N/A	\$132.72
<u>OUTPUT (Service or Product)</u>					
# of Well-Child Health Assessments	N/A	N/A	7,357	N/A	7,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Health Assessment	N/A	N/A	\$102.29	N/A	\$102.29

* 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

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY B: CALIFORNIA CHILDREN SERVICES (CCS)					
% OF RESOURCES: 7.0%					
<u>OUTCOME (Planned Result)</u>					
% Children Able Discontinue Treatment	8.0%	3.7%	10.7%	3.0%	10.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Total Cost per Child Served	N/A	\$3,607.00	\$4,919.05	\$5,241.00	\$5,704.82
<u>OUTPUT (Service or Product)</u>					
Therapy Treatment Units	N/A	117,887	192,524	115,700	150,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Therapy Treatment Unit	N/A	\$17.21	\$8.79	\$17.00	\$11.28
<u>OUTPUT (Service or Product)</u>					
Claims Processed	47,188	43,707	44,819	49,500	49,300
<u>EFFICIENCY (Input/Output)</u>					
Administrative Cost per Claim	N/A	\$25.34	\$17.14	\$26.62	\$15.58
ACTIVITY C: IMMUNIZATIONS					
% OF RESOURCES: 2.9%					
<u>OUTCOME (Planned Result)</u>					
% of children fully Immunized at age 2 years (4DTP, 30PV, 1MMR)	N/A	69%	74%	N/A	74%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Total County cost per two year old child for fully immunized	N/A	N/A	\$66.27	N/A	\$67.50
Total County cost for two year old Immunized (Measles, Mumps, Rubella)	N/A	\$28.17	\$53.31	\$26.12	\$55.00
<u>OUTPUT (Service or Product)</u>					
County Supported Immunizations	315,351	280,307	272,629	285,000	280,000
<u>EFFICIENCY (Input/Output)</u>					
Total Clinic Cost per Immunization	N/A	N/A	\$5.97	N/A	\$5.00
ACTIVITY D: TUBERCULOSIS CONTROL					
% OF RESOURCES: 6.3%					
<u>OUTCOME (Planned Result)</u>					
% Patients Completing Treatment	94.0%	97.0%	97.0%	95.0%	95.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Resident	\$1.94	\$2.26	\$2.37	\$2.49	\$2.49

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>OUTPUT (Service or Product)</u>					
Total Clinic Contacts	51,605	58,693	47,395	51,400	47,424
<u>EFFICIENCY (Input/Output)</u>					
Clinic Cost/Contact	\$33.13	\$32.80	\$40.08	\$33.07	\$44.94
<u>OUTPUT (Service or Product)</u>					
Specimens Tested	3,205	3,612	5,886	3,355	3,400
<u>EFFICIENCY (Input/Output)</u>					
Cost per Specimen	\$141.51	\$126.50	\$107.13	\$139.52	\$143.50
<u>OUTPUT (Service or Product)</u>					
PHN TB Follow-up Contacts	30,246	29,026	28,606	27,000	27,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per PHN TB Follow-up Contacts	\$58.80	\$57.64	\$68.36	\$65.00	\$65.00
ACTIVITY E:					
SEXUALLY TRANSMITTED DISEASE (STD) CONTROL					
% OF RESOURCES: 2.4%					
<u>OUTCOME (Planned Result)</u>					
Incidence of Infectious Syphilis per 100,000	N/A	3.7	1.9	3.5	2.5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Resident	N/A	\$0.90	\$0.92	\$1.05	\$1.05
<u>OUTPUT (Service or Product)</u>					
STD Clinic Visits	14,651	14,024	13,723	12,500	13,700
<u>EFFICIENCY (Input/Output)</u>					
Cost per STD Clinic Visit	\$84.10	\$79.16	\$79.07	\$83.47	\$83.47
<u>OUTPUT (Service or Product)</u>					
Lab Specimens Tested for Syphilis	21,824	18,789	14,503	19,000	15,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Syphilis Lab Specimen Test	\$9.56	\$11.37	\$10.56	\$11.35	\$11.53
<u>OUTPUT (Service or Product)</u>					
HIV Risk Assessments/Test Disclosure Contacts	32,189	26,652	31,755	30,000	30,000
<u>EFFICIENCY (Input/Output)</u>					
Program Cost per Client Contact	N/A	N/A	\$29.10	N/A	\$24.00

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY F:					
COUNTY MEDICAL SERVICES					
% OF RESOURCES: 27.4%					
<u>OUTCOME (Planned Result)</u>					
% Clients Treated as Outpatients or E.R. Treat/Release	94.1%	94.0%	94.2%	94.0%	94.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Total Cost per unduplicated Patient	\$1,285.13	\$1,234.54	\$1,368.17	\$1,202.00	\$1,230.00
<u>OUTPUT (Service or Product)</u>					
Undup. Patients	26,890	26,303	24,386	27,500	27,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per unduplicated Patient	\$1,214.25	\$1,234.54	\$1,368.17	\$1,202.00	\$1,230.00
ACTIVITY G:					
PRIMARY CARE SERVICES					
% OF RESOURCES: 2.9%					
<u>OUTCOME (Planned Result)</u>					
Primary Care Patient Visits	169,400	158,736	155,742	154,000	175,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
# of Refugees Screened	3,057	2,210	2,116	2,200	1,900
<u>OUTPUT (Service or Product)</u>					
Primary Care Patient Visits	169,400	158,736	155,742	154,000	175,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Primary Care Visit	\$13.46	\$14.26	\$14.26	\$13.90	\$15.08
ACTIVITY H:					
EDGEMOOR GERIATRIC HOSPITAL					
% OF RESOURCES: 16.7%					
<u>OUTCOME (Planned Result)</u>					
# Patients Guaranteed Access (Avg. Daily Census)	231	228	232	310	310
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Patient Day	\$215.94	\$221.90	\$224.90	\$176.82	\$181.53

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY I:					
EMERGENCY MEDICAL SERVICES					
% OF RESOURCES: 2.5%					
<u>OUTCOME (Planned Result)</u>					
% Preventable/Potentially Preventable Deaths	N/A	0.3%*	.01%	<5%	<5%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Resident	N/A	\$1.46	\$1.42	\$1.42	\$1.42
<u>OUTPUT (Service or Product)</u>					
# Trauma Centers Monitored	N/A	6	6	6	6
<u>EFFICIENCY (Input/Output)</u>					
Cost of Monitoring Trauma Centers	N/A	N/A	\$3,500.00	\$3,500.00	\$3,500.00
<u>OUTPUT (Service or Product)</u>					
Trauma Cases Reviewed	4,241	4,623	4,119	5,000	5,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Review	N/A	N/A	\$14.48	\$14.90	\$14.90
<u>OUTPUT (Service or Product)</u>					
# Base Hospitals Monitored	N/A	N/A	8	8	8
<u>EFFICIENCY (Input/Output)</u>					
Cost per Hospital	N/A	N/A	\$1,313.00	\$1,313.00	\$1,313.00
<u>OUTPUT (Service or Product)</u>					
EMT/Paramedics Certified	1,803	1,822	1,662	1,000	1,662
<u>EFFICIENCY (Input/Output)</u>					
Cost per EMT/Paramedic	N/A	N/A	\$49.40	\$85.93	\$85.93
<u>OUTPUT (Service or Product)</u>					
Ambulance Inspections	N/A	N/A	140	150	150
<u>EFFICIENCY (Input/Output)</u>					
Cost per Inspections	N/A	N/A	\$236.48	\$312.50	\$312.50

* Based on 10 months data

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
<u>ADULT HEALTH</u>							
0308	Admin, Community Health Pgms	0	0.00	1	1.00	0	66,072
2302	Admin Assistant III	1	1.00	1	1.00	42,072	45,612
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	43,668	44,364
2367	Principal Admin. Analyst	1	1.00	1	1.00	50,100	51,564
2411	Analyst I	1	1.00	1	1.00	35,004	33,756
2412	Analyst II	4	3.00	4	3.00	120,636	126,144
2413	Analyst III	3	3.00	3	3.00	134,208	136,476
2425	Associate Accountant	1	1.00	1	1.00	35,904	37,572
2700	Intermediate Clerk Typist	10	9.50	10	9.50	186,504	192,888
2730	Senior Clerk	3	3.00	3	3.00	69,480	72,432
2757	Administrative Secretary II	1	1.00	1	1.00	25,140	25,560
3119	Dept'l Computer Specialist II	2	2.00	2	2.00	68,640	67,152
3120	Dept'l Computer Specialist III	1	1.00	1	1.00	39,060	40,932
4125	Chief, Primary Care Services	1	1.00	1	1.00	55,908	57,816
5243	Patient Svcs Specialist IV	4	4.00	4	4.00	144,576	144,480
5246	Patient Svcs Specialist III	4	4.00	4	4.00	128,592	116,064
5248	Program Assistant	1	1.00	1	1.00	37,704	34,860
5255	Patient Services Specialist II	18	18.00	18	18.00	490,752	520,128
5287	Social Svcs. Administrator I	1	1.00	1	1.00	43,752	45,252
8850	Administrator, Adult Health	1	1.00	0	0.00	84,708	0
9999	Extra Help	0	1.67	0	1.67	47,541	47,541
	Sub-Total	59	59.17	59	59.17	\$1,883,949	\$1,906,665
<u>COMMUNITY DISEASE CONTROL</u>							
2302	Administrative Assistant III	1	1.00	1	1.00	\$42,072	\$45,612
2303	Administrative Assistant II	1	1.00	1	1.00	39,228	41,124
2304	Administrative Assistant I	2	2.00	2	2.00	69,720	66,600
2306	Administrative Trainee	1	1.00	0	0.00	29,604	0
2349	Biostatistician	1	1.00	1	1.00	39,000	39,096
2427	Associate Systems Analyst	1	1.00	0	0.00	48,324	0
2493	Intermediate Account Clerk	2	1.17	1	1.00	23,324	20,772
2510	Senior Account Clerk	1	1.00	1	1.00	22,380	23,700
2700	Intermediate Clerk Typist	39	38.00	37	35.50	746,016	720,792
2730	Senior Clerk	11	12.08	12	13.08	279,850	315,884
2745	Supervising Clerk	3	3.00	4	4.00	81,252	110,352
2756	Administrative Secretary I	2	2.00	1	1.00	43,200	22,524
2757	Administrative Secretary II	3	3.00	3	3.00	75,420	76,680
3030	Data Entry Operator	1	1.00	2	2.00	19,884	39,240
3118	Dept'l Computer Specialist I	1	1.00	1	1.00	27,132	28,452
4123	Chief, Comm. Disease Control	1	1.00	0	0.00	102,804	0
4126	Chief, State Communicable Disease	0	0.00	1	1.00	0	84,372
4129	Chf, AIDS & Comm. Epidemiology	1	1.00	1	1.00	87,708	99,648
4173	Epidemiologist II	2	2.00	2	2.00	72,432	83,520
4174	Senior Epidemiologist	2	2.00	2	2.00	89,016	98,760
4184	Radiologist	1	0.33	1	0.33	19,296	23,200
4186	Sr. Physician, STD Control	1	1.00	1	1.00	62,124	70,872
4187	Sr. Physician, TB Control	1	1.00	1	1.00	71,688	81,444
4193	Physician	2	2.00	3	2.50	124,104	183,000
4260	Pharmacy Technician	1	1.00	1	1.00	26,616	28,536
4300	Asst. Chief, Public Hlth Lab.	1	1.00	1	1.00	55,836	57,756
4315	Chief, Public Health Lab.	1	1.00	1	1.00	64,656	66,876
4317	Clinical Lab Technologist	1	1.00	1	1.00	35,328	36,540
4321	Senior Clinical Lab Technologist	1	1.00	1	1.00	40,140	41,508
4322	Supv. Clin. Lab Technologist	1	1.00	1	1.00	45,168	46,716
4330	Laboratory Assistant	4	4.00	4	4.00	82,896	78,672
4346	Public Health Microbiologist	14	12.50	13	11.50	447,750	428,628
4348	Supervising PH Microbiologist	2	2.00	2	2.00	89,664	92,760
4351	Senior Lab Assistant	3	3.00	3	3.00	77,508	81,108
4353	Senior PH Microbiologist	5	5.00	5	5.00	200,040	209,200
4370	Radiology Technician	1	1.00	1	1.00	28,404	29,376
4510	Clinic Services Coordinator	1	1.00	1	1.00	49,476	47,304

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
4517	Certified Nurse Practitioner	3	2.33	4	4.00	107,100	184,368
4527	Clinical Nurse Specialist	1	1.00	0	0.00	50,928	0
4538	Staff Nurse II	15	14.33	15	14.33	555,904	573,792
4555	Asst. Chief Nurse, Public Hlth.	1	0.67	1	0.67	38,600	39,920
4560	Chief Nurse, Public Health	0	0.58	0	0.58	36,309	37,555
4565	Public Health Nurse II	15	14.50	14	13.50	595,602	578,502
4567	Public Health Nurse III	10	8.92	9	7.92	382,311	357,770
4570	Public Health Nurse IV	4	4.00	4	4.00	201,552	206,160
4571	Public Health Nurse Manager	1	1.50	1	1.50	81,540	84,348
4615	Nurses Assistant	1	0.08	1	0.08	1,631	1,688
4625	Licensed Vocational Nurse	1	1.00	0	0.00	23,508	0
4822	Public Health Educ II	0	0.00	7	7.00	0	262,080
4824	Health Education Associate	0	0.00	1	1.00	0	29,808
4911	Social Services Aid II	5	5.00	5	5.50	93,420	107,712
5225	Eligibility Control Worker	0	0.00	1	1.00	0	21,804
5261	Social Worker V	5	5.00	5	5.00	177,480	186,120
5730	HIV Health Advisor	5	5.00	5	5.00	170,340	177,900
5735	Communicable Disease Investig.	13	12.50	13	12.50	433,650	448,950
5763	Sr. Communicable Disease Invest.	0	0.00	1	1.00	0	33,516
5794	Supv Comm Disease Investigator	3	3.00	3	3.00	122,184	132,264
8811	Comm Hlth Prog Specialist II	0	0.00	3	3.00	0	130,644
8812	Chief, Comm Epidemiology Cntrl	0	0.00	1	1.00	0	111,468
9999	Extra Help	0	3.00	0	5.00	86,709	86,709
	Sub-Total	200	196.49	208	207.49	\$6,617,828	\$7,314,202

CORRECTIONAL HEALTH

2493	Intermediate Account Clerk	1	1.00	1	1.00	\$19,992	\$20,772
2510	Senior Account Clerk	2	2.00	2	2.00	44,760	47,400
2700	Intermediate Clerk Typist	4	4.00	3	3.00	78,528	60,912
2757	Administrative Secretary II	1	1.00	1	1.00	25,140	25,560
3046	Medical Records Clerk	2	2.00	2	2.00	41,568	42,576
4107	Hlth Planning & Prog Spec	1	1.00	1	1.00	51,720	52,332
4192	Senior Physician	1	1.00	1	1.00	78,864	89,604
4193	Physician	1	0.50	1	0.50	31,026	36,600
4510	Clinic Svcs Coordinator	1	1.00	1	1.00	49,476	47,304
4519	Physician Assistant	1	1.00	1	0.50	41,784	23,808
4529	Corr. Facilities Nurse Manager	0	0.00	1	1.00	0	45,648
4530	Pediatric Nurse Manager	1	1.00	1	1.00	42,864	53,880
4536	Head Staff Nurse	1	1.00	1	1.00	43,056	44,580
4538	Staff Nurse II	32	32.00	33	32.83	1,241,088	1,314,384
4615	Nurses Assistant	1	1.00	2	2.00	19,572	40,512
4625	Licensed Vocational Nurse	8	8.00	6	6.00	188,064	144,360
8853	Medical Assistant	0	0.00	3	2.50	0	50,760
8872	Correct Fac Nurse Manager	1	1.00	0	0.00	43,944	0
9999	Extra Help	0	0.67	0	0.67	60,406	60,406
	Sub-Total	59	59.17	61	60.00	\$2,101,852	\$2,201,398

EMERGENCY MEDICAL SERVICES, HEALTH PROMOTION & INJURY PREVENTION

0308	Admin, Community Health Pgms	0	0.00	1	1.00	\$0	\$66,072
2302	Administrative Assistant III	2	2.00	2	2.00	84,144	91,224
2303	Administrative Assistant II	1	1.00	1	1.00	39,228	41,124
2304	Administrative Assistant I	1	1.00	1	1.00	34,860	33,300
2349	Biostatistician	1	1.00	2	2.00	39,000	78,192
2352	Statistician	1	1.00	1	1.00	35,148	41,268
2359	Audio-Visual Specialist	2	2.00	0	0.00	71,856	0
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	43,668	44,364
2367	Principal Admin. Analyst	1	1.00	1	1.00	50,100	51,564
2382	Coord., Emergency Med Svcs.	3	3.00	3	3.00	148,860	160,272
2384	Emergency Med. Svcs. Spec	4	4.00	4	4.00	152,304	157,536
2387	Quality Assurance Specialist	7	6.00	6	6.00	272,592	290,520

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2412	Analyst II	1	1.00	1	1.00	40,212	42,048
2413	Analyst III	1	1.00	0	0.00	44,736	0
2427	Assoc. Systems Analyst	1	1.00	1	1.00	48,324	51,168
2487	EDP Distributed Network Coord.	1	1.00	1	1.00	40,704	51,168
2700	Intermediate Clerk Typist	5	4.00	2	2.00	78,528	40,608
2714	Intermediate Transcriber Typ.	2	2.00	0	0.00	42,936	0
2724	Senior Transcriber Typist	1	1.00	0	0.00	26,196	0
2730	Senior Clerk	2	2.00	1	1.00	46,320	24,144
2754	Board Secretary	2	2.00	2	2.00	56,760	56,136
2757	Administrative Secretary II	2	2.00	1	1.00	50,280	25,560
3120	Dept'l Computer Specialist III	1	1.00	1	1.00	39,060	40,932
4103	Public Health Nutrition Mgr.	1	1.00	0	0.00	38,220	0
4107	Hlth Planning & Prog. Spec.	1	1.00	1	1.00	51,720	52,332
4194	Consulting Physician Spec.	1	0.50	1	0.50	84,012	84,552
4805	Chf, Public Health Education	1	1.00	0	0.00	55,908	0
4806	Asst. Chief, P.H. Education	1	1.00	0	0.00	53,244	0
4815	Health Information Spec. I	3	1.50	0	0.00	50,436	0
4816	Health Information Spec. II	4	4.00	0	0.00	150,912	0
4822	Public Health Educator II	21	20.33	0	0.00	742,492	0
4824	Health Education Associate	1	1.00	0	0.00	28,812	0
4842	Supv. Health Information Spec.	2	2.00	0	0.00	86,520	0
4844	Supv. Public Health Educator	6	4.50	0	0.00	188,298	0
4911	Social Services Aid II	1	1.00	0	0.00	18,684	0
8851	Admin. EMS, HP & IP	1	1.00	0	0.00	65,160	0
9999	Extra Help	0	7.25	0	6.00	150,787	150,787
	Sub-Total	87	88.08	35	40.50	\$3,251,021	\$1,674,871

LONG-TERM CARE

2224	Admin., Edgemoor Hospital	1	1.00	1	1.00	\$77,364	\$80,016
2303	Administrative Assistant II	1	1.00	1	1.00	39,228	41,124
2304	Administrative Assistant I	1	1.00	1	1.00	34,860	33,300
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	43,668	44,364
2425	Associate Accountant	1	1.00	1	1.00	35,904	37,572
2430	Cashier	1	1.00	1	1.00	22,188	22,944
2493	Intermediate Account Clerk	1	1.00	1	1.00	19,992	20,772
2510	Senior Account Clerk	1	1.00	1	1.00	22,380	23,700
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,732	24,900
2650	Stock Clerk	2	2.00	2	2.00	39,456	40,800
2658	Storekeeper II	1	1.00	1	1.00	24,684	25,524
2700	Intermediate Clerk Typist	10	10.00	10	10.00	196,320	203,040
2706	Admissions Clerk	1	1.00	1	1.00	21,432	22,032
2730	Senior Clerk	2	2.00	2	2.00	46,320	48,288
2757	Administrative Secretary II	2	2.00	2	2.00	50,280	51,120
2764	Office Manager	1	1.00	0	0.00	29,436	0
3042	Medical Records Manager	1	1.00	1	1.00	39,684	41,052
3046	Medical Records Clerk	5	5.00	5	5.00	103,920	106,440
3049	Medical Records Technician	2	2.00	2	2.00	43,680	48,432
3056	Medical Transcriber	1	1.00	1	1.00	23,688	24,828
4099	Assoc. Hospital Administrator	3	3.00	3	3.00	163,584	169,164
4130	Medical Director, Edgemoor	1	1.00	1	1.00	86,412	98,184
4193	Physician	4	3.00	4	3.00	186,156	219,600
4196	Psychiatrist II	2	2.00	2	2.00	190,608	196,392
4250	Pharmacist	2	2.00	2	2.00	116,616	118,320
4260	Pharmacy Technician	1	1.00	1	1.00	26,616	28,536
4402	Geriatrics Therapy Specialist	2	2.00	2	2.00	93,936	97,320
4406	Recreational Therapy Aid	7	7.00	7	7.00	141,792	141,204
4407	Recreational Therapist	4	3.50	4	3.50	108,108	112,182
4408	Recreation Therapy Supervisor	1	1.00	1	1.00	36,540	39,648
4426	Physical Therapy Assistant	3	3.00	3	3.00	73,404	83,736
4445	Speech Pathologist	1	0.50	1	0.50	18,474	19,188
4497	Assistant Chief Nurse	1	1.00	1	1.00	57,900	59,880
4506	Nursing Dir., Edgemoor Hospital	1	1.00	1	1.00	62,244	64,380
4533	Inservice Education Coord.	1	1.00	1	1.00	47,916	49,560

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
4534	Nursing Inservice Instructor	1	1.00	1	1.00	36,780	38,184
4536	Staff Head Nurse	7	7.00	7	7.00	301,392	312,060
4538	Staff Nurse II	48	47.50	48	47.50	1,842,240	1,901,520
4544	Supervising Nurse	6	6.00	6	6.00	293,616	307,656
4613	Hospital Supply Technician	6	6.00	6	6.00	117,432	116,136
4615	Nurses Assistant	211	210.58	211	210.58	4,121,537	4,265,576
4625	Licensed Vocational Nurse	18	18.00	18	18.00	423,144	433,080
4770	Dietitian	2	2.00	2	2.00	60,840	62,928
4771	Chief, Dietetic Services	1	1.00	1	1.00	37,980	39,420
4772	Asst Chief, Dietetic Services	1	1.00	1	1.00	41,676	43,104
4911	Social Services Aid II	2	2.00	2	2.00	37,368	39,168
5260	Social Worker III	1	1.00	1	1.00	32,796	33,924
5263	Sr. Social Work Supervisor	1	1.00	1	1.00	42,924	44,400
5266	Social Worker IV	2	2.00	2	2.00	66,360	69,384
5884	Building Maintenance Engr	4	4.00	4	4.00	124,608	124,656
5885	Bldg. Maintenance Supv.	1	1.00	1	1.00	29,628	35,352
5888	Hosp. Plant/Maint. Supv.	1	1.00	1	1.00	38,892	40,224
5905	Carpenter	1	1.00	1	1.00	30,504	31,548
5920	Electrician	1	1.00	1	1.00	33,432	34,584
5940	Painter	2	2.00	2	2.00	58,584	60,048
5950	Plumber	1	1.00	1	1.00	34,044	35,208
5967	Senior Painter	1	1.00	1	1.00	31,716	32,796
6200	Bldg Maint. Engineer Asst II	1	1.00	1	1.00	25,452	30,468
6305	Gardener II	2	2.00	2	2.00	39,096	41,256
6405	Food Service Supervisor	3	3.00	3	3.00	83,448	87,624
6410	Senior Cook	4	4.00	4	4.00	95,568	98,832
6411	Cook	3	3.00	3	3.00	63,180	65,376
6415	Food Services Worker	25	25.00	25	25.00	409,800	423,300
6520	Linen Marker & Distributor	8	8.00	8	8.00	136,512	137,664
6530	Laundry Worker III	1	1.00	1	1.00	18,708	19,428
6531	Laundry Worker II	3	3.00	3	3.00	53,676	55,692
7010	Linen Service Supv.	1	1.00	1	1.00	21,624	22,368
7030	Senior Custodian	1	1.00	1	1.00	20,628	20,412
7031	Custodian	21	21.00	21	21.00	387,576	398,160
7085	Supervising Custodian	1	1.00	1	1.00	21,228	22,728
7520	Sewing Room Operator	2	2.00	2	2.00	34,296	36,192
7541	Construction & Svc. Wrkr. I	3	3.00	3	3.00	56,952	59,904
8856	Hospital Operations Coord.	0	0.00	1	1.00	0	35,448
9999	Extra Help	0	7.50	0	7.50	172,860	172,860
	Sub-Total	469	473.58	469	473.58	\$11,827,619	\$12,266,210

CHILDREN, YOUTH & FAMILIES

0308	Admin, Community Health Pgms	0	0.00	1	1.00	\$0	\$66,072
2302	Administrative Assistant III	1	1.00	1	1.00	42,072	45,612
2303	Administrative Assistant II	4	4.00	4	4.00	156,912	164,496
2367	Principal Admin Analyst	1	1.00	1	1.00	50,100	51,564
2403	Accounting Technician	1	1.00	2	2.00	26,340	52,368
2413	Analyst III	1	1.00	1	1.00	44,736	45,492
2493	Intermediate Account Clerk	8	8.00	8	8.00	159,936	166,176
2510	Senior Account Clerk	1	1.00	1	1.00	22,380	23,700
2700	Intermediate Clerk Typist	35	33.83	34	33.00	664,216	670,032
2710	Junior Clerk Typist	1	1.00	1	1.00	14,748	17,592
2730	Senior Clerk	10	8.92	8	6.92	206,510	166,996
2756	Administrative Secretary I	1	1.00	1	1.00	21,600	22,524
2757	Administrative Secretary II	2	2.00	2	2.00	50,280	51,120
2761	Group Secretary	1	1.00	1	1.00	26,112	26,424
4100	WIC Program Manager	0	0.00	1	1.00	0	47,556
4103	Public Health Nutrition Mgr	0	0.00	1	1.00	0	39,528
4120	Coord. Child Hlth & Dis Prev.	1	1.00	1	1.00	58,092	60,072
4124	Chief, Maternal & Child Health	1	1.00	1	1.00	102,804	106,320
4185	Pediatrician	2	2.00	2	2.00	157,728	160,488
4390	Chf, California Children Svcs	1	1.00	1	1.00	58,092	60,072
4395	Medical Therapy Unit Clerk	6	6.00	6	6.00	118,440	123,552

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
4421	Pediatric Therapy Spec. I	31	31.00	41	31.00	1,198,956	1,311,300
4422	Pediatric Therapy Spec. II	18	18.00	18	18.00	759,024	804,168
4423	Pediatric Therapy Spec. III	7	7.00	7	7.00	320,628	332,136
4432	Chief, Rehabilitation Svcs	1	1.00	1	1.00	52,212	54,000
4517	Certified Nurse Practitioner	5	4.25	4	3.25	195,075	149,799
4538	Staff Nurse II	2	2.08	2	2.08	80,800	83,400
4555	Asst Chief Nurse, Public Hlth	0	0.33	0	0.33	19,300	19,960
4560	Chief Nurse, Public Health	1	0.42	1	0.42	25,935	26,825
4565	Public Health Nurse II	58	58.25	58	58.25	2,392,677	2,496,129
4567	Public Health Nurse III	14	13.92	13	12.92	596,691	583,730
4570	Public Health Nurse IV	10	10.00	10	10.00	503,880	515,400
4571	Public Health Nurse Manager	6	5.50	6	5.50	298,980	309,276
4615	Nurses Assistant	3	3.00	3	3.00	58,716	60,768
4625	Licensed Vocational Nurse	5	5.00	6	6.00	117,540	144,360
4768	Senior Dietitian	5	4.17	0	0.00	133,050	0
4773	Nutrition Assistant	3	3.00	0	0.00	72,828	0
4775	Community Health Program Spec.	1	1.00	1	1.00	43,368	42,804
4822	Public Health Educ II	0	0.00	1	1.00	0	37,440
4844	Supv. Public Health Educator	0	0.00	2	2.00	0	80,376
4911	Social Services Aid II	23	22.00	22	21.00	411,048	411,264
5221	Eligibility Technician	6	6.00	6	6.00	141,336	143,496
5222	Eligibility Supervisor	1	1.00	1	1.00	27,132	29,304
5255	Patient Svcs. Specialist II	1	1.00	1	1.00	27,264	28,896
8852	Admin. Child, Youth & Families	1	1.00	0	0.00	65,160	0
8871	WIC Program Mgr	1	1.00	0	0.00	52,104	0
9999	Extra Help/Rounding Adjustment	0	1.91	0	1.91	70,455	70,455
	Sub-Total	281	277.58	283	270.58	\$9,645,257	\$9,903,042

OFFICE OF AIDS COORDINATION

0970	Chief Office of AIDS Coord.	1	1.00	1	1.00	\$56,676	\$58,608
2313	Mental Hlth Resource Dev. Spec	1	1.00	1	1.00	42,432	47,556
2367	Principal Admin. Analyst	1	1.00	0	0.00	50,100	0
2412	Analyst II	1	1.00	1	1.00	40,212	42,048
2413	Analyst III	1	1.00	2	2.00	44,736	90,984
2757	Administrative Secretary II	1	1.00	1	1.00	25,140	25,560
4107	Hlth. Planning & Prog. Spec.	1	1.00	1	1.00	51,720	52,332
5197	Alcohol & Drug Prog Spec II	1	1.00	1	1.00	40,536	41,976
9999	Extra Help	0	0.08	0	0.08	19,229	19,229
	Sub-Total	8	8.08	8	8.08	\$370,781	\$378,293

MEDI-CAL MANAGE CARE

2413	Analyst III	0	0.00	1	1.00	0	45,492
2505	Senior Accountant	0	0.00	1	1.00	0	45,528
2757	Administrative Secretary II	0	0.00	1	1.00	0	25,560
4780	Community Health Program Mgr.	0	0.00	2	2.00	0	91,416
4781	Senior Community Health Program	0	0.00	1	1.00	0	48,024
4822	Public Health Educ II	0	0.00	1	1.00	0	37,440
4842	Supv. Health Info. Specialist	0	0.00	1	1.00	0	41,220
4844	Supv. Public Health Educator	0	0.00	1	1.00	0	40,188
5243	Patient Services Specialist IV	0	0.00	1	1.00	0	36,120
5246	Patient Services Specialist III	0	0.00	12	12.00	0	348,192
	Sub-Total	0	0.00	22	22.00	\$0	\$759,180

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
ADMINISTRATION							
0951	Asst Dep Dir, Community Hlth Svc	3	3.00	3	3.00	185,436	199,044
2223	Dep. Dir. Community Hlth. Svcs	1	1.00	1	1.00	91,572	94,704
2305	Chief, Administrative Svcs (T)	1	1.00	0	0.00	51,948	0
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	43,668	44,364
2410	Legislative Analyst	1	1.00	1	1.00	41,676	47,256
2412	Analyst II	2	2.00	2	2.00	80,424	84,096
2422	Health Svcs. EDP Prog Admin	1	1.00	1	1.00	55,860	48,708
2730	Senior Clerk	1	1.00	1	1.00	23,160	24,144
2757	Administrative Secretary II	1	1.00	1	1.00	25,140	25,560
2758	Administrative Secretary III	2	2.00	2	2.00	59,928	60,864
3118	Dept'l Computer Specialist I	1	1.00	1	1.00	27,132	28,452
	Sub-Total	15	15.00	14	14.00	\$685,944	\$657,192
	Total	1,178	1,177.15	1,159	1,155.40	\$36,384,251	\$37,061,053
Salary Adjustments:						\$(108,260)	\$(109,772)
Premium/Overtime Pay:						307,391	298,170
Employee Benefits:						12,359,547	12,391,498
Salary Savings:						(1,475,632)	(1,602,320)
VTO Reductions:						(0)	(194,199)
Total Adjustments						\$11,083,046	\$10,783,377
Program Totals		1,178	1,177.15	1,159	1,155.40	\$47,467,297	\$47,844,430

ENVIRONMENTAL HEALTH

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Environmental Health	0	8,199,382	19,744,613	21,714,116	22,420,515	706,399	3.3
TOTAL DIRECT COST	\$0	\$8,199,382	\$19,744,613	\$21,714,116	\$22,420,515	\$706,399	3.3
PROGRAM REVENUE	(0)	(9,164,046)	(22,100,334)	(22,648,831)	(22,964,167)	(315,336)	1.4
NET GENERAL FUND COST	\$0	\$(964,664)	\$(2,355,721)	\$(934,715)	\$(543,652)	391,063	(41.8)
STAFF YEARS	0.00	147.50	357.26	392.50	384.83	(7.67)	(2.0)

MISSION

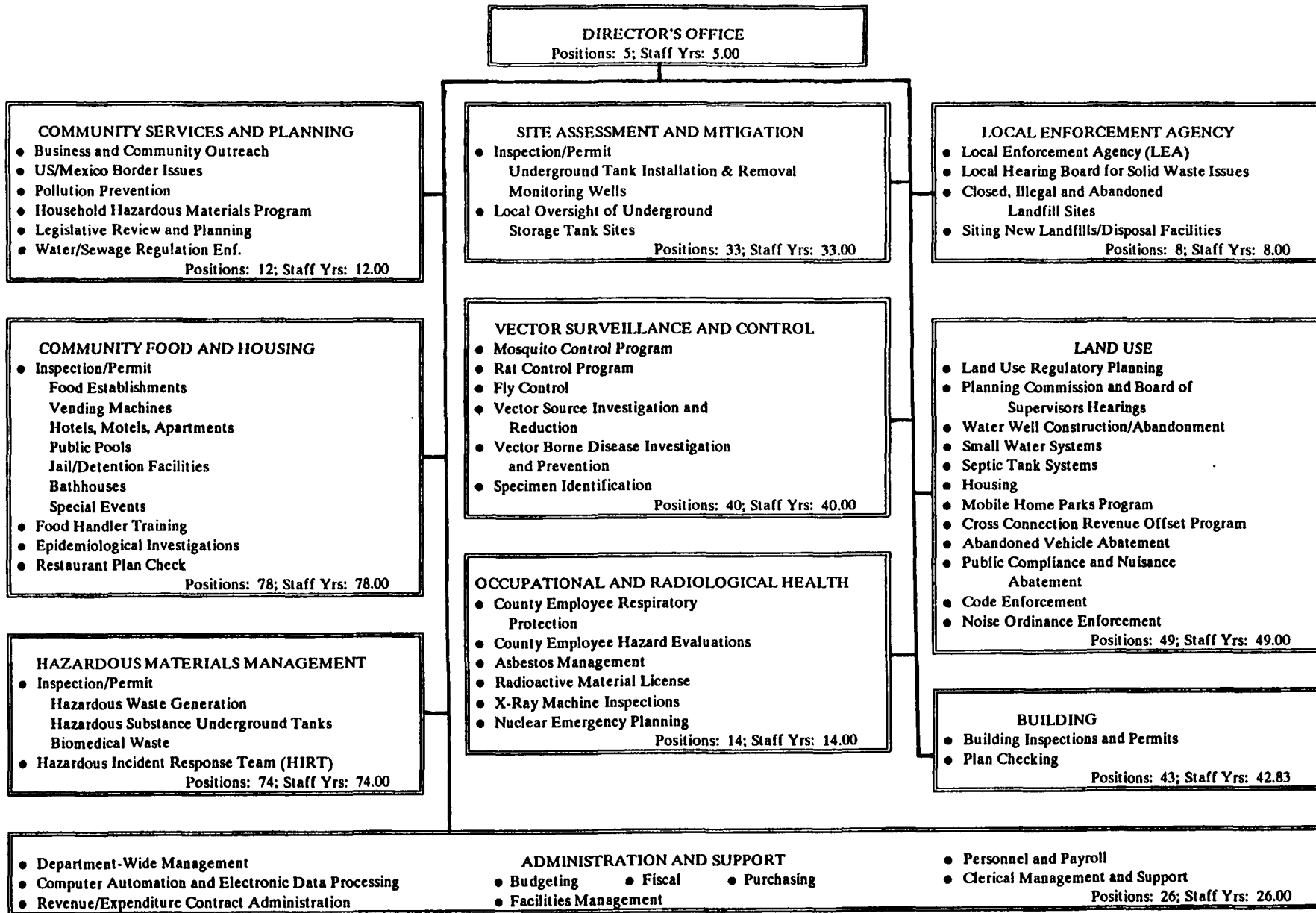
Protect and promote environmental health for our community.

1996-97 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 55,100 inspections of health regulated businesses in San Diego County, including 27,000 Food Handling Establishment Inspections, 2,500 Multi-Family Housing Inspections, 2,300 vending and miscellaneous food inspections, 15,000 Public Pool Inspections, 7,000 Hazardous Materials Inspections, 900 Medical Waste Inspections, and 400 inspections of establishments permitted for on-site treatment of hazardous waste.
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 evaluating 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 2,500 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



16-2

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

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

Permanent Positions: 382; Staff Years: 381.83

Extra Help Positions: 36; Staff Years: 3.0**

Total Positions: 418; Total Staff Years: 384.83

09-Sep-96 (Rev.)

PROGRAM #: 42001
 MANAGER: Joan Friedenber

ORGANIZATION #: 6000
 REFERENCE: 1996-97 Proposed Budget —Pg. 17-35

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$32,461,161	\$29,681,439	\$29,009,482	\$29,405,935	\$30,827,292	4.8
Services & Supplies	34,854,962	48,800,471	53,547,154	60,498,707	60,983,695	0.8
Other Charges	9,686,815	8,510,412	3,641,766	4,317,568	3,464,568	(19.8)
Fixed Assets	7,523	137,882	136,471	96,950	61,015	(37.1)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Reimbursements	0	(979,511)	(1,886,923)	(1,920,871)	0	(100.0)
Operating Transfers	0	0	2,513	0	21,701	100.0
TOTAL DIRECT COST	\$77,010,461	\$86,150,693	\$84,450,463	\$92,398,289	\$95,358,271	3.2
PROGRAM REVENUE	\$(64,893,959)	\$(65,822,153)	\$(79,444,126)	\$(86,080,016)	\$(92,638,312)	7.6
NET GENERAL FUND CONTRIBUTION	\$12,116,502	\$20,328,540	\$5,006,337	\$6,318,273	\$2,719,959	(57.0)
STAFF YEARS	658.31	597.31	545.38	602.56	611.82	1.5

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The Fiscal Year (FY) 1995-96 Actuals and the FY 1995-96 Budget are not comparable due to several factors. Actual expenditures for Mental Health Services include changes authorized by mid-year Board actions, prior year expenditures, and adjustments to available funding levels.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Achieved 124% of goal to provide 24-hour inpatient or residential services to children, adolescents and adults needing 24-hour care.
2. Achieved 108% of goal by providing 245,807 outpatient visits to children, youth and families and adults.
3. Achieved 108% of goal by providing 240,180 days of day treatment services to children and adolescents, and adults.
4. Achieved 91% of goal by providing 114,528 units of contacts to children, youth and families, and adults.
5. Achieved 88% of goal by providing case management services to 3883 clients.

1996-97 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 Scale (which is further defined on the first page of the related performance measures) will improve by 8 points for adults and 6 points for children.
 - a. Provide 195,048 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 4,000 clients
 - b. Provide supplemental rate services to 220 clients.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. **24-Hour Services** [181.93 SY; E = \$33,737,040; R = \$32,854,927] 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 195,048 days of 24-hour care.
 - Increasing by 13.00 staff years to provide a psychiatric security unit at the Las Colinas Detention Facility.
2. **Outpatient Services** [116.93 SY; E = \$15,656,057; R = \$14,696,058] provides diagnosis and treatment on a regularly scheduled basis for adults, adolescents and children. These services are:
 - Mandated/Discretionary Service Level.
 - Able to provide 263,814 outpatient visits.
 - Decreasing by 1.00 staff year Clinical Nurse Specialist and 2.00 staff years Licensed Mental Health Clinician at Juvenile Hall due to loss of Title IV-A funding.
3. **Partial Day Treatment Services** [57.42 SY; E = \$10,680,002; R = \$10,280,269] 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 208,100 days of treatment.
 - Decreased from FY 1994-95 Budgeted levels, reflecting the cancellation of plans to expand Partial Hospitalization Programs.
4. **Community Client Care Services** [74.08 SY; E = \$4,693,178; R = \$4,431,244] 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 125,036 contacts of community services.

-
5. Case Management Services [65.41 SY; E = \$5,775,877; R = \$5,559,697] 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.
6. Special Programs [12.25 SY; E = \$907,352; R = \$907,352] These services are:
- Mandatory/Discretionary Service Level.
 - Employment Services, Mental Health Advisory Board, Volunteer Coordination, Public Relations, etc.
7. Program Support Services [78.00 SY; E = \$3,629,326; R = \$3,629,326] 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 Analyst III and 1.00 staff year Associate Systems Analyst as the result of transfers to centralized budget and information system support units.
8. Mental Health General Administration [15.13 SY; E = \$359,023; R = \$359,023] 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 [10.67 SY; E = \$19,920,416; R = \$19,920,416] 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
Patient Fee, Insurance Revenues and Medicare	\$903,637	\$2,620,446	\$1,370,446	(1,250,000)
Medi-Cal Federal Financial Participation	12,626,055	11,745,126	11,738,451	(6,675)
Medi-Cal Administrative Claiming (SB910)	1,017,660	3,922,454	2,837,965	(1,084,489)
Medi-Cal Prior Year Cost Report Settlement	(896,742)	0	0	0
Duplicating and Report Fees/Misc Charges	23,516	1,000	1,000	0
Sub-Total	\$13,674,126	\$18,289,026	\$15,947,862	\$(2,341,164)
SUBVENTIONS:				
S.E.P.-AB 3632 (11.11% match)	\$833,781	\$813,557	\$825,374	11,817
State Mandated Costs (Conditional Release Program)	646,949	668,442	700,713	32,271
SB 855 Disproportionate Share Trust Funds	1,002,502	440,716	440,716	0
Prior Year SLIAG/LIMA	0	0	0	0
Vehicle License Fees (legislative backfill Tobacco Tax)	1,526,387	430,500	430,500	0
Gun Control Law	2,654	0	0	0
Medi-Cal Retroactive Billing	0	600,000	600,000	0
Sub-Total	\$4,012,273	\$2,953,215	\$2,997,303	\$44,088
GRANTS: (No Match Required)				
Federal Block Grant - ADAMHA-SAMHSA	\$1,332,647	\$1,497,672	\$1,328,752	(168,920)
Other State Aid/Grants - PATH	254,612	254,612	254,612	0
McKinney NIMH Homeless/Demonstration	157,122	218,841	0	(218,841)
CARES	85,000	85,000	85,000	0
Early Mental Health Initiative (formerly PIP)	0	2,498	2,498	0
EPSDT	0	0	640,760	640,760
AB 3015 Children's System of Care	0	0	800,000	800,000
Children's Hospital Contribution to AB 3015	0	0	36,862	36,862
Rehabilitation Cooperative Program	86,349	398,840	0	(398,840)
CALTRANS Employment Services	556,654	560,004	560,004	0
Poway Schl Dist	31,000	35,268	35,268	0
San Ysidro Schl Dist	15,000	14,000	15,900	1,900
Other Revenue and Prior Year Adjustments	(23,679)	0	0	0
Sub-Total	\$2,494,705	\$3,066,735	\$3,759,656	\$692,921
MANAGED CARE:				
State Managed Care	\$8,446,757	\$10,743,045	\$10,743,045	0
Federal Managed Care	5,939,983	9,645,435	9,645,435	0
Sub-Total	\$14,386,740	\$20,388,480	\$20,388,480	\$0
REALIGNMENT REVENUE:				
Mental Health Account - Realignment	\$54,047,626	\$50,839,380	\$59,659,168	8,819,788
Realignment Allocations:				
DSS Conservator	(1,240,417)	(1,240,417)	(1,240,417)	0
Mental Health Counselor/Superior Court	(776,611)	(776,612)	(776,612)	0
Public Health Lab	(92,844)	(284,548)	(284,548)	0
Budgeted in Administrative Support Program	(200,000)	(200,000)	(200,000)	0
Sub-Total	\$51,737,754	\$48,337,803	\$57,157,591	\$8,819,788
Total Direct Program Revenue	\$86,305,598	\$93,035,259	\$100,250,892	\$7,215,633
Department Overhead and County External Overhead Allocation:	\$(6,861,472)	\$(6,955,243)	\$(7,612,580)	(657,337)
Total	\$79,444,126	\$86,080,016	\$92,638,312	\$6,558,296

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
REALIGNMENT MATCH:				
Mental Health Account - Sales Tax	\$4,805,140	\$4,805,140	\$3,173,290	(1,631,850)
Sub-Total	\$4,805,140	\$4,805,140	\$3,173,290	\$(1,631,850)
OTHER MATCH REQUIREMENTS:				
Medi-Cal Administrative Claiming (MAC/SB910)	\$0	\$1,422,747	\$0	(1,422,747)
S.E.P. - AB3632 Match	90,386	90,386	90,386	0
Sub-Total	90,386	1,513,133	90,386	(1,422,747)
GENERAL FUND SUPPORT COSTS:				
	\$110,811	\$0	\$(543,717)	(543,717)
Sub-Total	\$110,811	\$0	\$(543,717)	\$(543,717)
Total	\$5,006,337	\$6,318,273	\$2,719,959	\$(3,598,314)

* The match requirement for Mental Health Account Realignment revenue has for several years been set at \$4,805,140. Senate Bill 681 has recently been enacted authorizing the State Department of Mental Health to distribute a reduction of matching requirements between Counties. Although an official allocation of revised matching requirements is not yet available, it is anticipated that the County of San Diego's match will be \$3,173,290. The current budget reflects net County costs \$543,717 below the level necessary to meet the match requirement. When the final impact of SB 681 is known, the Department of Health Services will prepare appropriate budget recommendations.

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The significant changes between FY 1995-96 and FY 1996-97 budgeted revenues reflect the anticipated growth of Mental Health Realignment revenue and a shift away from SB 910 Medi-Cal billing in service areas which qualify for other types of Medi-Cal reimbursement. The \$7.7 million increase to Mental Health Account Realignment has been budgeted to fund \$1.8 million in services provided at Probation Department facilities which had been cost applied to Probation in the FY 1995-96 budget for inclusion in Title IV-A claims, \$0.7 million for a psychiatric security unit at Las Colinas, \$0.2 million offsetting a reduction made to other budgeted revenues, and to replace \$5.0 million in costs previously funded as net County cost.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$61,015
Total	\$61,015

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
NONE	\$0
Total	\$0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
--	-------------------	-------------------	-------------------	-------------------	-------------------

Between admission and discharge of clients 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). In four of the following five outcomes, the planned results are stated in terms of the measure of improvement a client makes along this continuum prior to discharge.

**ACTIVITY A:
24-HOUR SERVICES****% OF RESOURCES: 36.6%**OUTCOME (Planned Result)

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.	Adults 9 C&A 8	10 9	11 7	Adults 8 C&A 6	8 6
--	-------------------	---------	---------	-------------------	--------

EFFECTIVENESS (Input/Outcome)

Cost per client discharged with an improved level of functioning	N/A	N/A	\$9,567.62	\$9,996.02	\$12,511.79
--	-----	-----	------------	------------	-------------

OUTPUT (Service or Product)

# of days of Local Inpatient/Residential care	108,921	205,446	155,891	110,942	165,848
---	---------	---------	---------	---------	---------

EFFICIENCY (Input/Output)

Cost per day of Local Inpatient/Residential care	\$217.59	\$170.31	\$178.66	\$213.63	\$157.40
--	----------	----------	----------	----------	----------

OUTPUT (Service or Product)

# of days of State Hospital/Alternatives care	35,705	34,378	28,407	37,034	29,200
---	--------	--------	--------	--------	--------

EFFICIENCY (Input/Output)

Cost per day of State Hospital/Alternatives care	\$301.85	\$218.80	\$269.10	\$291.02	\$262.68
--	----------	----------	----------	----------	----------

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
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	Adults 2 C&A 2	1 1	1 1	Adults 2 C&A 1	2 1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per client receiving continuous treatment and discharged with an improved level of functioning	N/A	N/A	\$1,635.11	\$2,277.17*	\$232.49
<u>OUTPUT (Service or Product)</u>					
# of outpatient visits	348,237	255,524	245,807	228,172	263,814
<u>EFFICIENCY (Input/Output)</u>					
Cost per outpatient visit	\$89.46	\$93.75	\$101.22	\$97.32	\$89.42

* FY 1995-96 Budget was based on total costs for all clients. FY 1995-96 Estimated Actual and FY 1996-97 Department Requested and CAO Proposed Budget are based only on average costs per client improving after receiving continuous treatment. Using the revised methodology the FY 1995-96 Budget cost is \$599.38.

**ACTIVITY C:
PARTIAL DAY TREATMENT SERVICES**

% OF RESOURCES: 11.3%

OUTCOME (Planned Result)

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	Adults 1 C&A 1	1 2	1 1	Adults 1 C&A 1	1 1
--	-------------------	--------	--------	-------------------	--------

EFFECTIVENESS (Input/Outcome)

Cost per client with a planned discharge with an improved level of functioning	N/A	N/A	\$2,349.20	\$12,433.43*	\$906.16
--	-----	-----	------------	--------------	----------

OUTPUT (Service or Product)

# of days of treatment	152,422	243,045	240,180	223,408	208,100
------------------------	---------	---------	---------	---------	---------

EFFICIENCY (Input/Output)

Cost per day of treatment	\$67.13	\$47.19	\$47.56	\$45.80	\$38.56
---------------------------	---------	---------	---------	---------	---------

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
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.	N/A	N/A	88%	85%	85%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per resolved and/or appropriately referred case	N/A	N/A	\$45.13	\$53.88	\$47.52
<u>OUTPUT (Service or Product)</u>					
# of community services contacts (by staff hours)	151,741	156,620	114,538	125,686	125,036
<u>EFFICIENCY (Input/Output)</u>					
Cost per community services contact	\$37.94	\$34.66	\$45.64	\$45.80	\$37.19

* FY 1995-96 Budget was based on total costs for all clients. FY 1995-96 Estimated Actual and FY 1996-97 Department Requested and CAO Proposed Budget are based only on average costs per client improving after receiving continuous treatment. Using the revised methodology the FY 1995-96 Budget cost is \$3,873.40.

**ACTIVITY E:
CASE MANAGEMENT SERVICES****% OF RESOURCES: 6.0%**OUTCOME (Planned Result)

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	Adults N/A	4	4	Adults 2	2
	C&A 2	2	2	C&A 2	2

EFFECTIVENESS (Input/Outcome)

Cost per client receiving continuous treatment discharged with improved level of functioning	N/A	N/A	\$7,413.02	\$8,328.17*	\$270.60
--	-----	-----	------------	-------------	----------

OUTPUT (Service or Product)

# of case management clients served	N/A	N/A	3,883	4,400	4,000
-------------------------------------	-----	-----	-------	-------	-------

EFFICIENCY (Input/Output)

Cost per case management client	N/A	N/A	\$1,065.28	\$1,582.35	\$899.56
---------------------------------	-----	-----	------------	------------	----------

OUTPUT (Service or Product)

# of supplemental rate clients served	N/A	N/A	220	220	220
---------------------------------------	-----	-----	-----	-----	-----

EFFICIENCY (Input/Output)

Cost per supplemental rate client	N/A	N/A	\$4,356.44	\$3,804.56	\$3,664.86
-----------------------------------	-----	-----	------------	------------	------------

* FY 1995-96 Budget was based on total costs for all clients. FY 1995-96 Estimated Actual and FY 1996-97 Department Requested and CAO Proposed Budget are based only on average costs per client improving after receiving continuous treatment. Using the revised methodology the FY 1995-96 Budget cost is \$553.48.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
24-HOUR CARE							
0301	Mental Health Hospital Admin.	1	0.75	1	0.75	\$49,491	\$51,183
0340	Medical Director	2	1.50	2	1.50	169,434	207,216
2304	Admin. Assistant I	1	1.00	1	1.00	34,860	33,300
2412	Analyst II	2	1.25	2	1.25	50,265	52,560
2700	Intermediate Clerk Typist	3	3.00	4	4.00	58,896	81,216
2706	Admissions Clerk	5	5.00	5	5.00	107,160	110,160
2707	Senior Admissions Clerk	2	1.50	2	1.50	34,434	36,612
2708	Hospital Unit Clerk	3	3.00	3	3.00	65,232	67,500
2709	Departmental Clerk	0	0.00	0	0.00	0	0
2730	Senior Clerk	4	4.00	3	3.00	92,640	72,432
2745	Supervising Clerk	1	1.00	1	1.00	27,084	27,588
2756	Administrative Secretary I	0	0.17	0	0.17	3,600	3,754
2757	Administrative Secretary II	0	0.17	0	0.17	4,190	4,260
2761	Group Secretary	2	2.00	2	2.00	52,224	52,848
3042	Medical Records Manager	1	1.00	1	1.00	39,684	41,052
3046	Medical Records Clerk	3	3.00	3	3.00	62,352	63,864
3055	Sr. Medical Records Tech.	1	1.00	1	1.00	26,220	27,120
4109	Chief Forensic MHS	1	0.50	1	0.50	32,778	33,822
4118	Forensic Services Manager	0	0.00	1	0.50	0	25,896
4162	Consultant, Internal Medicine	1	0.75	1	0.75	68,409	70,758
4192	Senior Physician	1	0.75	1	0.75	59,148	67,203
4193	Physician	1	1.00	1	0.67	62,052	48,800
4196	Psychiatrist II	3	2.50	3	2.50	238,260	245,490
4198	Psychiatrist I	1	1.00	1	1.00	74,208	77,052
4199	Psychiatrist III	3	2.00	4	3.00	183,624	290,520
4314	Utilization Review Specialist	1	0.50	2	0.75	20,514	31,959
4400	Occupational Therapist II	1	1.00	1	0.50	37,536	20,034
4406	Recreational Therapy Aid	0	0.00	1	1.00	0	20,172
4407	Recreational Therapist	4	4.00	4	4.00	123,552	128,208
4408	Recreation Therapy Supervisor	1	1.00	1	1.00	36,540	39,648
4504	Chief Nurse	2	1.50	2	1.50	93,366	96,570
4525	Psychiatric Nurse II	33	33.00	35	35.00	1,307,988	1,431,360
4526	Head Psychiatric Nurse	2	2.00	2	2.00	90,168	93,264
4527	Clinical Nurse Specialist	3	3.50	3	3.50	178,248	188,580
4535	Psych. Nursing Insrvc. Instruc.	1	1.00	1	1.00	42,444	43,896
4618	Psychiatric Technician	7	7.00	7	7.00	164,556	171,948
4625	Licensed Vocational Nurse	31	30.50	37	36.50	716,994	878,190
4839	Mental Health Aid	10	10.00	10	10.00	215,400	216,960
5087	Sr. Clinical Psychologist	5	5.08	6	6.08	239,852	294,263
5249	Psych. Social Worker Coord.	1	1.00	1	1.00	43,236	52,428
5250	Sr. Psychiatric Social Worker	6	6.50	7	7.50	238,602	288,720
5251	Psychiatric Social Worker	0	0.00	2	2.00	0	56,160
6520	Linen Marker & Distributor	1	1.00	1	1.00	17,064	17,208
7030	Senior Custodian	2	2.00	2	2.00	41,256	40,824
7031	Custodian	14	14.00	14	14.00	258,384	265,440
7085	Supervising Custodian	1	1.00	1	1.00	21,228	22,728
8813	Staffing Coordinator	0	0.00	1	1.00	0	23,364
9999	Extra Help	0	3.58	0	3.59	145,586	145,586
	Sub-Total	168	167.00	185	181.93	\$5,628,759	\$6,359,716

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
OUTPATIENT SERVICES							
0340	Medical Director	0	0.17	0	0.17	18,826	23,024
2303	Administrative Assistant II	1	0.75	1	0.75	29,421	30,843
2355	Regional Manager, MHS	3	2.08	3	2.08	116,475	114,375
2411	Analyst I	1	0.50	1	0.50	17,502	16,878
2412	Analyst II	4	2.75	4	2.75	110,583	115,632
2700	Intermediate Clerk Typist	16	14.42	16	14.42	283,028	292,716
2730	Senior Clerk	7	5.92	7	5.92	137,030	142,852
2745	Supervising Clerk	0	0.50	0	0.50	13,542	13,794
2756	Administrative Secretary I	1	1.17	1	1.17	25,200	26,278
2757	Administrative Secretary II	2	1.92	2	1.92	48,185	48,990
2761	Group Secretary	1	1.00	1	1.00	26,112	26,424
3046	Medical Records Clerk	5	4.00	5	4.00	83,136	85,152
4108	Mental Health Program Mgr.	9	9.25	9	9.25	442,668	447,885
4109	Chief Forensic MHS	1	0.50	1	0.50	32,778	33,822
4117	Chief Child & Adolescent Svcs.	1	1.00	1	1.00	50,940	57,816
4118	Forensic Services Manager	1	0.50	1	0.50	27,306	25,896
4119	Juvenile Forensic Svcs. Mgr.	0	0.50	0	0.50	23,592	25,932
4195	Supervising Psychiatrist	2	1.75	2	1.75	182,700	201,369
4196	Psychiatrist II	10	8.83	10	8.83	841,852	867,398
4199	Psychiatrist III	6	5.17	6	5.17	474,362	500,340
4504	Chief Nurse	0	0.50	0	0.50	31,122	32,190
4525	Psychiatric Nurse II	15	15.08	16	15.08	597,843	616,848
4625	Licensed Vocational Nurse	3	3.00	3	3.00	70,524	72,180
4833	Mental Hlth. Case Mgmt. Asst.	1	1.00	1	1.00	21,648	23,652
5087	Sr. Clinical Psychologist	10	7.50	10	7.50	353,880	362,790
5102	Licensed Mental Hlth Clinician	3	2.50	3	2.50	81,210	89,730
5250	Sr. Psych. Social Worker	24	22.25	25	22.75	816,753	875,784
5251	Psychiatric Social Worker	1	1.00	0	0.00	33,168	0
9999	Extra Help	0	1.92	0	1.92	90,450	90,450
	Sub-Total	128	117.43	129	116.93	\$5,081,836	\$5,261,040

PARTIAL DAY TREATMENT SERVICES

0301	Mental Health Hospital Admin.	0	0.25	0	0.25	\$16,497	\$17,061
0340	Medical Director	0	0.33	0	0.33	37,652	46,048
0740	Emergency Room Psychiatrist	5	5.00	40	5.00	665,580	701,160
2412	Analyst II	0	0.33	0	0.33	13,404	14,016
2700	Intermediate Clerk Typist	0	0.50	0	0.50	9,816	10,152
2706	Admissions Clerk	7	7.00	8	7.00	150,024	154,224
2707	Senior Admissions Clerk	1	1.50	1	1.50	34,434	36,612
2730	Senior Clerk	0	0.17	0	0.17	3,860	4,024
2745	Supervising Clerk	1	0.50	1	0.50	13,542	13,794
2756	Administrative Secretary I	0	0.17	0	0.17	3,600	3,754
2757	Administrative Secretary II	0	0.17	0	0.17	4,190	4,260
3046	Medical Records Clerk	1	1.00	1	1.00	20,784	21,288
4108	Mental Health Program Mgr.	2	2.00	2	2.00	95,712	96,840
4162	Consultant, Internal Medicine	0	0.25	0	0.25	22,803	23,586
4192	Senior Physician	0	0.25	0	0.25	19,716	22,401
4193	Physician	1	0.50	1	0.50	31,026	36,600
4195	Supervising Psychiatrist	0	0.25	0	0.25	26,100	28,767
4196	Psychiatrist II	2	2.00	2	2.00	190,608	196,392
4199	Psychiatrist III	0	0.50	0	0.50	45,906	48,420
4400	Occupational Therapist II	1	1.00	1	1.00	37,536	40,068
4525	Psychiatric Nurse II	14	13.75	14	13.75	544,995	562,320
4527	Clinical Nurse Specialist	1	0.50	1	0.50	25,464	26,940
4618	Psychiatric Technician	6	6.00	6	6.00	141,048	147,384
4625	Licensed Vocational Nurse	6	6.00	6	6.00	141,048	144,360
5250	Sr. Psychiatric Social Worker	5	5.00	4	4.00	183,540	153,984
9999	Extra Help	0	3.50	0	3.50	7,650	7,650
	Sub-Total	53	58.42	88	57.42	\$2,486,535	\$2,562,105

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
COMMUNITY CARE SERVICES							
0335	Clinical Director, MHS	1	1.00	1	1.00	\$112,956	\$116,820
2303	Admin Assistant II	0	0.25	0	0.25	9,807	10,281
2306	Administrative Trainee	1	1.00	1	1.00	29,604	28,632
2355	Regional Manager, MHS	0	0.92	0	0.92	51,249	50,325
2412	Analyst II	0	0.67	0	0.67	26,808	28,032
2700	Intermediate Clerk Typist	7	7.83	7	7.83	153,784	159,048
2714	Int. Transcriber Typist	3	3.00	3	3.00	64,404	64,800
2724	Senior Transcriber Typist	1	1.00	1	1.00	26,196	27,096
2730	Senior Clerk	1	1.92	1	1.92	44,390	46,276
2756	Administrative Secretary I	0	0.08	0	0.08	1,800	1,877
2757	Administrative Secretary II	2	1.25	2	1.25	31,425	31,950
4108	Mental Health Program Mgr.	4	3.75	4	3.75	179,460	181,575
4119	Juvenile Forensic Svcs. Mgr.	2	1.50	2	1.50	70,776	77,796
4196	Psychiatrist II	1	1.42	1	1.42	135,014	139,111
4199	Psychiatrist III	1	1.00	1	1.00	91,812	96,840
4525	Psychiatric Nurse II	7	7.00	7	7.00	277,452	286,272
4527	Clinical Nurse Specialist	1	1.00	1	1.00	50,928	53,880
4832	Mental Health Consultant I	2	2.00	3	2.83	62,880	89,930
4836	Mental Health Specialist	2	2.00	2	2.00	54,384	60,336
4910	Comm. Living Specialist	2	2.00	2	2.00	30,648	34,824
5035	Chief Probation/Welfare Psych.	1	1.00	1	1.00	57,276	59,232
5087	Senior Clinical Psychologist	8	6.50	9	7.33	306,696	354,728
5102	Licensed Mental Hlth Clinician	10	7.58	10	7.58	246,337	272,181
5250	Sr. Psychiatric Social Worker	18	16.75	18	16.75	614,859	644,808
9999	Extra Help	0	0.00	0	0.00	0	0
	Sub-Total	75	72.42	77	74.08	\$2,730,945	\$2,916,650
CASE MANAGEMENT SERVICES							
2412	Analyst II	1	1.00	1	1.00	40,212	42,048
2700	Intermediate Clerk Typist	2	2.00	2	2.00	39,264	40,608
2730	Senior Clerk	1	1.00	1	1.00	23,160	24,144
2756	Administrative Secretary I	1	1.08	1	1.08	23,400	24,401
2757	Administrative Secretary II	0	0.08	0	0.08	2,095	2,130
4108	Mental Health Program Mgr.	4	4.00	4	4.00	191,424	193,680
4114	Chief MH Case Management	1	1.00	1	1.00	55,908	57,816
4135	Associate Medical Director	1	1.00	1	1.00	83,652	112,524
4195	Supervising Psychiatrist	1	0.50	1	0.50	52,200	57,534
4199	Psychiatrist III	0	0.08	0	0.08	7,651	8,070
4525	Psychiatric Nurse II	1	0.67	0	0.17	26,424	6,816
4618	Psychiatric Technician	1	0.50	1	0.50	11,754	12,282
4827	Case Management Aid I	2	2.00	2	2.00	41,424	39,816
4828	Case Management Aid II	2	2.00	2	2.00	47,592	49,296
4833	MH Case Mgmt Assistant	4	4.00	4	4.00	86,592	94,608
4835	MH Case Management Clinician	20	20.00	20	20.00	736,320	749,760
4910	Comm. Living Specialist	2	2.00	2	2.00	30,648	34,824
5087	Senior Clinical Psychologist	0	0.50	0	0.50	23,592	24,186
5250	Sr. Psychiatric Social Worker	23	22.50	23	22.50	825,930	866,160
9999	Extra Help	0	0.00	0	0.00	0	0
	Sub-Total	67	65.91	66	65.41	\$2,349,242	\$2,440,703
SPECIAL PROGRAMS							
2337	Public Information Specialist	1	0.50	1	0.50	18,612	16,806
2412	Analyst II	1	1.00	1	1.00	40,212	42,048
2700	Intermediate Clerk Typist	2	2.00	2	2.00	39,264	40,608
2754	Board Secretary	1	0.50	1	0.50	14,190	14,034
2756	Administrative Secretary I	0	0.08	0	0.08	1,800	1,877
2757	Administrative Secretary II	0	0.17	0	0.17	4,190	4,260
4119	Juvenile Forensic Svcs Mgr	1	1.00	1	1.00	47,184	51,864

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
4195	Supervising Psychiatrist	1	1.00	1	1.00	104,400	115,068
4832	Mental Health Consultant I	1	1.00	1	1.00	31,440	31,740
5087	Senior Clinical Psychologist	1	1.00	1	1.00	47,184	48,372
5102	Licensed Mental Hlth Clinician	2	2.00	2	2.00	64,968	71,784
6344	Coordinator Volunteer Services	1	1.00	1	1.00	31,380	32,460
8854	Coord., Quality, Research & Out	0	0.00	1	1.00	0	56,112
9999	Extra Help	0	0.00	0	0.00	0	0
	Sub-Total	12	11.25	13	12.25	\$444,824	\$527,033

PROGRAM SUPPORT SERVICES

2303	Administrative Assistant II	1	1.00	1	1.00	\$39,228	\$41,124
2306	Administrative Trainee	1	1.00	1	1.00	29,604	28,632
2313	MH Resources Dev. Specialist	1	1.00	1	1.00	42,432	47,556
2399	MHS Contract & Grants Mgr.	0	0.00	1	1.00	0	53,196
2403	Accounting Technician	1	1.00	1	1.00	26,340	26,184
2411	Analyst I	2	2.00	2	2.00	70,008	67,512
2412	Analyst II	11	11.00	11	11.00	442,332	462,528
2413	Analyst III	4	4.00	3	3.00	178,944	136,476
2426	Asst. Systems Analyst	1	1.00	1	1.00	38,400	42,192
2427	Assoc. Systems Analyst	3	3.00	1	1.00	144,972	49,932
2510	Senior Account Clerk	1	1.00	1	1.00	22,380	23,700
2700	Intermediate Clerk Typist	12	11.50	12	11.50	225,768	233,496
2730	Senior Clerk	1	1.00	1	1.00	23,160	24,144
2756	Administrative Secretary I	1	1.00	1	1.00	21,600	22,524
2757	Administrative Secretary II	2	2.00	2	2.00	50,280	51,120
3009	Word Processor Operator	1	1.00	1	1.00	22,584	23,400
3041	Chief Medical Records Svcs.	1	1.00	1	1.00	55,068	56,952
3046	Medical Records Clerk	8	8.00	8	8.00	166,272	170,304
3056	Medical Transcriber	9	8.00	9	8.00	189,504	198,624
3057	Sr. Medical Transcriber	1	1.00	1	1.00	25,008	25,224
3118	Departmental Computer Spec. I	1	1.00	0	0.00	27,132	0
3119	Departmental Computer Spec. II	1	1.00	0	0.00	34,320	0
4113	Quality Assurance Program Mgr.	1	1.00	1	1.00	54,096	55,956
4116	MH Admin. Support Chief	1	1.00	0	0.00	55,908	0
4145	Chief MH Program Rev. & Devel.	1	1.00	1	1.00	55,908	57,816
4304	Utilization Review Supervisor	1	1.00	1	1.00	46,380	47,964
4314	Utilization Review Specialist	6	5.75	6	5.75	235,911	245,019
4834	MH Staff Development Coord.	1	1.00	1	1.00	45,396	40,848
4845	MH Minority Affairs Coord.	1	1.00	1	1.00	40,860	42,264
5208	Mental Health Contract Mgr.	1	1.00	0	0.00	45,972	0
5221	Eligibility Technician	8	7.75	8	7.75	182,559	185,349
5222	Eligibility Supervisor	1	1.00	1	1.00	27,132	29,304
9999	Extra Help	0	0.00	0	0.00	0	0
	Sub-Total	86	84.00	80	78.00	\$2,665,458	\$2,489,340

GENERAL ADMINISTRATION

0330	Asst. Deputy Director, MHS	1	1.00	1	1.00	\$61,500	\$65,904
2213	Deputy Director, MHS	1	1.00	1	1.00	75,972	82,752
2700	Intermediate Clerk Typist	2	1.33	2	1.33	26,176	27,072
2756	Administrative Secretary I	1	0.25	1	0.25	5,400	5,631
2757	Administrative Secretary II	1	0.25	1	0.25	6,285	6,390
2758	Administrative Secretary III	1	1.00	1	1.00	29,964	30,432
9999	Extra Help	0	10.30	0	10.30	53,547	53,547
	Sub-Total	7	15.13	7	15.13	\$258,844	\$271,728

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
MANAGED CARE							
2303	Administrative Assistant II	1	1.00	1	1.00	\$39,228	\$41,124
2367	Principal Admin. Analyst	1	1.00	1	1.00	50,100	51,564
2368	Admin Svcs Manager I	1	1.00	0	0.00	42,732	0
2412	Analyst II	1	1.00	1	1.00	40,212	42,048
2413	Analyst III	1	1.00	1	1.00	44,736	45,492
2427	Associate Systems Analyst	0	0.00	1	1.00	0	49,932
2510	Senior Account Clerk	1	1.00	1	1.00	22,380	23,700
4108	Mental Health Program Manager	1	1.00	1	1.00	47,856	48,420
4117	Chief, Child & Adolescent Svcs	1	1.00	1	1.00	50,940	57,816
4121	Chief, Long Term Psych. Care	0	0.00	1	1.00	0	46,632
4195	Supervising Psychiatrist	0	0.50	0	0.50	52,200	57,534
4196	Psychiatrist II	1	0.50	1	0.17	47,652	16,366
5102	Licensed Mental Hlth Clinician	1	1.00	1	1.00	32,484	35,892
8870	Chief, Long Term Care	1	1.00	0	0.00	55,908	0
9999	Extra Help	0	0.00	0	0.00	0	0
	Sub-Total	11	11.00	11	10.67	\$526,428	\$516,520
Total		607	602.56	656	611.82	\$22,172,871	\$23,344,835
Salary Adjustments:						\$87,268	\$126,374
Premium/Overtime Pay:						832,401	815,401
Employee Benefits:						7,066,000	7,424,317
Salary Savings:						(752,605)	(770,020)
VTO Reductions:						(0)	(113,615)
Total Adjustments						\$7,233,064	\$7,482,457
Program Totals		607	602.56	656	611.82	\$29,405,935	\$30,827,292

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,938,286	\$5,603,348	\$5,914,237	\$5,880,339	\$7,985,188	35.8
Services & Supplies	1,269,670	749,219	1,274,286	1,164,637	2,373,596	103.8
Other Charges	104,905	69,693	60,963	0	0	0.0
Fixed Assets	13,819	53,744	84,556	0	8,000	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Reimbursements	0	0	0	(84,930)	(14,185)	(83.3)
Operating Transfers	0	0	1,007	0	11,836	100.0
TOTAL DIRECT COST	\$8,326,680	\$6,476,004	\$7,335,049	\$6,960,046	\$10,364,435	48.9
PROGRAM REVENUE	(7,409,489)	(5,924,555)	(7,282,931)	(6,912,668)	(10,364,435)	49.9
NET GENERAL FUND CONTRIBUTION	\$917,191	\$551,449	\$52,118	\$47,378	\$0	(100.0)
STAFF YEARS	129.29	124.08	160.32	129.42	171.17	32.3

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The Fiscal Year (FY) 1995-96 Actuals and the FY 1995-96 Budget are not comparable due to several factors. Actual expenditures for Administrative Support Services include changes authorized by mid-year Board actions and over \$116,278 in prior year expenditures.

ACHIEVEMENT OF 1995-96 OBJECTIVES

- Achieved 100% of goal by having 75% of all personnel issues raised by supervisors and managers resolved at their level.
- Achieved 100% of goal by complying 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.
- This objective of claiming \$7,000,000 County-wide in Medi-Cal Administrative Activities (MAA/SB 910) has as yet not been met as the FY 1995-96 Claim Plans are still under review by the State Department of Health Services and the Federal Health Care Administration.
- Achieved 100% of goal by increasing office automation capacity by 250% while achieving 120% of goal by increasing Local Area Network (LAN) capacity at Askew by 55% and maintaining scheduled computer VAX network uptime of 99%.
- Achieved 98% of goal by processing 88% of 12,009 purchasing documents within 72 hours of receipt of request, and achieved 109% of goal by delivering 6,736 stock and non-stock orders within one week of receipt of merchandise.
- Achieved 100% of goal by filling 96% of prescriptions and stock orders within 10 days of receipt.
- Achieved 117% of goal by ensuring that service requirements were processed through Purchasing and Contracting—70% of the time.

8. The Department of Health Services reached its goal of successfully closing fiscal year 1995-96 with Department-wide net County cost below the level authorized by the Board of Supervisors.

1996-97 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 an estimated 50,000 receiving reports and claims.
3. Claim countywide \$3.0 million in Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) 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 MAA/SB910 during FY 1996-97 and expand TCM where possible to other County programs.
 - b. Process 30 quarterly claims and provide local education agencies and county departments with technical assistance needed to maximize their participation in MAA.
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 15,392) within three subsequent working days and deliver 90% of all stock and non-stock orders (estimated at 9,596) within one week of receipt of merchandise.
 - a. Process 14,338 purchasing documents within three subsequent working days of receipt of approved request.
 - b. Deliver 8,636 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 456,000 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. Reduce the prevalence of adult smoking by 75% to 6.5% by 1999 through contributions of 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.
 - 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.
9. 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 15 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. Provide FY closing report in Executive Summary to the Director within 30 days of the Close of Period 14.

1996-97 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 = \$695,636; R = \$695,636] 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.
2. Health Promotion [33.08 SY; E = \$2,086,725; R = \$2,086,725] is:
 - Mandated/Discretionary Service Level.
 - Reflected in the Administrative Support program for the first time in FY 1996-97, having previously been part of the Community Health Services 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.
 - Reducing the prevalence of smoking through community organization and development, policy change, coalition building, educational curricula and printed materials, training of community intermediaries, and media and public awareness campaigns.
3. Office of the Deputy Director, Mgmt. Svcs. [7.00 SY; E = \$545,232; R = \$545,232] 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.
 - Increasing by 1.42 staff years to strengthen the ability to perform financial analysis and management, and assist in special projects on behalf of the Director.
4. Budget Division [8.00 SY; E = \$427,640; R = \$427,640] 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.
 - Increasing by 1.00 staff year due to Departmental Reorganization. Two budget related staff years were centralized from Community Health Services and Mental Health Services while 1.00 staff year was transferred to the Information Services Division.
5. Information Services Division [19.25 SY; E = \$1,476,331; R = \$1,476,331] 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.
 - Increasing by 8.00 permanent and 0.25 extra help staff years reflecting the first phase of centralization of the Department's information services.

6. Fiscal Services Division [38.68 SY; E = \$1,672,112; R = \$1,672,112] 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.
7. Personnel Division [19.08 SY; E = \$1,556,608; R = \$1,556,608] 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.
 - Decreasing by 2.00 staff years which were transferred to the Department of Information Services to consolidate video production services.
8. Revenue Generation Unit [3.00 SY; E = \$276,758; R = \$276,758] 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.
9. Facilities Management Unit [2.00 SY; E = \$90,864; R = \$90,864] is:
- Mandated/Discretionary Service Level.
 - Coordinating support services necessary to maintain and operate the Department of Health Services' Facilities.
10. DHS Pharmacy [17.00 SY; E = \$904,480; R = \$904,480] 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.

11. Procurement and Mail Distribution Unit [17.00 SY; E = \$632,049; R = \$632,049] 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES GENERATED BY MANAGEMENT SERVICES:				
Medi-Cal Pharmaceuticals	\$290,509	\$242,778	\$242,778	0
Private Pay Pharmaceuticals	0	10,815	10,815	0
Medi-Cal Administrative Claiming (MAC/SB910)	123,999	206,932	206,932	0
Miscellaneous Revenue	4,414	0	0	0
Video Production Fees	0	15,000	0	(15,000)
Partial Hospital	2,986			
Other Federal Grant	12,786			
Sub-Total	\$434,694	\$475,525	\$460,525	\$(15,000)
HEALTH PROMOTION FUNDING				
Child Passenger Safety	\$0	\$0	\$130,000	130,000
Tobacco Tax/Health Education	0	0	772,253	772,253
State AIDS Health Education	0	0	95,500	95,500
State Office of Traffic Safety	0	0	43,000	43,000
Department of Environmental Health	0	0	12,370	12,370
Sub-Total	\$0	\$0	\$1,053,123	\$1,053,123
REVENUE ALLOCATED DIRECTLY TO SUPPORT FUNCTIONS:				
Tobacco Tax, CHIP Unallocated Account	\$201,834	\$109,295	\$201,834	92,539
Tobacco Tax, CHIP Hospital Account	22,065	133,329	22,065	(111,264)
Health Account Realignment	1,552,475	589,940	2,636,077	2,046,137
Mental Health Account Realignment	200,000	200,000	200,000	0
Mental Health Managed Care	0	235,065	235,065	0
Sub-Total	\$1,976,374	\$1,267,629	\$3,295,041	\$2,027,412
REVENUE SHOWN AS DEDUCTION FROM DIRECT PROGRAMS:				
Alcohol and Drug Services	\$249,792	\$310,235	\$308,985	(1,250)
Mental Health Services	1,848,829	1,930,164	2,628,445	698,281
Community Health Services	2,773,242	2,929,115	2,618,316	(310,799)
Sub-Total	\$4,871,863	\$5,169,514	\$5,555,746	\$386,232
Total	\$7,282,931	\$6,912,668	\$10,364,435	\$3,451,767

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$52,118	\$47,378	\$0	\$(47,378)
Sub-Total	\$52,118	\$47,378	\$0	\$(47,378)
Total	\$52,118	\$47,378	\$0	\$(47,378)

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.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$8,000
Total	\$8,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
NONE	\$0
Total	\$0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: PERSONNEL					
% OF RESOURCES: 2.3%					
<u>OUTCOME (Planned Result)</u>					
Performance Issues Resolved at Supervisor and Manager level	N/A	N/A	1,016 ¹	488	488 ¹
<u>EFFECTIVENESS (Input/Outcome)</u>					
Staff hours per resolution	N/A	N/A	3.7	6.4	6.4
<u>OUTPUT (Service or Product)</u>					
Consultations on issues raised	N/A	N/A	1,100 ¹	650	650 ¹
<u>EFFICIENCY (Input/Output)</u>					
Staff hours per consultation	N/A	N/A	3.4	4.8	4.8

¹ Current data collection methods show higher estimates than expected. Refinement of data tracking techniques may result in the FY 1996-97 budget level of anticipated consultations being adjusted based on additional service level experience.

**ACTIVITY B:
FISCAL****% OF RESOURCES: 7.0%**OUTCOME (Planned Result)

Complete 100% of mandated reports/claims	N/A	N/A	1,280	1,280	1,280
--	-----	-----	-------	-------	-------

EFFECTIVENESS (Input/Outcome)

Cost of staff years/# of reports and claims	N/A	N/A	\$576.22 ²	\$608.44 ²	\$590.80 ²
---	-----	-----	-----------------------	-----------------------	-----------------------

OUTPUT (Service or Product)

Mandated reports/claims	N/A	N/A	1,280	1,280	1,280
-------------------------	-----	-----	-------	-------	-------

EFFICIENCY (Input/Output)

Cost of staff years/# of reports and claims	N/A	N/A	\$576.22 ²	\$608.44 ²	\$590.80 ²
---	-----	-----	-----------------------	-----------------------	-----------------------

² Average cost per report without regard to length or complexity of each report.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
FISCAL - ACCOUNTS PAYABLE					
% OF RESOURCES: 1.1%					
<u>OUTCOME (Planned Result)</u>					
Process 100% of receiving reports/ claims	N/A	N/A	56,215	50,000	50,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of staff years/# of receiving reports and claims	N/A	N/A	\$2.68	\$2.38	\$2.47
<u>OUTPUT (Service or Product)</u>					
Receiving reports/claims	N/A	N/A	56,215	50,000	50,000
<u>EFFICIENCY (Input/Output)</u>					
Cost of staff years/# of receiving reports and claims	N/A	N/A	\$2.68	\$2.38	\$2.47
ACTIVITY C: MEDI-CAL ADMINISTRATIVE CLAIMING					
% OF RESOURCES: 2.6%					
<u>OUTCOME (Planned Result)</u>					
Claims for Medi-Cal Administrative Activities thru DHS/Other Depts.	\$12M	N/A	NA ¹	\$3.5M	\$3.0M
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per \$1 mil in Co. Revenue Claimed	\$9,710	N/A	NA	\$76,288	\$92,253
<u>OUTPUT (Service or Product)</u>					
# of County programs to begin Targeted Case Management Claiming	N/A	0	3	3	3
<u>EFFICIENCY (Input/Output)</u>					
N/A	N/A	N/A	N/A	N/A	N/A
<u>OUTPUT (Service or Product)</u>					
# of quarterly claims processed ² for MAC units	75 ¹	115 ¹	2	48	40
<u>EFFICIENCY (Input/Output)</u>					
Dollars Claimed per staff year	N/A ¹	N/A	\$1.09M	\$1.17M	\$1.0M

¹ Estimate: Due to MAA-SB 910 Claims deferral process actuals for FY 1995-96 not yet available. NA= Not Available

² Includes claims processed for local education agencies that must claim via County. Due to start up and changes in policy, the number of MAC claiming units has varied throughout 1993-1996. Retro-process has required additional and amended claims. Claiming process for FY 95-96 not fully implemented by State Department of Health Services.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY D: INFORMATION SERVICES DIVISION					
% OF RESOURCES: 12.9%					
<u>OUTCOME (Planned Result)</u>					
Increase automation & networking capacity	N/A	N/A	250%	\$1,124,869 ¹	Pending ²
<u>EFFECTIVENESS (Input/Outcome)</u>					
N/A	N/A	N/A	N/A	N/A	N/A
<u>OUTPUT (Service or Product)</u>					
Upgrade and consolidate outdated mini computers	N/A	N/A	2	\$699,099 ¹	1
<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 to Askew LAN	N/A	N/A	56	\$210,896 ¹	45
<u>EFFICIENCY (Input/Output)</u>					
N/A	N/A	N/A	N/A	N/A	N/A

¹ The FY 1995-96 Budget column reflected the anticipated cost of producing the necessary outputs to obtain the desired outcome. In retrospect, this column should have reported the desired outputs and outcome which were to increase automation and networking capacity by 250 percent to be accomplished in part by the upgrade and consolidation of 2 outdated mini computers and the addition of between 10 and 50 workstations to the Askew facility's LAN.

² Due to the major focus on improving information systems in the Department which are still in progress for FY 1995-96 and the significant impact pending recommendations from the Department's Reorganization Implementation Committees and outside consultants will have on priority setting for FY 1996-97, desired Outcomes that can be accomplished within the limited financial resources available are not yet finalized.

**ACTIVITY E:
SUPPLY CENTER****% OF RESOURCES: 1.9%**OUTCOME (Planned Result)

Process purchasing documents within three subsequent working days of receipt	N/A	N/A	90.0%	90.0%	90.0%
Deliver stock and non-stock orders within one week of receipt of merchandise	N/A	N/A	90.0%	90.0%	90.0%

EFFECTIVENESS (Input/Outcome)

Unit cost per purchasing document	N/A	N/A	\$7.61	\$20.91	\$7.95
Unit cost per delivery	N/A	N/A	\$8.50	\$8.24	\$9.02

OUTPUT (Service or Product)

Purchasing documents processed within three subsequent days	N/A	N/A	14,338	5,040	14,338
---	-----	-----	--------	-------	--------

EFFICIENCY (Input/Output)

Purchasing document processed per Staff Year	N/A	N/A	3,848	1,400	3,848
--	-----	-----	-------	-------	-------

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>OUTPUT (Service or Product)</u>					
Stock & non-stock orders delivered within one week	N/A	N/A	8,636	8,910	8,636
<u>EFFICIENCY (Input/Output)</u>					
Deliveries made per Staff Year	N/A	N/A	3,199	3,300	3,199
ACTIVITY F: PHARMACY					
% OF RESOURCES: 8.4%					
<u>OUTCOME (Planned Result)</u>					
Prescriptions & stock orders filled within 10 days of receipt	N/A	N/A	96%	96%	96%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Staff cost per pharmacy prescription issue	N/A	N/A	\$2.10	\$2.10	\$1.81
<u>OUTPUT (Service or Product)</u>					
Prescriptions and stock orders filled within 10 days of receipt	N/A	N/A	391,847	384,000	456,000
<u>EFFICIENCY (Input/Output)</u>					
Pharmacy prescriptions/issues per professional staff year	32,000:1	32,527:1	32,001:1	32,000:1	38,000:1
ACTIVITY G: SERVICE CONTRACTS FOR DHS					
% OF RESOURCES: 0.5%					
<u>OUTCOME (Planned Result)</u>					
% of Service Contracts Competitively processed	60%	85%	60%	60%	60%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Service Contract	\$82.00	\$75.58	\$66.00	\$66.00	\$66.00
<u>OUTPUT (Service or Product)</u>					
Completed Requests for Proposals (RFP), Requests for Bids (RFB), Requests for Statements of Qualification (RFSQ)	37	21	15	15	15
<u>EFFICIENCY (Input/Output)</u>					
Service Contract Actions per Staff Year ¹	533	207	665	665	665
<u>OUTPUT (Service or Product)</u>					
Contract/PO Actions ²	396	203	500	500	500
<u>EFFICIENCY (Input/Output)</u>					
N/A	N/A	N/A	N/A	N/A	N/A

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
OUTPUT (Service or Product)					
Liaison for DHS Service Contracts	100	150	375	100	375
EFFICIENCY (Input/Output)					
N/A ³	N/A	N/A	N/A	N/A	N/A

¹ Efficiency calculated on all three Outputs listed. Reflects number of completed RFP, RFB, RFSQ, processed contracts/purchase order actions and liaison for DHS Service Contracts.

ACTIVITY H:

TOBACCO CONTROL (Health Promotion)

% OF RESOURCES: 15.0%**OUTCOME (Planned Result)**

Prevalence of Adult Smoking	18.7%	15.5%	14.6%	14.6%	12.6%
-----------------------------	-------	-------	-------	-------	-------

EFFECTIVENESS (Input/Outcome)

Cost per Resident	\$0.54	\$0.34	\$0.35	\$0.36	\$0.33
-------------------	--------	--------	--------	--------	--------

FY 1995-96 data has not been released from the State. Performance rates will be adjusted when formal data are promulgated.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
<u>OFFICE OF THE DIRECTOR</u>							
0923	Health Services Project Coord.	1	1.00	1	1.00	\$54,996	\$61,845
2126	Director	1	1.00	1	1.00	109,632	113,376
2227	Prog. Plng. & Dev. Admin.	1	1.00	1	1.00	69,420	71,796
2270	Assistant Director	1	1.00	1	1.00	94,632	92,748
2729	Office Support Secretary	1	1.00	1	1.00	23,844	21,444
2758	Administrative Secretary III	1	1.00	1	1.00	29,964	30,432
2759	Administrative Secretary IV	1	1.00	1	1.00	33,000	29,676
9999	Extra Help	0	0.08	0	0.08	6,034	6,034
	Subtotal	7	7.08	7	7.08	\$421,522	\$427,351
<u>HEALTH PROMOTION</u>							
2359	Audio-Visual Specialist	0	0.00	2	2.00	\$0	\$69,504
2413	Analyst III	0	0.00	1	1.00	0	45,492
2700	Intermediate Clerk Typist	0	0.00	2	1.00	0	20,304
2714	Intermediate Transcriber Typ.	0	0.00	1	1.00	0	21,600
2724	Senior Transcriber Typist	0	0.00	1	1.00	0	27,096
2730	Senior Clerk	0	0.00	1	1.00	0	24,144
2757	Admin. Secretary II	0	0.00	1	1.00	0	25,560
4103	Public Health Nutrition Mgr.	0	0.00	0	0.00	0	0
4107	Hlth Planning & Prog. Spec.	0	0.00	1	1.00	0	52,332
4775	Community Health Program Spec.	0	0.00	1	1.00	0	42,804
4805	Chief Public Health Education	0	0.00	1	1.00	0	57,816
4806	Asst Chief, P.H. Education	0	0.00	1	1.00	0	50,088
4815	Health Info. Spec. I	0	0.00	2	1.00	0	34,524
4816	Hlth Information Spec. II	0	0.00	5	5.00	0	194,700
4822	Public Health Educ II	0	0.00	9	9.00	0	336,960
4842	Supv. Health Info. Spec.	0	0.00	1	1.00	0	41,220
4844	Supv. Public Health Educator	0	0.00	3	3.00	0	120,564
4911	Social Services Aid II	0	0.00	1	1.00	0	19,584
9999	Extra Help	0	0.00	0	1.08	0	44,089
	Subtotal	0	0.00	34	33.08	\$0	\$1,228,381
<u>OFFICE OF THE DEPUTY DIRECTOR, MGMT SVCS</u>							
0923	Health Services Project Coord.	1	0.58	1	1.00	\$32,081	\$36,060
2232	Dep. Director, Management Svcs.	1	1.00	1	1.00	69,756	72,144
2370	Admin. Services Manager III	1	1.00	1	1.00	52,116	62,208
2414	Analyst IV	1	1.00	1	1.00	51,948	53,724
2757	Administrative Secretary II	1	1.00	1	1.00	25,140	25,560
2758	Administrative Secretary III	1	1.00	1	1.00	29,964	30,432
8855	Financial Services Administrator	0	0.00	1	1.00	0	61,944
	Subtotal	6	5.58	7	7.00	\$261,005	\$342,072
<u>BUDGET DIVISION</u>							
2303	Administrative Assistant II	0	0.00	1	1.00	\$0	\$41,124
2304	Administrative Assistant I	1	1.00	1	1.00	34,860	33,300
2367	Principal Admin. Analyst	1	1.00	0	0.00	50,100	0
2412	Analyst II	1	1.00	0	0.00	40,212	0
2413	Analyst III	2	2.00	3	3.00	89,472	136,476
2510	Senior Account Clerk	1	1.00	1	1.00	22,380	23,700
2537	Departmental Budget Manager (V)	0	0.00	1	1.00	0	48,708
3008	Senior Word Processor Operator	1	1.00	1	1.00	25,500	27,768
	Subtotal	7	7.00	8	8.00	\$262,524	\$311,076

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
INFORMATION SERVICES DIVISION							
2426	Assistant Systems Analyst	1	1.00	1	1.00	\$38,400	\$42,192
2427	Associate Systems Analyst	3	3.00	5	5.00	144,972	249,660
2439	Hlth Svcs Information Svcs Mgr	0	0.00	1	1.00	0	66,876
2471	EDP Systems Manager	1	1.00	0	0.00	53,196	0
2499	Principal Systems Analyst	1	1.00	1	1.00	54,528	56,388
2525	Senior Systems Analyst	1	1.00	1	1.00	54,528	56,388
2545	Application Systems Eng. II	0	0.00	2	2.00	0	81,720
2700	Intermediate Clerk Typist	1	1.00	0	0.00	19,632	0
2757	Administrative Secretary II	0	0.00	1	1.00	0	25,560
3020	Computer Operator	1	1.00	1	1.00	25,332	26,196
3118	Dept'l Computer Specialist I	0	0.00	2	2.00	0	56,904
3119	Dept'l Computer Specialist II	1	1.00	3	3.00	34,320	100,728
3120	Dept'l Computer Specialist III	1	1.00	1	1.00	39,060	40,932
9999	Extra Help	0	0.00	0	0.25	0	6,930
	Subtotal	11	11.00	19	19.25	\$463,968	\$810,474
FISCAL SERVICES DIVISION							
2403	Accounting Technician	2	2.00	2	2.00	\$52,680	\$52,368
2405	Assistant Accountant	1	1.00	1	1.00	28,344	30,240
2425	Associate Accountant	10	10.00	10	10.00	359,040	375,720
2430	Cashier	2	2.00	2	2.00	44,376	45,888
2493	Intermediate Account Clerk	6	6.00	6	6.00	119,952	124,632
2500	Junior Accountant	1	1.00	1	1.00	26,556	27,468
2505	Senior Accountant	7	7.00	7	7.00	314,328	318,696
2510	Senior Account Clerk	4	4.00	4	4.00	89,520	94,800
2536	Health Svcs Finance Officer	1	1.00	1	1.00	57,252	59,208
2700	Intermediate Clerk Typist	3	2.50	3	2.50	49,080	50,760
2745	Supervising Clerk	1	1.00	1	1.00	27,084	27,588
2756	Administrative Secretary I	2	1.00	2	1.00	21,600	22,524
9999	Extra Help	0	0.18	0	0.18	7,146	7,146
	Subtotal	40	38.68	40	38.68	\$1,196,958	\$1,237,038
PERSONNEL DIVISION							
2312	Dept Personnel & Training Admn.	2	1.00	2	1.00	\$54,804	\$59,892
2320	Personnel Aide	3	3.00	3	3.00	82,512	85,356
2328	Dept Personnel Officer II	3	3.00	3	3.00	130,860	138,204
2356	Video Production Coordinator	1	1.00	0	0.00	38,112	0
2359	Audio-Visual Specialist	1	1.00	0	0.00	35,928	0
2494	Payroll Clerk	4	4.00	4	4.00	83,760	88,512
2511	Senior Payroll Clerk	4	4.00	4	4.00	98,928	99,600
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,632	20,304
2730	Senior Clerk	1	1.00	1	1.00	23,160	24,144
2745	Supervising Clerk	1	1.00	1	1.00	27,084	27,588
2761	Group Secretary	1	1.00	1	1.00	26,112	26,424
9999	Extra Help	0	0.08	0	0.08	4,303	4,303
	Subtotal	22	21.08	20	19.08	\$625,195	\$574,327
REVENUE GENERATION UNIT							
0923	Health Svcs. Project Coord.	1	1.00	0	0.00	\$54,996	\$0
0990	HS Revenue Development Mgr	0	0.00	1	1.00	0	60,624
2425	Associate Accountant	1	1.00	1	1.00	35,904	37,572
2757	Administrative Secretary II	1	1.00	0	0.00	25,140	0
2761	Group Secretary	0	0.00	1	1.00	0	26,424
	Subtotal	3	3.00	3	3.00	\$116,040	\$124,620

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
FACILITIES MANAGEMENT UNIT							
2302	Administrative Assistant III	1	1.00	1	1.00	\$42,072	\$45,612
3009	Word Processor Operator	1	1.00	1	1.00	22,584	23,400
	Subtotal	2	2.00	2	2.00	\$64,656	\$69,012
DHS PHARMACY							
2700	Intermediate Clerk Typist	1	1.00	1	1.00	\$19,632	\$20,304
2730	Senior Clerk	1	1.00	1	1.00	23,160	24,144
4245	Chief Pharmacist	1	1.00	1	1.00	53,844	65,832
4250	Pharmacist	5	5.00	5	5.00	291,540	295,800
4260	Pharmacy Technician	8	8.00	8	8.00	212,928	228,288
7516	Delivery Vehicle Driver	1	1.00	1	1.00	21,828	24,060
	Subtotal	17	17.00	17	17.00	\$622,932	\$658,428
PROCUREMENT & MAIL DISTRIBUTION UNIT							
2403	Accounting Technician	1	1.00	1	1.00	\$26,340	\$26,184
2493	Intermediate Account Clerk	2	2.00	2	2.00	39,984	41,544
2510	Senior Account Clerk	1	1.00	1	1.00	22,380	23,700
2610	Buyer II	1	1.00	1	1.00	32,940	34,068
2612	Health Svcs Supply Ctr Supv	1	1.00	1	1.00	31,164	32,232
2622	Procurement Contracting Officer	1	1.00	1	1.00	43,896	45,396
2662	Pharmacy Storekeeper	1	1.00	1	1.00	20,316	22,212
2664	Pharmacy Stock Clerk	3	3.00	3	3.00	61,812	65,592
3039	Mail Clerk Driver	4	4.00	4	4.00	82,512	85,344
3050	Offset Equipment Operator	1	1.00	1	1.00	23,064	23,856
3074	Senior Mail Clerk Driver	1	1.00	1	1.00	23,940	24,756
	Subtotal	17	17.00	17	17.00	\$408,348	\$424,884
	Total	132	129.42	174	171.17	\$4,443,148	\$6,207,663
Salary Adjustments:						\$35,469	\$ 17,946
Premium/Overtime Pay:						32,400	32,400
Employee Benefits:						1,524,513	2,033,292
Salary Savings:						(155,191)	(273,975)
VTO Reductions:						(0)	(32,138)
Total Adjustments						\$1,437,191	\$1,777,525
Program Totals		132	129.42	174	171.17	\$5,880,339	\$7,985,188

DEPARTMENT OF SOCIAL SERVICES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Adult and Employment Svcs	\$94,202,659	\$93,638,042	\$94,387,028	\$99,178,769	\$95,737,959	(3,440,810)	(3.5)
Childrens Svcs Bureau	47,658,392	50,996,188	53,494,096	55,073,948	53,830,731	(1,243,217)	(2.3)
Community Action Ptrnshp	7,010,393	7,776,290	7,605,722	8,141,425	8,783,582	642,157	7.9
Income Maintenance Bureau							
Assistance Payments	679,343,870	701,814,601	682,222,929	712,006,518	636,556,235	(75,450,283)	(10.6)
Eligibility and Grant Determination	72,289,552	75,898,852	76,171,312	80,066,587	79,331,867	(734,720)	(0.9)
Management Svcs Bureau	12,565,416	12,600,105	12,077,264	12,836,969	13,656,837	819,868	6.4
Eligibility Review	1,980,310	2,193,528	2,374,787	2,401,971	2,436,529	34,558	1.4
TOTAL DIRECT COST	\$915,050,592	\$944,917,606	\$928,333,138	\$969,706,187	\$890,333,740	\$(79,372,447)	(8.2)
PROGRAM REVENUE	(882,822,730)	(906,868,373)	(899,770,364)	(937,694,450)	(864,020,819)	73,673,631	(7.9)
NET GENERAL FUND COST	\$32,227,862	\$38,049,233	\$28,562,774	\$32,011,737	\$26,312,921	\$(5,698,816)	(17.8)
STAFF YEARS	3,590.50	3,767.00	3,693.00	3,934.50	3,855.00	(79.50)	(2.0)

MISSION

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

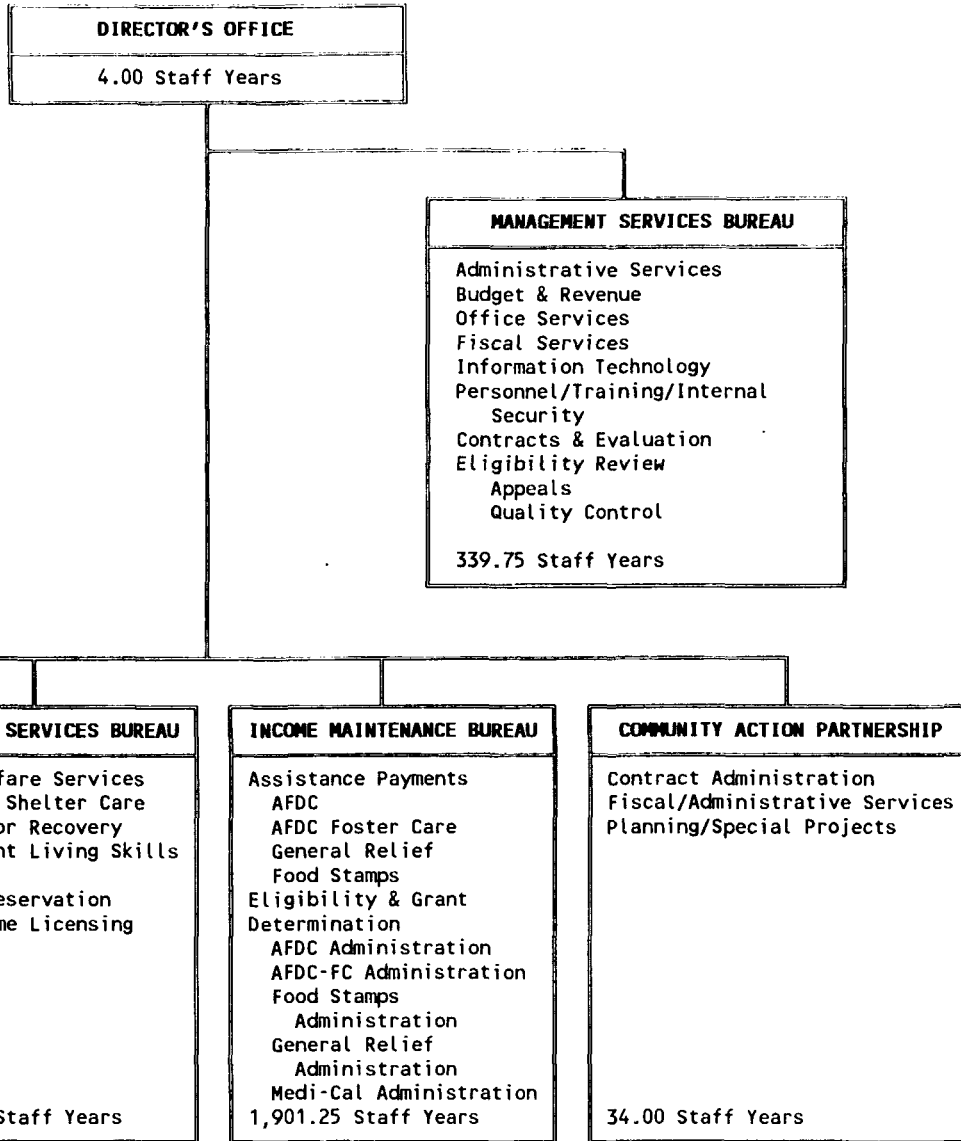
To promote shared responsibility for meeting and alleviating human need and positive measurable outcomes by actively engaging in community development strategies with community partners.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. To maintain an accuracy rate of 94% in the maintenance of assistance caseloads and to close 15,000 cases monthly.
 - a. 154,000 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% (4,074) of the children, there will be no confirming reports of re-abuse within 6 months.
 - a. Reports of abuse and neglect follow up on 4,120 children monthly.
3. Through our employment programs, citizens on welfare will become more self sufficient.
 - a. 10,900 AFDC recipients will obtain employment through GAIN.
 - b. The percent of working welfare recipients will increase to 28% (18,760 recipients) of the AFDC caseload (67,000).
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 4,863 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 900 candidates annually.

DEPARTMENT OF SOCIAL SERVICES
(HEADQUARTERS LOCATION: JAMES R. MILLS BUILDING, 1255 IMPERIAL AVENUE)

FY 1996-97 PROGRAM BUDGET



PROGRAM #: 27004
 MANAGER: H. RIDENOUR

ORGANIZATION #: 3900
 REFERENCE: 1996-97 Proposed Budget - Pg. 18-3

AUTHORITY: "The administration of public social services" is "a county function and responsibility, and therefore rests upon the boards of supervisors in the respective counties pursuant to the applicable laws and . . . subject to the regulations of the State Department of Social Services and the State Department of Health Services." (Welfare and Institutions Code, Section 10800) ADULT SOCIAL SERVICES are "to assist aged, blind or disabled persons . . . [to achieve] self-care, economic independence, or personal well being," (W&I Code, Section 12250) and include "in-home supportive services, information and referral services, protective services . . . as such services are defined" by the State Department of Social Services (W&I Code, Section 12251). The In-Home Supportive Services (IHSS) program 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.

EMPLOYMENT PROGRAMS implement the Board of Supervisors' policy of reducing welfare dependency and encouraging work and self-sufficiency, 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 is mandated by Welfare and Institutions Code 11500. 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). Trustline registry fingerprinting is mandated by AB 2560 (Chapter 1268, Statutes of 1996).

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$19,674,917	\$20,639,862	20,636,742	\$20,260,633	20,187,267	(.4)
Services & Supplies	2,008,940	2,506,359	2,403,356	2,278,812	2,251,907	(1.2)
Contracts	63,641,637	60,419,557	59,735,305	66,230,898	62,494,025	(5.6)
Other Charges	8,828,030	10,072,264	11,611,625	10,396,888	10,803,199	3.9
Fixed Assets	49,135	0	0	11,538	1,561	(86.5)
TOTAL DIRECT COST	\$94,202,659	\$93,638,042	\$94,387,028	\$99,178,769	\$95,737,959	(3.5)
PROGRAM REVENUE	(92,718,290)	(92,365,971)	(93,318,559)	(98,066,631)	(95,157,269)	(3.0)
NET GENERAL FUND CONTRIBUTION	\$1,484,369	\$1,272,071	\$1,068,469	\$1,112,138	\$580,690	(47.8)
STAFF YEARS	479.25	528.75	511.75	513.50	500.50	(2.5)

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. 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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Salary and Benefits actuals are higher than budget due to efforts to assist more GAIN clients to obtain employment. This increased effort was accomplished without additional county costs. Lower than anticipated IHSS expenditures are reflected in the lower contract expenditures.

Other charges actuals are higher than budget because the increase in GAIN participants required more child care and transportation reimbursement than the budget anticipated.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Achieved the 95% IHSS services goal of maintaining adults receiving IHSS in their own home and not requiring institutionalization by providing services which enabled 95.3% of adults served to remain in their own homes.

Achieved the 95% Conservatorship goal of maintaining the severely mentally ill conservatees in placement, as ordered by the court, by providing services which enabled 95.6% of conservatees served to remain in placement.

Exceeded the GAIN goal of avoiding \$24 million in AFDC grants by assisting 10,639 GAIN participants to obtain employment and avoiding \$30.5 million in AFDC grants.

Achieved 91% of the Child Care goal to provide child care services to support employment, job-seeking, education or training endeavors and to provide respite care for children at risk of abuse by serving 1,278 families per month.

Achieved 95% of the FSE&T goal of avoiding \$7.6 million in General Relief and Food Stamp expenditures through job training, work assignments and sanctions for non-participants by applying 17,655 sanctions and avoiding \$7.2 million in GR and FS expenditures.

Exceeded the Job Training goal of transitioning 123 participants by transitioning 127 participants into private sector jobs.

1996-97 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 14,400 monthly.
2. Maintain 95% of severely mentally ill Conservatees in placement as ordered by the Court.
 - a. Serve 1,595 cases monthly.
3. Achieve a \$30 million AFDC Cost avoidance savings through the GAIN program.
 - a. Assist 10,900 GAIN participants to obtain employment
4. Provide child care services monthly to 1,477 families.
 - a. Process 1,740 families for child care services each month.
5. Avoid annual General Relief and Food Stamp expenditures of \$6.6 million through the operation of the Food Stamp Employment and Training program.
 - a. Apply sanctions to 14,578 GR and Food Stamp applicants.
6. Transition 120 on the Job Training participants into private sector employment each year.
 - a. Enroll 170 recipients in the Job Training Program.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The Adult Social Services Program and the Employment Services Program are combined into an Adult and Employment Services Program and include the Adult and Employment Services Administration portion of the Department Administration Program Budget.

Combined 310.50 SY from Employment Services Program, 187.00 SY from the Adult Services Program, and 3.00 SY from Department Administration to create an Adult and Employment Services Program.

The activities of this program are summarized as follows:

1. Bureau Administration [3.00 SY; E = \$159,165; R = \$159,165] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for Administration of Adult and Employment Service Programs.
2. In-Home Supportive Services (IHSS) Case Management, & Program Operations [136.00 SY; E = \$5,911,693; R = \$5,911,693] 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 7.00 SY are responsible for monitoring the IHSS contract providing 792,000 hours of service to IHSS

- recipients.
3. In-Home Supportive Services (IHSS) Contract & Individual Care Provider Payments [0.00 SY; E = \$55,000,000; R = \$55,000,000] is:
 - o Mandated/Mandated Service Level.
 - o Providing 792,000 hours of service to IHSS recipients by contracted homemakers and an estimated 10,100,000 hours of service to IHSS recipients through self-employed individual providers.
 - o Decreased \$4 million in IHSS payments to align budget to projected expenditures.
 - o Decrease of 1.00 SY Intermediate Clerk Typist (ICT) to fund an IHSS clerk in the Area Agency on Aging Department (AAA). The Area Agency on Aging manages AIDS waiver and multi-purpose service cases whose participants receive services from AAA and IHSS benefits from DSS. The clerk's duties include IHSS administrative activities.
 4. Adult Protective Services (APS) [0 SY; E = \$874,020; R = \$868,020] 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. Contract out Adult Protective Services (APS) to the Department of Area Agency on Aging and Aids Case Management to the Department of Health Services.
 - o Decreased 2.75 SY as a result of completing the transfer of Adult Protective Services to the Department of Area Agency on Aging. Completed in FY 95-96.
 5. Conservatorship Services [51.00 SY; E = \$2,589,246; R = \$2,508,662] 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.
 - o Transferred out 1.00 SY Intermediate Clerk Typist to the Community Action Partnership Bureau (CAP) and transferred in 1.00 SY Stenographer from CAP to Conservatorship.
 - o Decrease 4.00 staff years including 1.00 staff year Mental Health Program Manager, 2.00 staff year Protective Services Workers, and 1.00 SY Intermediate Clerk Typist. These staff were deleted because they were no longer required to meet Federal Title XIX reimbursement requirements.
 6. Job Training [9.00 SY; E = \$542,716; R = \$542,716] 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.
 - o Transferred out 1.00 SY Social Services Administrator II to the Child Care Programs.
 7. Food Stamp Employment and Training (FSE&T) [23.00 SY; E = \$1,045,458; R = \$689,312] 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 with benefits terminated for specific periods of time.
 8. Greater Avenues for Independence (GAIN) [243.00 SY; E = \$20,586,238; R = \$20,586,238] 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 Reorganized the GAIN Program to increase the number of clients served by 648 and to avoid an additional \$1 million in AFDC payments, through client employment, annually. The reorganization resulted in a net decrease of 4.00 SY (deleted 12.00 SY Intermediate Clerk Typist and 1.00 SY Senior Clerk to offset the addition of 8.00 SY Social Workers III and 1.00 SY Social Work Supervisor). Increased Fixed Assets by \$1,561 and Services and Supplies by \$21,365 for terminals/computer equipment for the additional Social Worker staff.

9. Child Care Programs [32.50 SY; E = \$6,126,817; R = \$6,026,140]

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, Trustline Registry.
- o Discretionary/Mandated Service Level includes: FBG, CDP, Child Care at Risk.
- o Responsible for determining eligibility and making 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 Transferred in 1.00 SY Social Service Administrator II from the Job Training Program.
- o Decrease of .50 SY Eligibility Technician in the Federal Block Grant Child Care Program and adds .25 SY Social Work Supervisor. This change will result in the FBG Child Care Program being staffed with one full-time Social Work Supervisor.

10. Cal Learn Program [3.00 SY; E = \$2,902,606; R = \$2,865,323]

- 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 Decrease 1.00 SY Intermediate Account Clerk because contractors will now provide some Cal-Learn administrative services as approved by the Board of Supervisors June 4, 1996(13).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GRANT:				
County Services Block Grant (CSBG) (30% of NFS match required)	\$1,695,039	\$1,237,211	1,873,762	636,551
In-Home Supportive Services (IHSS) Aid Payments	40,105,050	44,545,000	41,697,291	(2,847,709)
In-Home Supportive Services (IHSS) Admin. (30% of NFS match required)	4,357,129	4,540,158	4,345,352	(194,806)
Non-Medical Out of Home Care	14,931	16,596	32,799	16,203
Targeted Case Management (Repl MAC)	668,784	966,502	571,378	(395,124)
Refugee Employment Services	0	1,643	0	(1,643)
Job Training (JTPA)	422,960	658,969	542,716	(116,253)
Child Care Programs	5,366,914	4,701,581	5,381,166	679,585
Non-Gain Employment and Training (NET) (15% match required)	641,858	659,459	548,169	(111,290)
Food Stamp Employment & Training (FSET)	837,569	787,554	689,312	(98,242)
Greater Avenues for Independence (GAIN) (30% NFS match required)	19,597,480	18,193,171	18,721,845	528,674
Cal-Learn	2,143,791	3,124,063	2,865,323	(258,740)
Social Services Trust Fund	16,213,571	17,613,712	16,833,723	(779,989)
Mental Health Trust Fund	1,240,418	1,021,012	1,028,620	7,608
Misc.	13,065	0	25,813	25,813
Sub-Total	\$93,318,559	\$98,066,631	\$95,157,269	\$(2,909,362)
Total	\$93,318,559	\$98,066,631	\$95,157,269	\$(2,909,362)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
REVENUE MATCH:				
Cal-Learn	\$16,649	\$0	\$37,283	37,283
Child Care Programs	105,332	105,332	100,677	(4,655)
NET	113,269	116,531	96,802	(19,729)
IHSS Payments	13,089,041	14,455,000	13,302,713	(1,152,287)
IHSS Admin	1,246,242	1,089,812	911,691	(178,121)
County Services Block Grant	425,859	502,965	658,124	155,159
Food Stamp Employment & Training	370,004	361,779	312,946	(48,833)
GAIN	2,027,401	1,880,817	1,864,393	(16,424)
Targeted Case Management (Repl MAC)	552,177	1,166,733	0	(1,166,733)
Match Meet with Soc Svs TF	(17,453,989)	(18,634,724)	(16,833,723)	1,801,001
Sub-Total	\$491,985	\$1,044,245	\$450,906	\$(593,339)
GR Grant Diversion	\$26,787	\$43,200	43,200	0
General Fund Support Costs	549,697	24,693	86,584	61,891
Sub-Total	576,484	67,893	129,784	61,891
Total	\$1,068,469	\$1,112,138	\$580,690	\$(531,448)

EXPLANATION/COMMENT ON PROGRAM REVENUES

- o IHSS Aid Payments include Personal Care Services payment at 17.5% County match and Residual Aid payments at 35% County match.
- o FSET match: no match required for first \$309,663; 15% for next \$89,329; and 50% for the remaining expenditures.
- o Cal-Learn actuals are less than budget because there were fewer participants than anticipated therefore their costs and revenue offsets were less than estimated in the budget.

- 0 Medi-Cal Administration claiming actuals are less than FY 95-96 budget due to the Federal closure of MAC claiming and the necessity for shifting to targeted case management claiming which significantly reduces the level of federal reimbursement. This has resulted in increased general fund cost in the Conservatorship Program.
- 0 The \$2.9 million decrease in revenue between the FY 95-96 budget and the 1996-97 budget is primarily a result of the \$4 million decrease in IHSS Aid Payments.
- 0 Job Training services revenue decreased due to mid-year change approved by the Board on 12/2/95 (21).
- 0 Federal Block Grant child care participant benefits increased to align with projected expenditures as a result of mid-year add approved by the Board of Supervisors on November 7, 1995 (7).
- 0 Child Care revenue increased due to cost of living adjustments and additional funding as approved by the Board of Supervisors on April 23, 1996 (11).
- 0 Child Care revenue increased as a result of one time revenue added to FY 95-96 as approved by the Board of Supervisors on July 23, 1996 (1F).

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION

Required County match is met by a combination of County General Fund and Social Services Trust Fund. The \$100,677 contribution in the Child Care Programs is a Maintenance of Effort requirement in the Department of Education (DOE) Child Development Program.

Note: NFS means Non-Federal Share of expenditures.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$1,561
Total	\$1,561

COMMENTS:

Data Processing Equipment for GAIN.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: IN-HOME SUPPORTIVE SERVICES					
% OF RESOURCES: 63.6%					
<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	13,730 95.4%	13,768 95.7%	13,503 95.3%	13,775 95.0%	13,680 95.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Monthly Administrative cost per IHSS* adults remaining in their home	\$30.13	\$29.40	\$30.78	\$33.09	\$33.12
<u>OUTPUT (Service or Product)</u>					
IHSS cases managed	14,389	14,394	14,175	14,500	14,400
<u>EFFICIENCY (Input/Output)</u>					
IHSS cases managed per Social Worker staff year	250	236	230	220	218

COMMENTS

*Costs are based on salaries and benefits of staff.

**ACTIVITY B:
CONSERVATORSHIP**

% OF RESOURCES: 2.7%

OUTCOME (Planned Result)

To maintain 95% of severely mentally ill Conservatees in placement as ordered by the court	1,687 96.6%	1,662 94.2%	1,635 95.6%	1,678 95.0%	1,515 95.0%
--	----------------	----------------	----------------	----------------	----------------

EFFECTIVENESS (Input/Outcome)

Monthly cost per Conservatorship case managed*	\$126	\$112	\$115	\$111	\$125
--	-------	-------	-------	-------	-------

OUTPUT (Service or Product)

Conservatorship cases managed	1,747	1,765	1,710	1,766	1,595
-------------------------------	-------	-------	-------	-------	-------

EFFICIENCY (Input/Output)

Conservatorship cases managed per Social Worker staff year	52	55	52	52	50
--	----	----	----	----	----

COMMENTS

Change letter reduced two Protective Services Workers and reduced cases by 100 monthly.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C: GREATER AVENUES FOR INDEPENDENCE (GAIN)					
% OF RESOURCES: 21.5%					
<u>OUTCOME (Planned Result)</u>					
AFDC payments avoided as a result of GAIN Program Employment Services	\$8.73M	\$18M	\$30.5M	\$24M	\$30M
<u>EFFECTIVENESS (Input/Outcome)</u>					
Costs avoided per GAIN worker	N/A	\$159,235	\$259,332	\$195,122	\$229,007
<u>OUTPUT (Service or Product)</u>					
GAIN clients entering employment	5,657	7,980	10,539	9,975	10,900
<u>EFFICIENCY (Input/Output)</u>					
GAIN participants employed per Social Worker staff year	N/A	70	89	81	83

COMMENTS

FY 96-97 budget includes 8 additional GAIN Social Workers.

**ACTIVITY D:
CHILD CARE**

% OF RESOURCES: 6.4%

OUTCOME (Planned Result)

Monthly 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	N/A	1,300	1,278	1,407	1,477
---	-----	-------	-------	-------	-------

EFFECTIVENESS (Input/Outcome)

Monthly child care cost per family	N/A	\$324	\$379	\$332	\$329
------------------------------------	-----	-------	-------	-------	-------

OUTPUT (Service or Product)

Families processed for child care services	N/A	1,567	1,306	1,670	1,740
---	-----	-------	-------	-------	-------

EFFICIENCY (Input/Output)

Families served per Eligibility Technician staff year	N/A	131	133	159	174
--	-----	-----	-----	-----	-----

COMMENTS

FY 96-97 budget increased from CAO proposed from 1,407 to 1,477 outcome and 1,670 to 1,740 output per board letter 7/23/96(1F).

FY 96-97 change letter decreased .5 Eligibility Technician in order to provide full staff year funding of a Social Worker Supervisor.

Actual cost per family increased due to increased costs to provide child care payments which restricted the number of families that could be serviced.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY E:					
FOOD STAMP EMPLOYMENT & TRAINING					
% OF RESOURCES: 1.1%					
<u>OUTCOME (Planned Result)</u>					
General Relief and Food Stamp costs avoided annually	\$7,332,114	\$8,276,888	\$7,229,398	\$7,611,068	\$6,588,270
Annual applied sanctions	14,523	15,207	17,655	14,836	14,578
<u>EFFECTIVENESS (Input/Outcome)</u>					
Annual cost avoided per FSET Social Worker staff year	\$237,285	\$266,996	\$414,055	\$475,692	\$411,767
Sanctions applied per Social Worker staff year	470	491	1,011	927	911
<u>OUTPUT (Service or Product)</u>					
Recipients assigned to work projects	1,359	1,228	1,342	N/A	1,740
<u>EFFICIENCY (Input/Output)</u>					
Assigned work projects per case manager staff year	N/A	N/A	77	N/A	109

COMMENTS

By achieving a \$7.2 million savings in the FSE&T Program we met 95% of our goal.

ACTIVITY F:
JOB TRAINING (CONTRACT WITH SAN DIEGO CONSORTIUM)

% OF RESOURCES: .6%

OUTCOME (Planned Result)

Annual on the job training (OJT) participants transitioned into private sector employment	134	121	127	123	120
---	-----	-----	-----	-----	-----

EFFECTIVENESS (Input/Outcome)

Cost per OJT placement	\$5,021	\$4,489	\$4,237	\$5,097	\$4,190
------------------------	---------	---------	---------	---------	---------

OUTPUT (Service or Product)

Annual recipients enrolled into the job training programs	289	569	192	174	170
---	-----	-----	-----	-----	-----

EFFICIENCY (Input/Output)

Annual participants served per Social Worker SY	58	114	38	35	34
---	----	-----	----	----	----

COMMENTS

FY 95-96 budget outcome changed from 132 to 123 and output changed from 286 to 174 due to reduced funding per board letter 12/12/95(2)

FY 96-97 budget outcome changed from 132 to 120 and output changed from 286 to 170 and reduced funding \$34,767 per board letter - 9/17/96(10).

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
<u>Bureau Administration</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$64,001	\$66,191
2367	Prin Admin Analyst	1	1.00	1	1.00	51,954	53,305
2758	Admin Secretary III	1	1.00	1	1.00	30,653	31,703
	Sub-Total	3	3.00	3	3.00	\$146,608	\$151,199
<u>In-Home Supportive Services Case Mgmt</u>							
0360	Asst Dep Dir, Soc Svcs	1	1.00	1	1.00	\$62,623	\$64,764
2757	Admin Sec II	1	1.00	1	1.00	25,372	26,246
5287	Soc Svcs Admin I	1	1.00	1	1.00	\$43,758	\$45,259
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$45,983	\$47,558
5244	Program Specialist	1	1.00	1	1.00	35,257	43,109
5270	Social Work Supv	9	9.00	9	9.00	352,855	344,050
5260	Social Worker III	66	66.00	66	66.00	2,195,994	2,179,925
5222	Eligibility Supv	1	1.00	1	1.00	29,845	30,869
5221	Eligibility Technician	5	5.00	5	5.00	119,265	123,365
4565	Public Health Nurse II	4	4.00	4	4.00	150,918	155,330
2745	Supervising Clerk	1	1.00	1	1.00	27,660	28,611
2730	Senior Clerk	4	4.00	4	4.00	95,039	98,692
4911	Soc Svcs Aide II	1	1.00	1	1.00	19,652	20,327
2493	Intermediate Acct Clerk	4	4.00	4	4.00	79,974	82,791
2700	Intermediate Clerk Typist	30	30.00	29	29.00	596,395	602,401
	Sub-Total	130	130.00	129	129.00	\$3,880,590	\$3,893,297
<u>In-Home Supportive Services Contract Mgt</u>							
2413	Analyst III	1	1.00	1	1.00	45,983	47,558
2412	Analyst II	2	2.00	2	2.00	77,650	82,120
2730	Senior Clerk	1	1.00	1	1.00	23,853	24,673
2493	Inter Acct Clerk	1	1.00	1	1.00	17,960	18,652
2700	Intermediate Clerk Typist	2	2.00	2	2.00	41,172	42,590
	Sub-Total	7	7.00	7	7.00	\$206,618	\$215,593
<u>Adult Protective Services</u>							
5259	Protective Services Supv	1	.50	0	0.00	\$21,850	\$0
5258	Sr Protective Svcs Worker	1	.50	0	0.00	18,956	0
5257	Protective Services Worker	1	.75	0	0.00	25,814	0
4913	Protective Svcs Assistant	1	.50	0	0.00	10,772	0
2700	Intermediate Clerk Typist	1	.50	0	0.00	10,293	0
	Sub-Total	5	2.75	0	0.00	\$87,685	\$0
<u>Conservatorship Services</u>							
5289	Soc Svcs Admin III	1	1.00	1	1.00	\$50,709	\$52,438
4108	Mental Health Program Mgr	1	1.00	0	0.00	48,294	0
5244	Program Specialist	1	1.00	1	1.00	41,678	43,109
5259	Protective Svcs Supervisor	5	5.00	5	5.00	218,504	220,105
5258	Sr Protective Svcs Worker	5	5.00	5	5.00	189,565	190,953
5257	Protective Services Worker	29	29.00	27	27.00	996,021	961,173
4913	Protective Svcs Assistant	5	5.00	5	5.00	105,824	108,514
2903	Legal Procedures Clk I	2	2.00	2	2.00	42,508	42,522
2700	Intermediate Clerk Typist	6	6.00	4	4.00	123,516	85,180
2760	Stenographer	0	0.00	1	1.00	0	20,471
	Sub-Total	55	55.00	51	51.00	\$1,816,619	\$1,724,465

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
<u>Job Training</u>							
5288	Soc Svcs Admin II	1	1.00	0	0.00	\$38,898	\$0
5270	SW Supervisor	1	1.00	1	1.00	38,060	39,364
5260	Social Worker III	5	5.00	5	5.00	161,328	168,361
5221	Eligibility Technician	1	1.00	1	1.00	23,853	24,673
2493	Intermediate Acct Clerk	1	1.00	1	1.00	20,016	21,422
2700	Intermediate Clerk	1	1.00	1	1.00	18,346	21,295
	Sub-Total	10	10.00	9	9.00	\$300,501	\$275,115
<u>Food Stamp Employment & Training</u>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$45,983	\$47,558
5270	Social Work Supervisor	2	2.00	2	2.00	76,085	78,728
5260	Social Worker III	16	16.00	16	16.00	509,531	524,966
2700	Intermediate Clerk	4	4.00	4	4.00	81,617	84,351
	Sub-Total	23	23.00	23	23.00	\$713,216	\$735,603
<u>GAIN Administration and Support</u>							
0360	Asst Dep Dir, Soc Svcs	1	1.00	1	1.00	\$58,392	\$60,995
2300	Child Care Coordinator	1	1.00	1	1.00	44,654	46,186
2757	Admin Sec II	1	1.00	1	1.00	25,372	26,246
2413	Analyst III	3	3.00	3	3.00	135,649	142,674
5244	Program Specialist	4	4.00	4	4.00	166,712	172,436
5287	Soc Svcs Admin I	1	1.00	1	1.00	43,758	45,267
2412	Analyst II	2	2.00	2	2.00	83,356	86,218
2730	Senior Clerk	1	1.00	1	1.00	23,344	23,776
2700	Intermediate Clerk	4	4.00	4	4.00	78,865	82,335
	Sub-Total	18	18.00	18	18.00	\$660,102	\$686,133
<u>GAIN Operations</u>							
0360	Asst Dep Dir, Soc Svcs	1	1.00	1	1.00	\$58,392	\$60,994
5287	Soc Svcs Admin I	5	5.00	5	5.00	218,790	226,287
5270	Soc Work Supv	15	15.00	16	16.00	569,966	622,092
5260	Soc Worker III	123	123.00	131	131.00	3,803,627	4,182,628
2757	Admin Sec II	1	1.00	1	1.00	25,372	26,246
2745	Supervising Clerk	1	1.00	1	1.00	27,660	27,287
2730	Senior Clerk	10	10.00	9	9.00	233,436	216,315
2493	Intermediate Acct Clk	12	12.00	12	12.00	239,608	245,701
2700	Intermediate Clerk	61	61.00	49	49.00	1,202,691	1,023,454
	Sub-Total	229	229.00	225	225.00	\$6,379,542	\$6,631,004
<u>Child Care Programs</u>							
5288	Soc Svcs Admin II	0	0.00	1	1.00	\$0	\$47,558
5244	Program Specialist	2	2.00	2	2.00	83,356	79,712
5270	Social Work Supervisor	1	.75	2	1.00	27,353	33,614
5260	Social Worker III	7	6.50	7	6.50	211,063	218,237
5222	Eligibility Supervisor	2	2.00	2	2.00	59,690	61,738
5221	Eligibility Technician	13	12.50	13	12.00	283,649	291,581
2700	Intermediate Clerk	8	8.00	8	8.00	151,693	164,666
	Sub-Total	33	31.75	35	32.50	\$816,804	\$897,106

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
<u>Cal Learn Program</u>							
2412	Analyst II	1	1.00	1	1.00	\$34,296	\$43,109
5260	Social Worker III	1	1.00	1	1.00	27,653	33,925
2493	Intermediate Account Clerk	2	2.00	1	1.00	34,964	21,422
	Sub-Total	4	4.00	3	3.00	\$96,913	\$98,456
Total		517	513.50	503	500.50	\$15,105,198	\$15,307,971
Salary Adjustments:						(7,680)	(56,642)
Bilingual Pay:						47,500	34,720
Premium/Overtime Pay						3,985	3,985
Employee Benefits:						5,542,543	5,403,299
Salary Savings:						(430,913)	(419,227)
VTO Reductions:						(0)	(86,839)
Total Adjustments						\$5,155,435	\$4,879,296
Program Totals		517	513.50	503	500.50	\$20,260,633	\$20,187,267

PROGRAM: CHILDRENS SERVICES

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 27001
MANAGER: I. JOHNSON

ORGANIZATION #: 3900
REFERENCE: 1996-97 Proposed Budget - Pg. 18-16

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 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 a Memorandum of Agreement (MOA) to other agencies (H&S, Section 1511). The MOA between the State and San Diego County delegates the authority to license foster care homes to the San Diego County Department of Social Services.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$40,051,536	\$41,080,751	\$43,180,594	\$43,767,610	\$43,702,140	(0.1)
Services & Supplies	4,038,840	4,831,565	4,888,898	4,721,976	4,325,393	(8.4)
Contracts	2,066,651	3,137,576	2,889,843	3,811,255	3,841,343	0.8
Support & Care	1,282,041	1,946,296	1,275,467	1,822,861	1,849,359	1.5
Fixed Assets	0	0	1,259,294	20,246	112,496	455.6
Reserve IFPP	0	0	0	930,000	0	(100.0)
TOTAL DIRECT COST	\$47,439,068	\$50,996,188	\$53,494,096	\$55,073,948	\$53,830,731	(2.3)
PROGRAM REVENUE	(45,225,137)	(50,519,046)	(53,431,522)	(53,603,649)	(53,037,591)	(1.1)
NET GENERAL FUND CONTRIBUTION	\$2,213,931	\$477,142	\$62,574	\$1,470,299	\$793,140	(46.1)
STAFF YEARS	967.50	1,016.50	1041.00	1,102.50	1,075.50	(2.4)

PROGRAM MISSION

To protect children and preserve families.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Fiscal Year 1995-96 actual expenditures for Salaries and Benefits were less than budgeted due to mid-year reductions in the Intensive Family Preservation Program.

The Intensive Family Preservation Program (IFPP) funds in the Reserve account have not been utilized. Use of these funds requires approval by the Board of Supervisors.

The low level of General Fund Contribution results from the transfer of the IFPP reserve funds into a county reserve account.

The increase in Fixed Assets was due to the implementation of the statewide Child Welfare Services/Case Management System approved by the Board on February 20, 1996 (#14).

ACHIEVEMENT OF 1995-96 OBJECTIVES

Achieved the goal to support families by ensuring that 97% of the children for whom there were abuse investigations, there were no confirmed reports of re-abuse.

Although 100% of children needing Emergency Shelter Care were provided care, the number of children in need of shelter (3,873) was 28% less than budgeted. The average number of bed days per month (2,061) was 25% less than budgeted.

Exceeded the goal of providing permanent homes for children unable to return to their own homes by placing 324 children in adoptive homes; 16% more than budgeted. The number of children freed for adoption (408) was 17% more than budgeted. The number of homes approved (336) was 16% more than budgeted.

Exceeded the goal of recruiting and supporting existing foster parents by maintaining a monthly average of 1,484 licenses. The number of new licenses issued monthly (45) was 33% more than budgeted.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Support families in which abuse has been investigated assuring that for 97.0% (4,074) of the children there will be no confirmed reports of re-abuse within six months.
 - a. Reports of abuse and neglect investigated for 4,120 children monthly.
2. Provide Emergency Shelter Care and needs assessment for 100% of an estimated 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 23 children in adoptive homes monthly.
 - a. 30 children freed for adoption monthly.
 - b. 24 homes evaluated and approved monthly.
4. Recruit new and support existing foster parents in order to maintain a monthly average of 1,500 licenses in force.
 - a. 47 new licenses issued monthly.
5. Ensure that children removed from the home, maintain family and community ties by placing 46% with relatives and 80% with ethnically matched families.
 - a. 2,250 children placed with relatives.
 - b. 3,900 children placed in ethnically matched families.
6. Of the children re-unified safely with their families, return 50% within 12 months and 70% within 18 months.
 - a. 120 children reunited with their families each month.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- o Added Fixed Assets of \$112,496 to purchase equipment to provide increased access to the Regional Juvenile Information System (REJIS) and to provide additional Child Welfare Services/Case Management System (CWS/CMS) equipment.
1. Childrens Bureau Administration [3.00 SY; E = \$227,301; R = \$227,003]
 - o Mandated/Discretionary Service Level
 - o Responsible for the administration of Childrens Services Bureau programs.
 2. Child Welfare Services (CWS) [772.00 SY; E = \$39,074,663; R = \$38,880,416]
 - 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 Increased 1.00 SY as follows:
 - Deleted 1.00 SY Assistant Deputy Director and 1.00 SY Admin Secretary II and reassigned duties,

- Deleted 1.00 SY Intermediate Clerk Typist as a result of increased efficiency due to the purchase of computer equipment to access the Regional Juvenile Information System (REJIS),
 - Transferred 1.00 SY Associate Accountant to Community Action Partnership (Program #27017) for contract monitoring,
 - Transferred 1.00 SY Administrative Secretary II to the Information Technology Division of Management Services (Program #92101),
 - Transferred 1.00 SY Administrative Secretary I from the Information Technology Division of Management Services (Program #92101).
 - Transferred 1.00 SY Social Services Administrator III (SSA III) and 1.00 SY Admin Secretary I from IFPP.
 - Transferred 1.00 SY Senior Protective Services Worker (PSW) and 1.00 SY Protective Services Assistant (PSA) from Independent Living Skills (ILS).
 - Transferred 1.00 SY Program Specialist from Emergency Shelter Care.
3. Emergency Shelter Care [187.00 SY; E = \$7,762,176; R = \$7,573,499]
- 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 Children's Center.
 - o Transferred 1.00 SY Program Specialist to Child Welfare Services.
4. Family Preservation [28.00 SY; E = \$2,191,260; R = \$1,862,957]
- 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 Decreased 18.00 SY (2.00 SY Protective Services Supervisors, 4.00 SY Senior Protective Services Workers, 11.00 SY Protective Services Workers, and 1.00 SY Intermediate Clerk Typist) as approved by the Board of Supervisors on November 7, 1995 (#6) and on June 11, 1996 (18).
 - o Transferred 1.00 SY Intermediate Account Clerk to the Community Action Partnership (#27017) for contract monitoring.
 - o Transferred 1.00 SY SSA III and 1.00 SY Admin Secretary to Child Welfare Services.
 - o Transferred \$930,000 Intensive Family Preservation Program incentive funds from the Department of Social Services to a General Fund reserve account as approved by the Board.
5. Foster Home Licensing [22.00 SY; E = \$1,038,549; R = \$1,038,549]
- o Discretionary /Mandated Service Level.
 - o Includes Foster Parent Recruitment and Training Program.
 - 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 Decreased 1.00 SY Protective Services Worker to align program expenditures with expected revenue.
 - o Transfers .50 SY Protective Services Worker to Options for Recovery.
6. Independent Living Skills [4.00 SY; E = \$711,310; R = \$711,310]
- 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.

-
- 0 Decreased 1.00 SY Protective Services Worker due to a reduction in the State allocation.
 - 0 Transferred 1.00 SY Senior Protective Services Worker and 1.00 SY Protective Services Assistant to Child Welfare Services.
7. Adoption Services [57.00 SY; E = \$2,508,410; R = \$2,508,410]
- 0 Discretionary/Mandated Service Level.
 - 0 Operated under license with the State of California.
 - 0 Recruits adoptive families; provides placement services and background investigations; and counsels birth parents, adoptive parents and children involved in the adoption process.
 - 0 Decreased 2.00 SY Protective Services Worker due to an anticipated reduction in the State allocation.
8. Options for Recovery [2.50 SY; E = \$317,062; R = \$235,447]
- 0 Discretionary/Mandated Service Level.
 - 0 Funded by the State of California.
 - 0 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.
 - 0 Provides services to recruit and train Foster Care families and place 100 eligible children with these families over the course of one year.
 - 0 Transfers .50 SY from Foster Home Licensing.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Child Welfare Services (match is 30% of NFS)*	\$26,533,107	\$24,816,167	\$26,904,512	2,088,345
Emergency Assistance	10,218,379	10,026,588	9,409,061	(617,527)
Foster Home Licensing Contract	905,549	1,037,795	1,038,549	754
Adoptions Contract	2,413,668	2,363,441	2,279,441	(84,000)
Independent Living Skills Contract	625,665	668,292	711,310	43,018
Adoption Fees	190,282	231,791	228,969	(2,822)
Family Preservation	1,635,690	3,376,553	1,862,957	(1,513,596)
Special Foster Care Grant (Options for Recovery)	195,324	339,845	235,447	(104,398)
Pediatric HIV Grant	39,631	39,830	39,358	(472)
Specialized Care Incentive	234,919	317,003	303,120	(13,883)
Share Bear Donations	11,812	13,010	8,498	(4,512)
Social Services Trust Fund	10,427,496	10,373,334	10,016,369	(356,965)
Sub-Total	\$53,431,522	\$53,603,649	\$53,037,591	\$(566,058)
Total	\$53,431,522	\$53,603,649	\$53,037,591	\$(566,058)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
REVENUE MATCH:				
Child Welfare Services Match	\$8,642,926	\$8,918,925	\$8,672,787	(246,138)
Family Preservation Match	0	0	328,303	328,303
Emergency Assistance Match	1,784,570	1,672,372	1,660,423	(11,949)
Independent Living Skills Match	0	255,955	0	(255,955)
Special Foster Care Grant Match	12,243	0	81,615	81,615
Family Preservation Reserve	0	930,000	0	(930,000)
Match Met with Social Service Trust Fund	(10,427,496)	(10,373,334)	(10,016,369)	356,965
Sub-Total	\$12,243	\$1,403,918	\$726,759	\$(677,159)
GENERAL FUND SUPPORT COSTS:				
Court Ordered Services, County Cost	50,331	66,381	66,381	0
Sub-Total	\$50,331	\$66,381	\$66,381	\$0
Total	\$62,574	\$1,470,299	\$793,140	\$(677,159)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

- o Budgeted Revenues are based on workload projections and related funding allocations and claims.
- o The increase in Child Welfare Services (CWS) Revenue for 1996-97 and the decrease in the required match is due to an estimated increased federal participation in the CWS expenditures.
- o The decrease in Revenue for 1996-97 for the Family Preservation Program is due to mid-year changes in the program approved by the Board of Supervisors on November 7, 1995 (#6) and on June 11, 1996 (#18).

* Non Federal Share (NFS)

EXPLANATION/COMMENT ON GENERAL FUND:

- o The Family Preservation Reserve Designation consists of incentive funds set aside to fund anticipated penalties incurred for the FY 94-95 and 95-96 programs operations. For FY 96-97 the funds were moved into a reserve account that is not a part of the DSS budget.
- o Contract expenditures of \$432,504 in the Community Action Partnership #27017 have been approved as match for the Family Preservation Program on June 11, 1996 (#18).

FIXED ASSETS

Category	Total Cost
Computer Equipment	\$112,496
Total	\$112,496

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

The purchase of terminals, printers, and controllers will provide increased access to the Regional Juvenile Information System (REJIS). The purchase of personal computers will provide CWS/CMS workstations for Family Preservation staff.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: CHILD WELFARE SERVICES					
% OF RESOURCES: 73%					
<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% 4,066	97% 3,781	97% 3,901	97% 3,670	97% 4,074
<u>EFFECTIVENESS (Input/Outcome)</u>					
Casework staff year per case with no re-abuse	0.120	0.129	0.133	0.137	0.124
Casework cost per case/month	\$441	\$502	\$498	\$527	\$483
<u>OUTPUT (Service or Product)</u>					
Investigations/month	4,077	3,983	3,900	3,900	4,120
<u>EFFICIENCY (Input/Output)</u>					
Casework staff year per investigation**	0.110	0.123	0.133	0.137	0.122
Casework cost per investigation**	\$432	\$477	\$498	\$496	\$477
<u>COMMENTS</u>					

*The percentage is based on investigations 6 months prior.

**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: 14%

OUTCOME (Planned Result)

Provide emergency care and needs assessment each month for 100% of children needing it	100%	100%	100%	100%	100%
--	------	------	------	------	------

EFFECTIVENESS (Input/Outcome)

Total Cost	\$4.56M	\$6.00M	\$6.41M	\$6.95M	\$7.30M
------------	---------	---------	---------	---------	---------

OUTPUT (Service or Product)

Children provided emergency shelter care and needs assessment monthly	422	431	323	450	450
Average bed days/month	1,701	2,380	2,061	2,738	2,738

EFFICIENCY (Input/Output)

Monthly cost per child*	\$900	\$1,160	\$1,654	\$1,287	\$1,352
Cost per bed day*	\$223	\$210	\$259	\$212	\$222

COMMENTS

*Cost does not include all overheads. Costs are based on salaries, benefits, and services and supplies for all staff. The FY 95-96 Actuals reflect a lower than anticipated population. The monthly cost per child was higher than budgeted for FY 95-96 because of fixed costs. These fixed costs were not affected by the low population.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C: ADOPTIONS					
% OF RESOURCES: 5%					
<u>OUTCOME (Planned Result)</u>					
Children provided permanent adoptive homes monthly	27	21	27	23	23
<u>EFFECTIVENESS (Input/Outcome)</u>					
Child placed/case worker/month	2.60	2.14	3.04	2.28	2.36
<u>OUTPUT (Service or Product)</u>					
Number of children freed for adoption/month	26	28	34	29	30
Adoptive homes evaluated and approved/month	23	23	28	24	24
<u>EFFICIENCY (Input/Output)</u>					
Child freed/case worker/month	2.89	3.34	4.50	3.35	3.62
Home studied/case worker/month	5.72	6.09	8.21	6.15	6.42

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)

Monthly licenses in force	1,439	1,414	1,484	1,440	1,500
Monthly new licenses	27	35	45	34	47

EFFECTIVENESS (Input/Outcome)

Licenses maintained/caseworker/month	126	132	142	129	150
Monthly caseworker cost/license maintained	\$28.76	\$29.31	\$26.63	\$28.35	\$25.30
Monthly new licenses/caseworker	8	11	14	10	19
Casework cost/new license	\$459.79	\$355.05	\$263.49	\$360.18	\$201.90

OUTPUT (Service or Product)

Attendees at orientation	NA	158	150	127	150
--------------------------	----	-----	-----	-----	-----

EFFICIENCY (Input/Output)

Caseworker cost/attendee	NA	NA	NA	NA	\$12.65
--------------------------	----	----	----	----	---------

COMMENTS

*Casework 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. Efficiency not computed for FY 93/94 through FY 95/96 because the staff years and costs are not available.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
Bureau Administration							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$90,002	\$93,078
2367	Prin Admin Analyst	1	1.00	1	1.00	51,906	53,735
2758	Admin Secretary III	1	1.00	1	1.00	29,228	31,679
	Sub-Total	3	3.00	3	3.00	171,136	178,492
Child Welfare Services (CWS)							
0360	Asst Dep Dir, SS	5	5.00	4	4.00	\$311,279	\$236,593
2302	Admin Assist III	1	1.00	1	1.00	38,898	47,558
2303	Admin Assist II	2	2.00	2	2.00	76,809	79,447
2425	Assoc Accountant	1	1.00	0	0.00	36,979	0
2493	Int Acct Clerk	1	1.00	1	1.00	20,671	21,422
2650	Stock Clerk	3	3.00	3	3.00	53,884	58,280
2700	Int Clerk Typist	113	111.50	112	110.50	2,212,212	2,270,113
2714	Int Trans Typist	5	5.00	5	5.00	96,280	103,103
2715	Records Clerk	14	14.00	14	14.00	289,943	301,177
2726	Prin Clerk II	2	2.00	2	2.00	69,584	71,974
2730	Senior Clerk	17	17.00	17	17.00	395,098	414,491
2745	Supv Clerk	5	5.00	5	5.00	134,623	140,690
2756	Admin Sec I	12	12.00	14	14.00	263,556	314,226
2757	Admin Sec II	6	6.00	4	4.00	152,068	104,984
2760	Stenographer	1	1.00	1	1.00	19,718	20,471
2903	Legal Proc Clerk I	7	7.00	7	7.00	145,649	148,393
3039	Mail Clerk Driver	5	5.00	5	5.00	103,145	106,695
4913	Prot Svcs Asst	32	32.00	33	33.00	671,026	709,087
5087	Sr Clinical Psych	1	1.00	1	1.00	44,539	46,117
5222	Eligibility Sup	1	1.00	1	1.00	25,001	25,858
5244	Program Spec	13	13.00	14	14.00	533,040	595,355
5257	Prot Svc Wkr	383	382.50	392	382.50	12,655,740	12,917,678
5258	Sr Prot Svc Wkr	59	59.00	60	60.00	2,223,611	2,346,201
5259	Prot Svc Sup	60	60.00	60	60.00	2,588,464	2,690,096
5270	Soc Work Sup	3	3.00	3	3.00	105,049	112,979
5289	Soc Serv Admin III	15	15.00	16	16.00	735,927	814,643
9999	Extra Help	6	6.00	18	6.00	67,842	67,842
	Sub-Total	773	771.00	795	772.00	\$24,070,635	\$24,765,473
Emergency Shelter Care							
2493	Int Account Clerk	1	1.00	1	1.00	\$20,671	\$21,422
2650	Stock Clerk	2	2.00	2	2.00	35,922	37,240
2658	Storekeeper II	1	1.00	1	1.00	22,077	23,932
2700	Intermediate Clerk Typist	17	17.00	17	17.00	337,288	356,226
2730	Senior Clerk	2	2.00	2	2.00	46,482	43,800
2745	Supv Clerk	1	1.00	1	1.00	26,925	28,611
2756	Admin Sec I	2	2.00	2	2.00	43,926	43,076
4407	Rec. Therapist	1	1.00	1	1.00	31,762	32,846
4618	Psych. Tech	6	6.00	6	6.00	142,634	147,534
4913	Prot Svcs Asst	2	2.00	2	2.00	41,939	44,560
5072	Child Care Worker	83	83.00	90	83.00	1,599,940	1,652,590
5089	Sr. Child Care Wkr	20	20.00	20	20.00	406,747	430,514
5091	Residential Care Worker	14	14.00	14	14.00	299,068	334,483
5244	Program Spec	1	1.00	0	0.00	41,462	0
5257	Prot Svc Wkr	12	12.00	12	12.00	397,043	425,514
5258	Sr Prot Svc Wkr	2	2.00	2	2.00	75,377	78,428
5259	Prot Svc Sup	7	7.00	7	7.00	303,393	310,497
5289	Soc Serv Admin III	2	2.00	2	2.00	98,124	104,876
6344	Coordinator, Vol.	2	2.00	2	2.00	58,276	64,924
6510	Sr Laundry Wkr	1	1.00	1	1.00	17,024	24,609
6530	Laundry Wkr I	1	1.00	1	1.00	18,715	20,679
7031	Custodian	2	2.00	2	2.00	37,386	38,676
9999	Extra Help	6	6.00	18	6.00	69,739	71,635
	Sub-Total	188	188.00	206	187.00	\$4,171,920	\$4,336,672

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
Family Preservation Program							
2493	Int Acct Clerk	1	1.00	0	0.00	\$20,671	\$0
2700	Int Clerk	5	5.00	4	4.00	99,202	85,180
2756	Admin Sec I	1	1.00	0	0.00	21,963	0
4913	Prot Svcs Asst	3	3.00	3	3.00	62,909	65,598
5257	Prot Svc Wkr	26	26.00	16	15.00	860,259	528,282
5258	Sr Prot Svc Wkr	6	6.00	2	2.00	226,130	78,428
5259	Prot Svc Sup	6	6.00	4	4.00	260,051	180,784
5289	Soc Serv Admin III	1	1.00	0	0.00	49,062	0
	Sub-Total	49	49.00	29	28.00	\$1,600,247	\$938,272
Foster Care Licensing							
2700	Int Clerk	5	5.00	5	5.00	\$99,202	\$100,679
2730	Senior Clerk	1	1.00	1	1.00	23,241	24,673
2756	Admin Sec I	1	1.00	1	1.00	21,963	22,719
5257	Prot Svc Wkr	3	3.00	2	1.5	99,261	48,399
5260	Soc Wkr III	11	10.50	11	10.50	342,803	354,066
5270	Soc Work Sup	2	2.00	2	2.00	70,032	77,913
5288	Soc Serv Admin II	1	1.00	1	1.00	45,983	47,558
	Sub-Total	24	23.50	23	22.00	\$702,485	\$676,007
Independent Living Skills							
4913	Prot Svcs Asst	1	1.00	0	0.00	\$20,970	\$0
5257	Prot Svc Wkr	4	4.00	3	3.00	132,348	106,797
5258	Sr Prot Svc Wkr	1	1.00	0	0.00	37,688	0
5259	Prot Svc Sup	1	1.00	1	1.00	43,342	39,321
	Sub-Total	7	7.00	4	4.00	\$234,348	\$146,118
Adoptions							
2700	Int Clerk	6	6.00	6	6.00	\$119,043	\$120,464
2756	Admin Sec I	1	1.00	1	1.00	21,963	22,719
2903	Legal Proc Clerk I	6	6.00	6	6.00	124,842	131,904
2906	Legal Proc Clerk III	1	1.00	1	1.00	27,117	28,049
2907	Legal Proc Clerk II	2	2.00	2	2.00	47,956	49,598
5257	Prot Svc Wkr	38	34.00	36	32.00	1,124,955	1,118,605
5258	Sr Prot Svc Wkr	4	4.00	4	4.00	150,753	151,739
5259	Prot Svc Sup	4	4.00	4	4.00	173,367	180,784
5289	Soc Serv Admin III	1	1.00	1	1.00	49,062	52,438
	Sub-Total	63	59.00	61	57.00	\$1,839,058	\$1,856,300
Options for Recovery							
2700	Int Clerk	1	1.00	1	1.00	\$19,840	\$19,973
5257	Prot Svc Wkr	1	1.00	1	1.50	33,087	48,400
	Sub-Total	2	2.00	2	2.50	\$52,927	\$68,373
Total		1,109	1,102.50	1,123	1,075.50	\$32,842,756	\$32,965,707
Bilingual Pay:						49,250	49,250
Premium/Overtime Pay:						180,910	180,910
Employee Benefits:						11,771,958	11,563,232
Salary Adjustment:						(209,779)	18,234
Salary Savings:						(867,485)	(880,737)
VTO Reductions:						(0)	(194,456)
Total Adjustments						\$10,924,854	\$10,736,433
Program Totals		1,109	1,102.50	1,123	1,075.50	\$43,767,610	\$43,702,140

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$784,157	\$854,490	\$988,861	\$970,781	\$1,310,216	35.0
Services & Supplies	28,452	40,234	41,013	80,229	86,183	7.4
Contracts	6,197,784	6,881,566	6,571,284	7,090,415	7,387,183	4.2
Fixed Assets	0		4,564	0	0	
TOTAL DIRECT COST	\$7,010,393	\$7,776,290	\$7,605,722	\$8,141,425	\$8,783,582	7.9
PROGRAM REVENUE	(4,742,432)	(5,262,775)	(4,982,123)	(5,939,080)	(6,388,514)	7.6
NET GENERAL FUND CONTRIBUTION	\$2,267,961	\$2,513,515	\$2,623,599	\$2,202,345	\$2,395,068	8.8
STAFF YEARS	17.00	17.75	20.0	29.00	34.0	17.2

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

General Fund contribution exceeded budget by \$421,254 due to the mid-year restoration of adult ex-offender contracts (\$192,723) and revenue being received after the close of the fiscal year.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Exceeded the objective to assist 33% of refugees receiving employment and training services in achieving economic self sufficiency by assisting 34% of refugees served in finding work; 1689 refugees participated in the program.

78% of the 5,139 at risk youths served had no contact with the Juvenile Justice System for 6 months following termination of service.

Exceeded the objective to provide home based child abuse prevention services to 4,361 families by providing 5,259 families with services.

Exceeded the objective to assist 70% of disputes involving alternative dispute resolution to achieve successful settlements by resolving 77 % of disputes; provided services in 1,448 disputes.

Achieved the objective to assist 80% of the non-residential domestic violence clients to improve their ability to remain safe from domestic violence situations; provided service to 5,979 clients.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Assist 33% of refugees receiving employment and training services to achieve economic self-sufficiency.
 - a. Contract with community agencies to provide employment and training services to 1,850 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. Contract with community agencies to provide juvenile diversion services to 4,863 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. Contract with community agencies to provide dispute resolution services to 1,675 alternative disputes.
5. Assist 80% of the non-residential Domestic Violence clients to improve their ability to remain safe from domestic violence situations upon completion of legal support services, peer support groups and individual counseling.
 - a. Contract with community agencies to provide services to 6,110 non-residential clients.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Administration [34.00 SY; E = \$1,396,399; R = \$1,396,399] including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o Responsible for the administration of over 100 contracts that provide a variety of social services.
 - o Increase of 2.00 SY Analysts II to provide contract monitoring.
 - o Deleted 1.00 SY Associate Accountant and added 1.00 SY Analyst III for fiscal monitoring.
2. Contract Services [0.00 SY; E = \$7,387,183; R = \$4,992,115] including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o Provides a variety of social services through supporting community agencies including:
 - Family Intervention Services
 - Child Abuse Prevention Service
 - Independent Living Skills
 - Family Self-Sufficiency Services
 - Dispute Resolution Services
 - Information, Referral, Resource Service
 - Juvenile Diversion Services
 - SSI Advocacy
 - Emergency Assistance Services (Interfaith/Homeless Shelter)
 - Domestic Violence Services
 - Refugee Employment Services
 - Ex-Offender Services
 - Child Sexual Abuse Treatment Program

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Community Services Block Grant	\$1,873,547	\$1,926,089	\$2,369,148	443,059
Child Abuse Prevention Fund	275,771	523,362	526,538	3,176
Marriage License Fees/Domestic Violence	431,146	560,000	523,000	(37,000)
City of San Diego	120,216	45,960	45,960	0
Fed. Homeless Grant	114,848	115,380	114,848	(532)
Dispute Resolution	462,147	586,000	867,750	281,750
Children's Trust Fund	328,808	505,750	500,750	(5,000)
San Diego Unified S.D.	54,496	54,496	54,496	0
Teen Fathers/Private Industry Council	85,166	111,000	136,215	25,215
Housing and Community Development	61,841	83,952	0	(83,952)
Refugee Employment Srv	573,969	663,911	642,465	(21,446)
Refugee Employment Srv TA	442,833	707,498	517,579	(189,919)
Refugee Employment Asst	90,932	47,556	89,765	42,209
Fed. Prevention Funds	0	8,126	0	(8,126)
Misc. Revenue	117,569	0	0	0
Int Govt Revenue - prior year	(51,166)			0
Sub-Total	\$4,982,123	\$5,939,080	\$6,388,514	\$449,434
Total	\$4,982,123	\$5,939,080	\$6,388,514	\$449,434

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Board Directed County Funded Contracts	\$2,623,599	\$2,202,345	\$2,395,068	192,723
Sub-Total	\$2,623,599	\$2,202,345	\$2,395,068	\$192,723
Total	\$2,623,599	\$2,202,345	\$2,395,068	\$192,723

EXPLANATION/COMMENT ON PROGRAM REVENUES

- 0 Revenues from Dispute Resolution increased due to an increase in court filing fees.
- 0 Revenues from Refugee Employment decreased due to budgeting based on actual experience.

EXPLANATION/COMMENT ON GENERAL FUND

- 0 General Fund Contribution increased \$192,723 due to the restoration of Ex-offender contract services.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: REFUGEE SERVICES					
% OF RESOURCES: 14%					
<u>OUTCOME (Planned Result)</u>					
Economic self-sufficiency will be achieved by thirty-three percent of refugees who receive employment and training services	N/A	481 29%	575 34%	618 33%	609 33%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to achieve self-sufficiency	N/A	\$1,399	\$1,621	\$1,848	\$1,800
<u>OUTPUT (Service or Product)</u>					
Number of Refugees receiving services annually	N/A	1,640	1,689	2,257	1,850
<u>EFFICIENCY (Input/Output)</u>					
Cost per refugee receiving service	N/A	\$410	\$552	\$493	\$592

COMMENTS

Outcome measures for 95-96 have changed as a result of the competitive award of new Refugee Services contracts (06/27/95, (12).) Refugee Service Revenues and Contracts for Refugee Services decreased \$46,000 for FY 96-97.

**ACTIVITY B:
JUVENILE DIVERSION SERVICES**

% OF RESOURCES: 9%

OUTCOME (Planned Result)

Eighty percent of at risk juveniles will have no contact with the Juvenile Justice System for 6 months after termination of services	N/A	3,423* 83%	1,685** 78%	3,339 80%	3,893 80%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to prevent entry or re-entry into Juvenile Justice System	N/A	\$427*	\$926	\$445	\$414
<u>OUTPUT (Service or Product)</u>					
Number of at-risk youth receiving diversion services	N/A	5,611	5,139	4,173	4,863
<u>EFFICIENCY (Input/Output)</u>					
Cost per at-risk youth	N/A	\$260	\$304	\$356	\$331

COMMENTS

*Outcome is based on 4,121 cases opened in FY 94-95 which are no longer receiving services and for which the follow-up period of six months has concluded.

**Outcome is based on 2,175 cases opened in FY 95-96 which are no longer receiving services and for which the follow-up period of six months has concluded.

The outputs for FY 96-97 increased due to the inclusion of the Youth Services Bureau and Juvenile Crisis program in

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
this performance measure which have not been previously included.					
ACTIVITY C:					
CHILD ABUSE PREVENTION SERVICES					
% OF RESOURCES: 9%					
<u>OUTCOME (Planned Result)</u>					
Families receiving the following 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*	2,203	2,203
Sixty percent of families who receive Transitional Residential Services	N/A	74 93.5%	N/A*	29 60%	29 60%
Forty percent of families who receive homebased Family Intervention Services	N/A	1115 93%	N/A*	381 40%	381 40%
Sixty percent of families who receive homebased Early Intervention Services	N/A	1,071 93.5%	N/A*	1,793 60%	1,793 60%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to prevent entry or re-entry into CSB annually	N/A	N/A	N/A*	\$793	\$793
<u>OUTPUT (Service or Product)</u>					
Number of families receiving homebased child abuse prevention services in the following areas:					
Transitional Residential Services;	N/A	75	N/A*	48	48
Family Intervention Services;	N/A	1,199	N/A*	1,325	1,325
Early Intervention Services	N/A	1,145	N/A*	2,988	2,988
<u>EFFICIENCY (Input/Output)</u>					
Cost per family annually	N/A	N/A	\$263	\$401	\$401

COMMENTS

*Due to the length of time after termination of services measured in the outcome, data is not yet available.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY D: DISPUTE RESOLUTION					
% OF RESOURCES: 6%					
<u>OUTCOME (Planned Result)</u>					
Seventy percent of disputes referred for alternative dispute resolution will achieve successful settlements through mitigation, conciliation, or mediation	N/A	N/A	1,117 77%	1,172 70%	1,172 70%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per dispute resolved	N/A	N/A	\$389	\$381	\$381
<u>OUTPUT (Service or Product)</u>					
Number of disputes referred for alternative dispute resolution services	N/A	N/A	1,448	1,675	1,675
<u>EFFICIENCY (Input/Output)</u>					
Cost per dispute referred	N/A	N/A	\$300	\$266	\$266
<u>COMMENTS</u>					

*No data is presented in the 94-95 Actual column because this was not an objective in FY 94-95.

Actuals for FY 95-96 show the contractors are providing dispute resolution services in fewer cases than anticipated, but the services are more successful than anticipated.

**ACTIVITY E:
DOMESTIC VIOLENCE****% OF RESOURCES: 5%**OUTCOME (Planned Result)

Eighty percent of the non-residential clients will improve their ability to remain safe from domestic violence situations, upon completion of legal support services, peer support groups, and individual counseling	N/A	N/A	4,761 80%	4,824 80%	4,888 80%
--	-----	-----	--------------	--------------	--------------

EFFECTIVENESS (Input/Outcome)

Cost per client to improve ability to remain safe from domestic violence	N/A	N/A	\$90	\$87	\$94
--	-----	-----	------	------	------

OUTPUT (Service or Product)

Number of non-residential clients receiving services to reduce domestic violence	N/A	N/A	5,979	6,030	6,110
--	-----	-----	-------	-------	-------

EFFICIENCY (Input/Output)

Cost per non-residential client served	N/A	N/A	\$72	\$70	\$75
--	-----	-----	------	------	------

COMMENTS

Outcome numbers for 96-97 have increased due to an increase of \$13,333 (\$40,000 annually) in domestic violence contracts on 7/18/95, (5).

No numbers are shown for the 94-95 Actuals due to this being a new objective for FY 95-96.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2292	Deputy Dir, CAP	1	1.00	1	1.00	\$70,010	\$72,405
0360	Asst Deputy Director	1	1.00	1	1.00	49,103	50,778
2413	Analyst III	2	2.00	3	3.00	91,966	133,102
2412	Analyst II	4	4.00	6	6.00	153,870	237,278
2411	Analyst I	2	2.00	2	2.00	69,464	68,186
5244	Program Specialist	0	0.00	1	1.00	0	43,109
2505	Senior Accountant	1	1.00	1	1.00	44,905	46,442
2425	Assoc Accountant	1	1.00	1	1.00	36,979	33,255
2403	Accounting Tech	1	1.00	1	1.00	26,562	19,469
2493	Inter Account Clerk	0	0.00	1	1.00	0	18,652
2700	Int Clerk Typist	2	2.00	3	3.00	35,805	59,315
2758	Admin Sec III	1	1.00	1	1.00	30,653	31,703
2730	Senior Clerk	1	1.00	1	1.00	23,853	24,673
2760	Stenographer	1	1.00	0	0.00	21,963	0
5270	Social Work Supervisor	1	1.00	1	1.00	32,106	34,251
9999	Extra Help	10	10.00	10	10.00	44,933	142,573
Total		29	29.00	34	34.00	\$732,172	\$1,015,191
Employee Benefits:						256,583	322,666
Salary Savings:						(17,974)	(24,630)
VTO Reductions:						(0)	(3,011)
Total Adjustments						\$238,609	\$295,025
Program Totals		29	29.00	34	34.00	\$970,781	\$1,310,216

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Support & Care	679,343,870	701,814,601	682,222,929	712,006,518	636,556,235	(10.6)
TOTAL DIRECT COST	\$679,343,870	\$701,814,601	\$682,222,929	\$712,006,518	\$636,556,235	(10.6)
PROGRAM REVENUE	(640,032,952)	(665,838,498)	(652,025,821)	(682,656,615)	(609,794,459)	(10.7)
NET GENERAL FUND CONTRIBUTION	\$39,310,918	\$35,976,103	\$30,197,108	\$29,349,903	\$26,761,776	(8.8)
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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Fiscal Year 1995-96 actual expenditures for Support and Care are less than budgeted. Increases in Foster Care and General Relief expenditures are offset by caseload and expenditure decreases in AFDC and Food Stamps.

Fiscal Year 1995-96 actual revenues are less than budgeted. Foster Care revenue increased due to the implementation of Emergency Assistance Program and increases in expenditures. Revenue for AFDC and Food Stamps declined due to decreases in expenditures. Net General Fund contribution is higher than budget due to the County's failure to receive approval for (General Relief) Mandate Relief as assumed in the budget and higher than anticipated AFDC-FC costs for both the Department of Social Services and Probation.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Achieved the objective to maintain an accuracy rate in the issuance of assistance payments equal to or greater than the federal tolerance level by achieving a 95.95% payment accuracy rate.

An average of 151,875 cases were issued benefits monthly.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To maintain the established accuracy rate in the issuance of assistance payments in each program equal to or greater than the federal tolerance level.
 - a. Issue 154,641 cash payments (benefits) monthly.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Aid to Families with Dependent Children (AFDC) [0.00 SY; E = \$386,618,156; R = \$377,045,201]
 - 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 67,000 San Diego County families each month in FY 96-97.

- 0 Reduced Support and Care by \$61.4 million due to:
 - A \$12.7 million reduction due to new caseload estimates
 - A \$48,688,549 reduction due to grant reductions proposed in the Governor's FY 96-97 budget.
- 2. Aid to Families with Dependent Children - Foster Care (AFDC-FC) [0.0 SY; E = \$67,517,470; R = \$59,528,650]
 - 0 Mandated Activity/Mandated Service Level.
 - 0 Responsible for supporting over 7,500 children who are unable to remain in their own homes each month in FY 96-97.
 - 0 Foster Care expenditures decreased \$18,487,421 due to the transfer of the responsibility for budgeting for Probation Foster Care payments to the Probation Department.
- 3. Food Stamp Assistance [0.0 SY; E = \$170,400,300; R = \$170,400,300]
 - 0 Mandated Activity/Mandated Service Level.
 - 0 Responsible for providing assistance to over 73,000 San Diego County families and individuals each month in FY 96-97.
 - 0 Increased assistance payments by \$434,394 due to anticipated increases in cash payments resulting from decreases in AFDC and GR grants.
- 4. General Relief (GR) [0.0 SY; E = \$12,020,309; R = \$2,820,308]
 - 0 Mandated Activity/Discretionary Service Level.
 - 0 Responsible for providing cash assistance to over 4,800 individuals each month in FY 95-96.
 - 0 Revenue increased by \$170,308 due to the anticipated impact of contracting out GR collections.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
State AFDC Aid Payments Reimbursement (47.5% of cost)	200,650,543	211,464,594	182,933,903	(28,530,691)
Federal AFDC Aid Payments Reimbursement (50% of cost)	209,581,002	222,594,312	192,506,863	(30,087,449)
Federal Refugee Aid Payments Reimbursement (100% of cost)	1,087,600	1,453,695	1,604,435	150,740
State Foster Care Aid Payment Reimbursement (40%/75% of Non-Federal Cost)*	25,065,392	24,831,575	26,487,607	1,656,032
Federal Foster Care Aid Payment Reimbursement (50% of Cost)	23,005,819	16,706,109	14,873,756	(1,832,353)
Specialized Care Incentive	0	0	0	0
State Emergency Assistance Aid Payment Reimbursement	913,866	1,904,281	556,137	(1,348,144)
Federal Emergency Assistance Aid Payment Reimbursement	2,367,383	4,760,704	1,390,342	(3,370,362)
Federal Food Stamp Aid Payment Reimbursement (100% of Cost)	164,246,485	175,441,632	170,400,300	(5,041,332)
Revenue & Recovery Collections for Children in Court Ordered Placements	19,152	65,000	15,000	(50,000)
SSI Reimbursement for Interim Assistance	2,276,952	2,500,000	2,150,000	(350,000)
Revenue & Recovery Collections of GR Liens	560,018	615,000	670,308	55,308
Social Services Trust Fund	22,251,609	20,319,713	16,205,808	(4,113,905)
Sub-Total	\$652,025,821	\$682,656,615	\$609,794,459	\$(72,862,156)
Total	\$652,025,821	\$682,656,615	\$609,794,459	\$(72,862,156)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
REVENUE MATCH:				
AFDC Aid payment match (2.5% required)	10,818,717	11,129,714	9,572,957	(1,556,757)
Foster Care Aid Payment Match (60%/25% of Non-Federal Cost required)**	29,444,961	29,826,283	23,376,912	(6,449,371)
Care of Court Ward/Emergency Shelter Care	1,582,742	767,717	817,714	49,997
GR Aid Payments	10,602,297	7,945,902	9,200,001	1,254,099
Match Met with Social Services Trust Fund	(22,251,609)	(20,319,713)	(16,205,808)	4,113,905
GENERAL FUND SUPPORT COSTS:				
Sub-Total	30,197,108	\$29,349,903	\$26,761,776	\$(2,588,127)
Total	\$30,197,108	\$29,349,903	\$26,761,776	\$(2,588,127)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Reimbursement is based on actual cost.

Budgeted revenue for SSI Reimbursement received through the General Relief Interim Assistance Program is decreased to align with actual rate of receipt. Revenue and Recovery collections of GR Liens is increased due to the anticipated impact of contracting out the collection function.

*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:

General Fund contribution decreased due to decreases in aid payments.

**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

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
ASSISTANCE PAYMENTS					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Benefits paid accurately annually	\$618,202,922	\$635,633,484	\$654,326,180	\$669,286,127	\$614,076,545
Payment accuracy rate	91.0%	90.57%	95.95%	94.0%	94.0%
<u>OUTPUT (Service or Product)</u>					
Number of cases authorized as eligible for payment	1,813,956	1,856,136	1,822,498	1,885,644	1,855,692
<u>EFFICIENCY (Input/Output)</u>					
Cost per monthly case payment	\$374.51	\$378.11	\$374.18	\$377.59	\$352.04

COMMENTS

Decrease in benefits paid in 1996-97 budget are due to decrease in Assistance Payments.

The decrease in average monthly benefit per case in the 1996-97 budget is due to a decrease in assistance payments.

PROGRAM #: 24002
MANAGER: J. ZINSERORGANIZATION #: 3900
REFERENCE: 1996-97 Proposed Budget - Pg. 18-38 - 18-44

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$58,525,620	\$60,135,624	\$60,564,913	\$62,411,136	\$62,968,507	0.9
Services & Supplies	7,573,610	8,926,596	8,445,206	8,784,848	8,492,757	(3.3)
Contracts	6,189,352	6,620,160	7,161,193	8,870,603	7,870,603	(11.3)
Fixed Assets	970	7,046	0	0	0	
TOTAL DIRECT COST	\$72,289,552	\$75,689,426	\$76,171,312	\$80,066,587	\$79,331,867	(0.9)
PROGRAM REVENUE	(63,093,634)	(65,181,861)	(66,277,095)	(68,948,786)	(68,971,834)	0.0
NET GENERAL FUND CONTRIBUTION	\$9,195,918	\$10,507,565	\$9,894,217	\$11,117,801	\$10,360,033	(6.8)
STAFF YEARS	1,806.75	1,872.50	1,798.25	1,947.25	1,901.25	(2.4)

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Fiscal Year 1995-96 actual expenditures for contracts are less than budgeted because of lower than expected billing by the District Attorney.

Fiscal Year 1995-96 actual expenditures for Salaries and Benefits are less than budgeted due to declining caseloads in AFDC and Food Stamps and the resultant reduced staffing needs.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Exceeded the objective to maintain an accuracy rate of 94% in the maintenance of assistance cases by maintaining an accuracy rate of 95.95%. Closed 15,450 (10%) of the 151,875 monthly cases authorized benefits.

Provided assistance to 151,875 cases.

Exceeded the goal to prevent \$3.8 million in incorrect and fraudulent benefit issuance through fraud prevention efforts in the application for aid by preventing \$5.7 million in incorrect and fraudulent benefit issuance.

Processed 19,645 applications per month.

Exceeded the objective to identify an average of \$797,500 in overpayments monthly for collection by identifying an average of \$1,081,217 in overpayments monthly. Exceeded the objective to recover an average of \$550,000 monthly through recoupment or collection by recovering an average of \$728,452 monthly.

Computed 9,584 overpayments.

Transitioned 28% of AFDC recipients off assistance and into work by putting 14,567 AFDC recipients to work.

Exceeded the objective to save county dollars through: Claiming \$1,000,000 Zebley SSI benefits annually by claiming \$1,796,796 in Zebley; Collecting \$1,830,000 in SSI benefits to reimburse the county for General Relief recipients by collecting \$2,276,952; and having 70% of children determined federally eligible for foster care by determining 73%

federally eligible.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To maintain an accuracy rate of 94% in the maintenance of assistance caseloads and to close 15,000 cases monthly.
 - a. Authorize 154,000 cases to receive payments monthly.
2. To prevent \$5.5 million in incorrect and fraudulent benefit issuance through fraud prevention efforts in the applications for aid.
 - a. Determine eligibility for 19,250 applicants monthly.
3. To identify for collection, an average of \$833,333 in overpayments monthly and to recover an average of \$666,666 monthly through recoupment or collection.
 - a. Compute 9,000 overpayments annually.
4. 28% of families receiving AFDC will have a working family member.
 - a. Maintain eligibility for 18,760 working AFDC recipients monthly.
5. To prevent the use of County dollars through:
 - a. Collection of \$1,000,000 Zebley SSI benefits annually for disabled children in lieu of Foster Care.
 - b. Recovery of \$2,150,000 SSI benefits to reimburse the County for the General Relief paid to Interim Assistance recipients while SSI applications were pending.
 - c. Determination of at least 70% of children as Federally eligible for Foster Care.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

Decreases 29.5 SY as follows:

- o Transfers 1.00 SY Program Specialist to Community Action Partnership (#27017) for SSI Advocacy contract monitoring.
- o Transfers 3.00 SY (2.0 SY Intermediate Clerk Typist and 1.0 SY Eligibility Technician) to Management Services Bureau (#92101).
- o Deletes 1.75 SY (1.50 SY Eligibility Technician and .25 SY Social Services Aides) due to time limits on General Relief payments.
- o Deletes 23.75 SY (16.75 SY Eligibility Technician, 2.75 SY Eligibility Supervisors and 4.25 SY Social Services Aides) as a result of declining caseloads in the General Relief program.
- o Deletes 10.50 SY Eligibility Technician due to implementation of Healthy San Diego.
- o Deletes 6.00 SY Eligibility Technician to fund increased security guard costs.

The specific activities of this program are summarized as follows:

1. Income Maintenance Bureau Administration [3.00 SY; E = \$207,935; R = \$171,449]
 - 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. Aid to Families with Dependent Children (AFDC) [927.75 SY; E = \$38,854,319; R = \$33,131,374]
 - 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 67,000 San Diego County families each month.
3. Aid to Families with Dependent Children Foster Care (AFDC-FC) [54.00 SY; E = \$2,020,723; R = \$1,717,615]
 - 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 required specialized placements for Seriously Emotionally Disturbed children. Services are also provided to secure adoptive parents for children who have been legally freed for adoption along with aid to assist families adopting children with special needs.
 - o Responsible for supporting over 7,500 children who are unable to remain in their own homes each month.
4. Food Stamp Assistance [191.25 SY; E = \$10,259,299; R = \$9,054,237]
- o Mandated Activity/Mandated Service Level.
 - o Responsible for providing Food Stamp benefits to over 73,000 eligible individuals and families each month.
5. General Relief (GR) [66.25 SY; E = \$3,092,432; R = \$0]
- o Mandated Activity/Discretionary Service Level.
 - o Responsible for providing cash assistance to over 4,800 eligible individuals who do not qualify for financial assistance under other Federal or State programs.
 - o Deleted 2.50 SY (3 positions) to fund increased security guard costs at the Mills Building due to the opening of the Family Service Center.
6. Medi-Cal Administration [659.00 SY; E = \$24,897,159; R = \$24,897,159]
- o Mandated Activity/Mandated Service Level.
 - o Responsible for determining eligibility for medical coverage for over 63,000 individuals as mandated.
 - o Plans to vacate the Oceanview sub-office that is shared by Food Stamp Employment and Training and Medi-Cal staff.
 - o Deleted 10.50 SY (11 positions) due to implementation of Healthy San Diego Medi-Cal managed care.
 - o Deleted 3.50 SY (4 positions) to increase the Department's Security Guard budget.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
State AFDC Administrative Reimbursement (35% of cost)	\$15,142,757	\$14,770,116	\$14,482,734	(287,382)
Federal AFDC Administrative Reimbursement (50% of cost)	17,015,444	20,213,133	16,772,820	(3,440,313)
Federal Refugee Administrative Reimbursement (100% of Cost)	343,226	249,014	246,970	(2,044)
State Food Stamp Administrative Reimbursement (35% of Cost)	3,368,602	3,911,358	3,872,287	(39,071)
Federal Food Stamp Administrative Reimbursement (50% of Cost)	8,897,169	5,255,907	8,645,775	3,389,868
State Medi-Cal Administrative Reimbursement (100% of Cost)	20,980,640	23,924,223	24,333,823	409,600
Hospital Council Contract	529,257	625,035	617,425	(7,610)
Sub-Total	\$66,277,095	\$68,948,786	\$68,971,834	\$23,048
Total	\$66,277,095	\$68,948,786	\$68,971,834	\$23,048

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
REVENUE MATCH:				
AFDC Administrative cost match (15% required)	\$5,862,065	\$5,497,770	\$5,595,252	97,482
Foster Care Administrative Match (15% required)	346,825	294,690	303,108	8,418
GR Administration	2,492,964	3,957,330	3,066,992	(890,338)
Food Stamp Administrative Match (15% required)	1,192,363	1,368,011	1,394,681	26,670
Sub-Total	\$9,894,217	\$11,117,801	\$10,360,033	\$(757,768)
Total	\$9,894,217	\$11,117,801	\$10,360,033	\$(757,768)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Reimbursement is based on actual cost.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
CASELOAD MAINTENANCE					
% OF RESOURCES: 64%					
<u>OUTCOME (Planned Result)</u>					
Number of cases closed monthly**	16,103	15,851	15,450	16,855	15,000
Payment accuracy rate	91.0%	90.57%	95.95%	94.0%	94.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cases closed monthly per staff	15	13	13.5	14	12
Dollars paid accurately per staff year	\$589,936	\$529,739	\$572,023	\$569,315	\$538,982
<u>OUTPUT (Service or Product)</u>					
Average cases provided public assistance monthly	151,163	154,678	151,875	157,137	154,641
<u>EFFICIENCY (Input/Output)</u>					
Cases provided assistance monthly per staff	145	128	133	134	126
Annual administrative salary cost per case	\$252.83	\$249.44	\$255.07	\$268.56	\$262.44

COMMENTS**ACTIVITY B:
INITIAL APPLICATION****% OF RESOURCES: 29%**OUTCOME (Planned Result)

Benefits denied through fraud detection efforts	\$2,741,044	\$4,438,515	\$5,713,939	\$5,352,996	\$5,500,000
---	-------------	-------------	-------------	-------------	-------------

EFFECTIVENESS (Input/Outcome)

\$ saved per staff year	\$4,000	\$7,143	\$11,024	\$7,936	\$10,000
-------------------------	---------	---------	----------	---------	----------

OUTPUT (Service or Product)

Number of applications processed monthly	21,747	20,663	19,645	21,871	19,250
--	--------	--------	--------	--------	--------

EFFICIENCY (Input/Output)

Cost per application	N/A	\$77.80	\$77.27	\$100.16	\$82.36
Applications processed monthly per staff	32	34.5	38	32	33.5

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.

The cost per application is decreasing from budget to estimated actuals because the number of staff dedicated to the activity have decreased due to less monthly applications and shifted to case maintenance.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C:					
OVERPAYMENT COMPUTATION					
% OF RESOURCES: 3%					
<u>OUTCOME (Planned Result)</u>					
Overpaid dollars identified for collection	\$8,530,231	\$9,096,872	\$12,974,608	\$9,570,000	\$10,000,000
Overpaid dollars recovered through recoupment or collection	\$5,410,553	\$5,547,146	\$8,741,424	\$6,642,102	\$8,000,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per dollar identified for collection	\$0.18	\$0.18	\$0.14	\$0.21	\$0.19
\$ identified per staff year	\$193,050	\$188,679	\$240,226	\$158,838	\$166,113
Cost per dollar recovered	\$0.28	\$0.29	.21	\$0.30	\$0.24
\$ per staff recovered	\$122,549	\$114,943	\$161,181	\$110,242	\$132,626
<u>OUTPUT (Service or Product)</u>					
Number of overpayments computed for collection/recoupment/referral for prosecution	8,353	8,168	9,584	8,500	9,000
<u>EFFICIENCY (Input/Output)</u>					
Overpayments computed per staff year	189	169.5	179	141	149
Cost per overpayment computed*	\$180.07	\$196.36	\$192.38	\$233.46	\$214.88

COMMENTS

*Estimated actual cost was lower because more overpayments were computed although the activity was understaffed.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
Bureau Administration							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$73,273	\$75,782
2367	Prin Admin Analyst	1	1.00	1	1.00	51,954	53,735
2758	Admin Secretary III	1	1.00	1	1.00	30,653	31,703
	Sub-Total	3.00	3.00	3	3.00	155,880	161,220
Aid to Families with Dependent Children							
0360	Assistant Deputy Director	2	2.00	2	2.00	\$113,728	\$117,628
5289	Soc Svcs Admin III	5	5.00	5	5.00	250,539	257,402
5288	Soc Svcs Admin II	7	6.50	7	6.50	298,890	302,552
5287	Soc Svcs Admin I	3	2.50	3	2.50	106,588	110,537
2412	Analyst II	1	1.00	1	1.00	39,445	34,938
5248	Program Assistant	6	5.50	6	5.50	212,014	218,718
5222	Eligibility Supervisor	94	92.50	94	92.50	2,686,065	2,809,709
5221	Eligibility Technician	625	622.50	625	622.50	14,233,331	14,848,732
2745	Supervising Clerk	5	5.25	5	5.25	143,357	147,716
2730	Senior Clerk	14	14.25	14	14.25	335,101	341,366
2757	Admin Secretary II	3	2.25	3	2.25	57,087	59,052
2756	Admin Secretary I	5	5.00	5	5.00	109,360	108,987
2650	Stock Clerk	3	2.75	3	2.75	51,839	54,446
2700	Intermediate Clerk Typist	143	141.75	144	142.75	2,823,830	2,960,558
2709	Department Clerk	2	2.00	2	2.00	31,442	32,601
4911	Social Services Aide II	4	4.00	3	3.00	74,854	60,309
9999	Extra Help	13	13.00	13	13.00	189,851	251,758
	Sub-Total	935.00	927.75	935	927.75	\$21,757,321	\$22,717,009
Aid to Families with Dependent Children - Foster Care							
5289	Soc Svcs Admin III	0	.25	0	.25	\$12,527	\$12,870
5288	Soc Svcs Admin II	0	.25	0	.25	11,496	11,640
5248	Program Assistant	1	1.00	1	1.00	38,548	39,767
5222	Eligibility Supervisor	5	4.25	5	4.25	123,414	128,853
5221	Eligibility Technician	37	35.25	37	35.25	805,616	840,832
2730	Senior Clerk	1	.50	1	.50	11,758	11,978
2757	Admin Secretary II	0	.25	0	.25	6,343	6,562
2756	Admin Secretary I	0	.25	0	.25	5,468	5,641
2650	Stock Clerk	1	1.00	1	1.00	18,851	19,798
2700	Intermediate Clerk Typist	11	11.00	11	11.00	219,133	228,134
	Sub-Total	56.00	54.00	56	54.00	\$1,253,154	\$1,306,075
Food Stamp Assistance							
0360	Assistant Deputy Director	0	.25	0	.25	\$14,216	\$14,704
5289	Social Services Admin III	2	2.25	2	2.25	112,743	115,831
5288	Social Services Admin II	3	3.00	3	3.00	137,949	139,640
5287	Social Services Admin I	0	.25	0	.25	10,659	11,408
5248	Program Assistant	2	2.25	2	2.25	86,733	89,475
5222	Eligibility Supervisor	19	18.75	19	18.75	544,473	568,470
2745	Supervising Clerk	1	1.00	1	1.00	27,306	28,136
5221	Eligibility Technician	122	120.50	122	120.50	2,754,904	2,874,332
2757	Administrative Secretary II	0	.25	0	.25	6,343	6,562
2730	Senior Clerk	3	3.00	3	3.00	70,548	71,867
2756	Administrative Secretary I	2	1.75	2	1.75	38,276	39,490
2650	Stock Clerk	2	1.50	2	1.50	28,276	29,697
2700	Intermediate Clerk	27	27.00	29	28.50	537,872	591,075
4911	Social Services Aid II	4	4.00	3	2.50	74,854	48,458
9999	Extra Help	5	5.50	5	5.50	80,322	106,368
	Sub-Total	192.00	191.25	193	191.25	\$4,525,474	\$4,735,513

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
General Relief							
5289	Social Services Admin III	1	.75	1	.75	37,581	38,610
5288	Social Services Admin II	2	2.25	2	2.25	103,462	104,730
5244	Program Specialist	1	1.00	0	0.00	41,678	0
5222	Eligibility Supervisor	9	9.00	7	6.25	261,347	189,490
2745	Supervising Clerk	1	.50	1	.50	13,653	14,068
5221	Eligibility Technician	59	59.00	38	38.25	1,348,677	972,025
2730	Senior Clerk	2	2.00	2	2.00	47,032	47,911
2756	Administrative Secretary I	1	.50	1	.50	10,936	11,283
2650	Stock Clerk	1	1.00	1	1.00	18,851	19,798
2700	Intermediate Clerk	16	15.00	12	11.50	298,818	238,504
4911	Social Services Aid II	2	2.00	0	0.00	37,427	0
2709	Department Clerk	2	1.50	2	1.50	23,582	24,450
9999	Extra Help	2	1.75	2	1.75	25,557	33,824
	Sub-Total	99.00	96.25	69	66.25	\$2,268,601	\$1,694,693
Medi-Cal Administration							
0360	Assistant Deputy Director	1	0.75	1	0.75	42,648	44,111
5289	Social Services Admin III	5	4.75	5	4.75	238,012	244,534
5288	Social Services Admin II	4	4.00	4	4.00	183,932	186,186
5287	Social Services Admin I	3	3.25	3	3.25	138,564	143,342
2412	Analyst II	1	1.00	1	1.00	39,445	34,938
5248	Program Assistant	6	6.25	6	6.25	224,864	246,970
5222	Eligibility Supervisor	63	61.25	63	61.25	1,785,162	1,857,002
2745	Supervising Clerk	2	2.25	2	2.25	61,439	63,307
5221	Eligibility Technician	452	450.00	436	435.00	10,289,054	10,351,514
2730	Senior Clerk	8	8.25	8	8.25	194,006	197,633
2757	Administrative Secretary II	0	0.25	0	0.25	6,343	6,562
2756	Administrative Secretary I	3	3.50	3	3.50	76,552	78,979
2650	Stock Clerk	2	2.75	2	2.75	51,839	54,445
2700	Intermediate Clerk	121	120.25	120	119.25	2,395,524	2,474,398
4911	Social Services Aid II	4	4.00	4	4.00	74,854	77,014
9999	Extra Help	3	2.50	3	2.50	36,510	48,366
	Sub-Total	678.00	675.00	661	659.00	\$15,838,748	\$16,109,301
Total		1,963.00	1,947.25	1,917	1,901.25	\$45,799,178	\$46,723,811
Salary Adjustments:						9,212	18,829
Bilingual Pay:						168,294	168,034
Premium/Overtime Pay:						152,124	152,124
Employee Benefits:						17,540,770	17,491,764
Salary Savings:						(1,258,442)	(1,310,722)
VTO Reductions:						(0)	(275,333)
Total Adjustments						\$16,611,958	\$16,244,696
Program Totals		1,963.00	1,947.25	1,917	1,901.25	\$62,411,136	\$62,968,507

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$10,871,138	\$10,617,907	\$10,740,220	\$11,167,407	\$11,843,045	6.1
Services & Supplies	1,176,860	1,375,341	1,272,711	1,669,562	1,671,250	0.1
Contracts	94,575	0	0	0	0	??
Fixed Assets	422,843	606,857	64,333	0	142,542	??
TOTAL DIRECT COST	\$12,565,416	\$12,600,105	\$12,077,264	\$12,836,969	\$13,656,837	6.4
PROGRAM REVENUE	(11,595,752)	(11,441,424)	(10,979,013)	(11,673,341)	(12,563,761)	7.6
NET GENERAL FUND CONTRIBUTION	\$969,664	\$1,158,681	\$1,098,251	\$1,163,628	\$1,093,076	(6.1)
STAFF YEARS	270.75	279.00	271.00	289.25	290.75	0.5

PROGRAM MISSION

To promote leadership in the community and self-sufficient, safe citizens through shared, responsive, outcome driven, effective programs. Provide centralized support services for all departmental activities to obtain economies of scale, avoid duplication of effort and reduce costs.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Salaries and Benefits are less than budget due to delays in hiring staff. Fixed Assets were higher than budgeted because these EDP fixed assets were centrally purchased by Management Services for other programs.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Exceeded the word processing goal by meeting 100% of court report deadlines. Processed 10,385 court reports.

Exceeded the goal by completing 97.9% of EDP service requests within ITD established time frames. Completed 3,671 requests.

Achieved the 100% goal to prepare and submit timely, monthly assistance and quarterly administrative claims to the State of California for receipt of revenue to fund the Department's programs. Completed 265 claims.

Achieved the goal to train all newly hired staff to meet entry level competency. Trained 214 new Eligibility Technicians and 128 new Social Workers.

Achieved the goal to conduct comprehensive pre-employment investigations on 100% of applicants offered employment. Conducted 554 background checks.

Provided 10,850 statements of aid to the District Attorney for the enforcement of child support payments. This was more than 200% of the goal.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Meet 99% of word processing deadlines for reports to the court.
 - a. 33,212 pages typed monthly.
2. Complete 95% of EDP service requests within requestor established timeframes.

- 0 Transferred in 1.00 SY Intermediate Clerk Typist from Eligibility and Grant Determination (#24002) to the Fiscal Division and transferred out 1.00 SY Senior Clerk from Fiscal to Personnel/Internal Security.
 - 0 Increased Fixed Assets \$36,600 to purchase personal computers and hardware for accounting staff.
7. Personnel/Training/Internal Security [59.25 SY; E = \$3,021,852; R = \$2,780,331] including support personnel is:
- 0 Mandated/Discretionary Service Level.
 - 0 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.
 - 0 Increased 5.00 SY as follows:
 - Transferred in 1.00 SY Intermediate Clerk Typist from Eligibility and Grant Determination (#24002) to Personnel/Volunteer Services;
 - Transferred in 1.00 SY Eligibility Technician from Eligibility and Grant Determination (#24002) to Personnel/Internal Security;
 - Transferred 1.00 SY Senior Clerk from the Fiscal Division to Personnel/Internal Security.
 - Increased 2.00 SY Protective Services Supervisors in the Training Section for the implementation of the mandated Statewide Child Welfare Services/Case Management System (CWS/CMS).
8. Budget and Revenue [6.00 SY; E = \$518,653; R = \$468,714] including support personnel is:
- 0 Mandated/Discretionary Service Level.
 - 0 Responsible for preparing and monitoring the Department's Budget; analysis of State and Federal Budgets; performing other fiscal analysis as required.
 - 0 Increased 1.00 SY Analyst III due to increased workload.
9. Information Technology Division [36.00 SY; E = \$2,234,031; R = \$2,055,476] including support personnel is:
- 0 Mandated/Discretionary Service Level.
 - 0 Responsible for developing, coordinating and implementing Departmental automation activities, telephone and voice mail efforts.
 - 0 Increased 11.00 SY to provide on-going support for the mandated Statewide Child Welfare Services/Case Management System (CWS/CMS) as follows:
 - 1.00 SY Associate Systems Analyst
 - 1.00 SY Data Communications Network Specialist II
 - 2.00 SY Data Communications Specialists III
 - 2.00 SY Distributed Network Technicians II
 - 2.00 SY Departmental Computer Specialists III
 - 3.00 SY Departmental Computer Specialists II
- These increased costs are partially offset by staffing decreases in the Word Processing Section of the Management Services Bureau.
- 0 Increased Services and Supplies by \$4,725 and Fixed Assets by \$105,942 to replace 63 personal computers, six or more years of age.
 - 0 Transferred in 1.00 SY Administrative Secretary II from Childrens Services (#27001) to the Information Technology Division (ITD). Transferred out 1.00 SY Administrative Secretary I from ITD to Childrens Services (#27001).
 - 0 Expects to complete 3,730 service requests.
10. Evaluation and Contracting [6.00 SY; E = \$394,313; R = \$362,798] including support personnel is:
- 0 Mandated/Discretionary Service Level.
 - 0 Responsible for evaluating the Department's programs, providing centralized contracting-out services, and performing planning functions for Departmental programs.

- a. 3,845 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 social worker and eligibility worker staff to meet entry level competency.
 - a. 185 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 900 candidates annually.
6. Prepare 1,200 statements of public assistance paid for District Attorney's use in child support activities annually.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

Net increase of 1.50 SY due to transfers between programs, reductions, and additions. Transfers include combining the DSS Director's Office and Management Services Bureau Administration into the Management Services Program Budget. The activities of this program are summarized as follows:

1. DSS Director's Office [4.00 SY; E = \$404,347; R = \$372,031] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for the administration of all Department programs.
2. Management Services Bureau Administration [2.00 SY; E = \$149,090; R = \$137,174]
 - o Mandated/Discretionary Service Level.
 - o Responsible for the administration of Management Services programs.
3. Support Services [4.00 SY; E = \$286,137; R = \$263,267] 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.
4. Word Processing [53.50 SY; E = \$2,084,376; R = \$1,917,782] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for centralized word processing services at the Department's Mission Valley, Levant Street, Ruffin Road, Mills Building, Chesapeake, Oceanside and Escondido facilities.
 - o Deleted 12.50 SY as the result of office automation in Appeals and Childrens Services as follows:
 - 0.50 SY Word Processing Center Supervisors
 - 4.00 SY Intermediate Transcriber Typists
 - 8.00 SY Word Processing Operators
5. Office Services [44.00 SY; E = \$1,503,614; R = \$1,398,435] 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.
6. Fiscal Services [76.00 SY; E = \$3,060,424; R = \$2,807,753] 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 Deleted 3.00 SY (1.00 SY Senior Account Clerk and 2.00 SY Intermediate Clerks) to purchase equipment to provide increased automation for accounting staff.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Foster Home License Contracts	\$75,535	\$52,129	\$88,620	36,491
Adoptions Service Contract	201,332	206,539	193,842	(12,697)
Child Welfare Services (30% of NFS match required)*	1,952,773	1,953,767	2,675,891	722,124
County Services Block Grant (30% match required)	90,494	119,054	107,808	(11,246)
Refugee Targeted Assistance Program (RTAP) Job Training	0 28,987	17,022 39,063	0 33,377	(17,022) (5,686)
AFDC Administration (15% match required)	2,107,672	2,776,070	2,650,003	(126,067)
Medi-Cal Program Administration	1,941,396	1,701,073	2,350,752	649,679
Food Stamp Program Admin. (15% match required)	1,801,690	971,151	1,015,661	44,510
Refugee Aid Administration	28,630	22,787	21,591	(1,196)
Child Care Programs	46,492	94,246	87,534	(6,712)
Food Stamp Employment & Trng (FSET) (match required)**	89,106	101,384	55,564	(45,820)
Greater Avenues to Independence (30% match of NFS Trust Fund match required)	192,006	838,150	604,878	(233,272)
Cal-Learn	5,315	0	162,542	162,542
Independent Living Skills Contract	13,231	55,102	21,677	(33,425)
Hospital Council Contract	44,147	54,469	53,978	(491)
Adoption Fees	15,872	20,199	20,017	(182)
TCC Administration	17,212	763	15,348	14,585
Family Preservation	135,687	242,464	92,081	(150,383)
Specialized Foster Care Grant	10,436	2,247	11,607	9,360
IHSS and PCSP Administration	352,824	364,857	367,951	3,094
Emergency Assistance	852,349	825,851	822,583	(3,268)
Statewide Automated Welfare System (SAWS)	173,784	121,264	0	(121,264)
Medi-Cal Admin. Claiming (formerly SB910)	0	66,519	47,398	(19,121)
Misc. (HRSA, SAVE, IRCA)	6,308	9,178	3,612	(5,566)
Health Trust	5,020	5,113	80,967	75,854
Social Service Trust Fund	790,715	1,012,880	978,479	(34,401)
Sub-Total	\$10,979,013	\$11,673,341	\$12,563,761	\$890,420
Total	\$10,979,013	\$11,673,341	\$12,563,761	\$890,420

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
REVENUE MATCH:				
Child Welfare Services	\$427,581	\$652,752	\$735,160	82,408
In Home Supportive Services Admin.	103,953	95,272	79,704	(15,568)
County Services Block Grant	35,522	33,008	35,268	2,260
AFDC Administration	546,916	498,921	489,268	(9,653)
Food Stamp Program	270,205	91,362	101,667	10,305
Food Stamp Employment & Training	30,778	68,971	27,059	(41,912)
Child Care Program	4,044	7,869	1,896	(5,973)
Independent Living Skills	0	22,306	0	(22,306)
GAIN	65,922	85,811	88,288	2,477
Cal-Learn	1,389	0	3,272	3,272
Emergency Assistance	148,857	145,738	145,162	(576)
Medi-Cal Admin. Claiming	0	69,893	0	(69,893)
Match Met with Trust Fund Revenue	(790,715)	(1,012,880)	(978,479)	34,401
Sub-Total	\$844,452	\$759,023	\$728,265	\$(30,758)
GENERAL FUND SUPPORT COSTS:				
County Cost Programs	\$253,799	\$404,605	\$364,811	(39,794)
Sub-Total	\$253,799	\$404,605	\$364,811	\$(39,794)
Total	\$1,098,251	\$1,163,628	\$1,093,076	\$(70,552)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

* 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.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$142,542
Total	\$142,542

COMMENTS:

This provides funding to replace 63 personal computers over 6 years of age, and provides automation equipment support for the Fiscal Services Division.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
WORD PROCESSING					
% OF RESOURCES: 15%					
<u>OUTCOME (Planned Result)</u>					
To meet 99% of the word processing deadlines for reports to the court	N/A	13,639	10,385	14,216	8,924
<u>EFFECTIVENESS (Input/Outcome)</u>					
Timely reports per staff year	N/A	N/A	197	245	194
<u>OUTPUT (Service or Product)</u>					
*Number of pages typed monthly	N/A	N/A	36,585	35,000	33,212
<u>EFFICIENCY (Input/Output)</u>					
Pages per word processing operator per month	N/A	N/A	694	603	722

COMMENTS

FY 95-96 Actual Efficiency has increased due to staffing reductions of word processing staff in FY 95-96. Staff dedicated to this activity decreased by 12.5 SY.

*Includes all pages word processed not just reports to the court.

ACTIVITY B:**INFORMATION TECHNOLOGY DIVISION SERVICE REQUESTS****% OF RESOURCES: 3%**OUTCOME (Planned Result)

Complete 95% of service requests (data processing, voice mail and telephone) submitted annually within requestor established timeframes	3,525	3,558	3,671	4,033	3,730
---	-------	-------	-------	-------	-------

EFFECTIVENESS (Input/Outcome)

Data processing, voice mail, and telephone service requests per staff year	N/A	N/A	333	299	340
--	-----	-----	-----	-----	-----

OUTPUT (Service or Product)

Number of data processing, voice mail and telephone requests received	N/A	N/A	3,749	4,245	3,845
---	-----	-----	-------	-------	-------

EFFICIENCY (Input/Output)

Average cost per data processing, voice mail and telephone service request	N/A	N/A	\$169	\$140	\$225
--	-----	-----	-------	-------	-------

COMMENTS

Costs are based on salaries only.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C:					
FISCAL - CLAIMS					
% OF RESOURCES: 2%					
<u>OUTCOME (Planned Result)</u>					
To complete the State Administrative and Assistance Claims and mail them to the State by the deadline 100% of the time	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
SY per assistance claim	3.25	3.25	3.00	3.25	3.25
SY per administrative claim	3.00	3.00	3.00	3.00	3.00
<u>OUTPUT (Service or Product)</u>					
State Assistance Claims completed annually	204	204	257	204	204
State Administrative Claim completed annually	4	4	8	4	4
<u>EFFICIENCY (Input/Output)</u>					
Annual cost of claim preparation	\$244,033	\$244,155	\$248,809	\$244,300	\$236,480
Avg cost per claim prepared	\$1,173	\$1,174	\$939	\$1,175	\$1,137
ACTIVITY D:					
PERSONNEL (TRAINING)					
% OF RESOURCES: 2%					
<u>OUTCOME (Planned Result)</u>					
As a result of initial training, 100% of the ETs and SWs hired will meet entry level competency					
ETs trained	N/A	N/A	214	250	105
SWs trained	N/A	N/A	128	75	80
<u>EFFECTIVENESS (Input/Outcome)</u>					
*Instructor cost per staff trained:					
Eligibility Technician	N/A	N/A	\$561	\$530	\$606
Social Worker	N/A	N/A	\$227	\$776	\$655
<u>OUTPUT (Service or Product)</u>					
Eligibility Technician annual training hours	N/A	N/A	43,024	45,000	24,360
Social Worker annual training hours	N/A	N/A	21,008	75,000	13,440
<u>EFFICIENCY (Input/Output)</u>					
*Instructor cost per training hour:					
Eligibility Technician	N/A	N/A	\$2.79	\$2.94	\$2.61
Social Worker	N/A	N/A	\$1.38	\$7.76	\$3.90

COMMENTS

FY 95-96 Actuals do not achieve 95-96 Budget Indicators for ET initial training as a result of a departmentally imposed hiring freeze. Welfare caseloads have not increased at the expected level and intakes have declined. To adjust staffing in consideration of lower than anticipated workload, the Department has not replaced eligibility staff who have been lost through attrition.

FY 96-97 Budget also anticipates a reduced hiring rate.

The FY 95-96 Budget assumed 100 hours of training per social worker. The actual is based upon 168 hours of training per social worker using the same training staff.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
--	-------------------	-------------------	-------------------	-------------------	-------------------

*Instructor salary & benefit costs only.

ACTIVITY E:
PERSONNEL (PRE-EMPLOYMENT BACKGROUND INVESTIGATIONS PROCESS)

% OF RESOURCES: 1%

OUTCOME (Planned Result)

All newly hired and promoted employees shall meet the education experience, and character requirements of DSS	N/A	1,063	280	900	600
		100%	100%	100%	100%

EFFECTIVENESS (Input/Outcome)

Cost per permanent employee hired or promoted	N/A	N/A	\$171	\$122	\$124
---	-----	-----	-------	-------	-------

OUTPUT (Service or Product)

Pre-employment background investigations	N/A	N/A	554	1,680	900
--	-----	-----	-----	-------	-----

EFFICIENCY (Input/Output)

Investigations per staff year	N/A	N/A	340	400	400
-------------------------------	-----	-----	-----	-----	-----

COMMENTS

FY 95-96 Actuals do not achieve 95-96 Budget Indicators as a result of a departmentally imposed hiring freeze. Welfare caseloads have not increased at the expected level and intakes have declined. To adjust staffing in consideration of lower than anticipated workload, the Department has not replaced eligibility and social work staff lost through attrition.

FY 96-97 Budget also anticipates a reduced hiring rate.

ACTIVITY F:
FISCAL - STATEMENT

% OF RESOURCES: .5%

OUTCOME

Prepare statements of public assistance paid for District Attorney's use in child support activities	N/A	4,593	10,850	4,645	1,200
--	-----	-------	--------	-------	-------

EFFECTIVENESS

Statements prepared per staff year	N/A	N/A	1,447	774	800
------------------------------------	-----	-----	-------	-----	-----

OUTPUT

Number of requests processed annually	N/A	4,593	10,258	5,857	1,200
---------------------------------------	-----	-------	--------	-------	-------

EFFICIENCY

Cost per statement processed	N/A	\$36	\$17	\$35	\$35
------------------------------	-----	------	------	------	------

COMMENTS

Actual for FY 95-96 exceed the FY 95-96 Budget as a result of a joint effort between the District Attorney and the Department of Social Services to increase child support enforcement. The District Attorney has aggressively reopened backlogged cases and reorganized case handling procedures to increase collections by 20%. In response, the Department of Social Services reorganized its Statements of Aid Unit to timely complete documentation for District Attorney collection activities.

By FY 96-97, the activity will be automated and the DA will be able to access aid payment information on-line, with few exceptions. FY 96-97 inputs, outcomes, and outputs have been decreased to align with anticipated workload.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
<u>DSS Director's Office</u>							
2121	Director, Soc Svc	1	1.00	1	1.00	\$110,925	\$114,714
2225	Asst Dir, Soc Svc	1	1.00	1	1.00	90,996	94,114
2759	Admin Sec IV	1	1.00	1	1.00	33,005	34,140
2758	Admin Sec III	1	1.00	1	1.00	30,653	31,703
	Sub-Total	4	4.00	4	4.00	265,579	274,671
<u>Management Services Bureau Administration</u>							
2294	Deputy Dir, Soc Svc	1	1.00	1	1.00	\$64,833	\$66,191
2758	Admin Sec III	1	1.00	1	1.00	30,653	31,703
	Sub-Total	2	2.00	2	2.00	95,486	97,894
<u>Support Services Division</u>							
2369	Admin Svcs Manager II	1	1.00	1	1.00	\$54,533	\$56,397
2610	Buyer II	1	1.00	1	1.00	32,944	32,377
2413	Analyst III	1	1.00	1	1.00	45,983	47,558
3643	Assoc Mech Engineer	1	1.00	1	1.00	49,741	51,548
	Sub-Total	4	4.00	4	4.00	\$183,201	\$187,880
<u>Word Processing</u>							
2726	Principal Clerk II	1	1.00	1	1.00	\$34,792	\$35,987
3010	WP Center Supervisor	5	5.00	5	4.50	152,260	139,616
3008	Sr WP Operator	4	3.50	4	3.50	82,982	89,920
3009	WP Operator	43	42.50	35	34.50	978,814	841,985
2730	Sr Clerk	1	1.00	1	1.00	23,853	24,564
2724	Sr Trans Typist	8	8.00	8	8.00	205,176	206,307
2714	Intermediate Trans Typist	4	4.00	0	0.00	85,892	0
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,733	21,251
	Sub-Total	67	66.00	55	53.50	\$1,583,502	\$1,359,630
<u>Office Services Section</u>							
2304	Admin Asst I	1	1.00	1	1.00	\$30,442	\$36,338
2745	Supervising Clerk	1	1.00	1	1.00	25,942	28,611
2730	Senior Clerk	3	3.00	3	3.00	71,559	74,019
3073	Sr Offset Equipment Oper	2	2.00	2	2.00	50,908	52,650
3050	Offset Equipment Oper	2	2.00	2	2.00	46,128	47,714
2650	Stock Clerk	1	1.00	1	1.00	19,733	20,409
2700	Intermediate Clerk Typist	27	27.00	27	27.00	539,391	563,283
5884	Building Maint Eng	2	2.00	2	2.00	62,304	64,444
7541	Construction & Svcs Wkr I	2	2.00	2	2.00	41,678	43,110
3051	Reprographics Tech	2	2.00	2	2.00	43,926	45,438
2658	Storekeeper II	1	1.00	1	1.00	24,686	21,974
	Sub-Total	44	44.00	44	44.00	\$956,697	\$997,990
<u>Fiscal Services Division</u>							
2535	Soc Svcs Finance Officer	1	1.00	1	1.00	\$55,073	\$56,963
2505	Senior Accountant	3	3.00	3	3.00	129,267	137,819
2425	Associate Accountant	6	6.00	6	6.00	208,600	211,056
2730	Sr Clerk	1	1.00	0	0.00	22,442	0
2745	Supervising Clerk	1	1.00	1	1.00	27,660	28,611
2500	Jr Accountant	1	1.00	1	1.00	29,803	27,472

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2403	Accounting Tech	6	6.00	6	6.00	159,372	161,686
2510	Sr Account Clerk	13	13.00	12	12.00	303,560	295,046
2493	Intermediate Account Clerk	42	42.00	42	42.00	827,409	857,922
2700	Intermediate Clerk Typist	4	4.00	3	3.00	82,344	60,524
3119	Dept Computer Spec II	1	1.00	1	1.00	35,131	36,338
	Sub-Total	79	79.00	76	76.00	\$1,880,661	\$1,873,437
<u>Personnel/Training Division</u>							
2378	Soc Svcs Personnel Mgr	1	1.00	1	1.00	54,976	60,770
2730	Senior Clerk	1	1.00	1	1.00	23,853	23,060
2757	Admin Secretary II	1	1.00	1	1.00	25,372	26,246
	Sub-Total	3	3.00	3	3.00	\$104,201	\$110,076
<u>Personnel Payroll & Internal Security Section</u>							
2328	Dept Personnel Officer II	6	6.00	6	6.00	\$253,028	\$245,197
2330	Dept Personnel Officer I	1	1.00	1	1.00	39,163	42,452
2363	Personnel Research Psych	1	1.00	1	1.00	51,954	53,735
0989	Manager, Collaboration Services	1	1.00	1	1.00	64,417	66,618
5221	Eligibility Technician	0	0.00	1	1.00	0	20,930
5248	Program Assistant	4	4.00	4	4.00	148,911	157,499
5258	Sr Protective Svcs Wkr	1	1.00	1	1.00	37,913	39,214
5287	Soc Svc Admin I	2	2.00	2	2.00	83,463	86,323
5288	Soc Svc Admin II	1	1.00	1	1.00	45,983	47,558
2757	Admin Secretary II	1	1.00	1	1.00	22,407	26,246
2730	Senior Clerk	0	0.00	1	1.00	0	23,060
2745	Supervising Clerk	1	1.00	1	1.00	27,660	28,611
2320	Personnel Aide	1	1.00	1	1.00	27,512	28,457
2511	Sr Payroll Clerk	5	5.00	5	5.00	120,693	129,075
2494	Payroll Clerk	5	5.00	5	5.00	105,949	110,104
2700	Intermediate Clerk Typist	3	3.00	4	4.00	60,513	81,108
9999	Temporary Extra Help	1	.25	1	.25	8,000	8,000
	Sub-Total	34	33.25	37	36.25	\$1,097,566	\$1,194,187
<u>Training Section</u>							
2308	Dept Training Admin	1	1.00	1	1.00	\$50,709	\$52,438
2365	Staff Devel Spec	3	3.00	3	3.00	125,034	129,327
5259	Protective Svcs Supervisor	2	2.00	4	4.00	87,402	164,394
2730	Senior Clerk	1	1.00	1	1.00	23,853	24,673
2700	Intermediate Clerk Typist	4	4.00	4	4.00	82,216	84,931
5234	Social Svc Trainer	7	7.00	7	7.00	223,601	222,681
	Sub-Total	18	18.00	20	20.00	\$592,815	\$678,444
<u>Budget and Revenue Division</u>							
2534	Chief, SS Rev & Budget	1	1.00	1	1.00	\$57,261	\$59,219
2413	Analyst III	3	3.00	4	4.00	135,724	178,361
2757	Admin Sec II	1	1.00	1	1.00	21,963	22,719
	Sub-Total	5	5.00	6	6.00	\$214,948	\$260,299
<u>Information Technology Division</u>							
2471	EDP Systems Manager	1	1.00	1	1.00	\$64,664	\$66,879
2499	Principal Systems Analyst	1	1.00	1	1.00	58,713	60,727

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2525	Sr Systems Analyst	3	3.00	3	3.00	163,599	169,191
2488	Asst Manager, EDP Oper	1	1.00	1	1.00	54,533	56,397
2427	Associate Systems Analyst	8	8.00	9	9.00	372,439	447,203
2428	System Supp Analyst-Trne	1	1.00	1	1.00	29,613	30,628
2303	Administrative Assistant II	1	1.00	1	1.00	41,678	43,109
2756	Administrative Secretary I	1	1.00	0	0.00	19,027	0
2757	Administrative Secretary II	0	0.00	1	1.00	0	22,836
2485	Distrib Network Tech II	4	4.00	6	6.00	103,442	159,359
2486	Distrib Network Tech III	1	1.00	1	1.00	32,381	33,494
2832	Data Communications NS III	0	0.00	2	2.00	0	63,480
2833	Data Communications NS II	0	0.00	1	1.00	0	27,419
3119	Dept Computer Spec II	1	1.00	4	4.00	29,718	123,422
3120	Dept Computer Spec III	2	2.00	4	4.00	70,514	151,870
	Sub-Total	25	25.00	36	36.00	\$1,040,321	\$1,456,014
<u>Evaluation and Contracting Division</u>							
2367	Principal Admin Analyst	1	1.00	1	1.00	\$51,954	\$53,735
2413	Analyst III	3	3.00	3	3.00	137,949	137,396
2757	Admin Sec II	1	1.00	1	1.00	25,372	26,246
5288	Soc Svc Admin II	1	1.00	1	1.00	45,983	41,533
	Sub-Total	6	6.00	6	6.00	\$261,258	\$258,910
Total		291	289.25	293	290.75	\$8,276,235	\$8,749,432
Salary Adjustments						(1,029)	78,747
Bilingual Pay:						38,160	191,213
Employee Benefits:						3,126,519	3,144,061
Salary Savings:						(272,478)	(277,517)
VTO Adjustment:						(0)	(42,891)
Total Adjustments						\$2,891,172	\$3,093,613
Program Totals		291	289.25	293	290.75	\$11,167,407	\$11,843,045

PROGRAM: ELIGIBILITY REVIEW

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 21004
MANAGER: O. SMITH

ORGANIZATION #: 3900
REFERENCE: 1996-97 Proposed Budget - Pg. 18-56

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,799,013	\$1,959,935	\$2,135,273	\$2,160,706	\$2,201,932	1.9
Services & Supplies	181,297	233,593	239,514	241,265	234,597	(2.8)
TOTAL DIRECT COST	\$1,980,310	\$2,193,528	\$2,374,787	\$2,401,971	\$2,436,529	1.4
PROGRAM REVENUE	(1,689,829)	(1,870,457)	(2,027,097)	(2,055,583)	(2,086,348)	1.5
NET GENERAL FUND CONTRIBUTION	\$290,481	\$323,071	\$347,690	\$346,388	\$350,181	1.1
STAFF YEARS	43.25	49.00	51.00	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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Salaries and Benefits and Staff Years were less than budget due to delays in hiring staff.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Exceeded the goal to support the County's action in 65% of State hearing issues. The number of client initiated hearing issues (1,115) was 2% less than budgeted.

Achieved a case review accuracy rate of 83%. Achievement of this outcome was impaired by confusing state program regulations. Challenges were favorably reviewed to the benefit of the challenger when the issue involved unclear state language. 163 full field and desk audits were completed monthly; 11 of these audits were challenged by Eligibility staff.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To support the County's action in 65% of State hearing issues.
 - 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 183 full field and desk audits monthly.
 - b. 10 desk audits challenged monthly.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Appeals [27.00 SY; E = \$1,437,552; R = \$1,230,945] 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 = \$998,977; R = \$855,403] 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
MISC:				
State AFDC Administrative Reimbursement (30% of NFS match required)*	\$413,959	\$441,574	\$445,047	3,473
Federal AFDC Administrative Reimbursement	591,370	630,820	635,782	4,962
State Food Stamp Reimbursement (30% of NFS match required)	245,654	215,000	220,375	5,375
Federal Food Stamp Reimbursement	350,934	307,143	314,821	7,678
State Medi-Cal Administrative Reimbursement	365,000	400,000	410,000	10,000
Health Trust Fund	60,180	61,046	60,323	(723)
Sub-Total	\$2,027,097	\$2,055,583	\$2,086,348	\$30,765
Total	\$2,027,097	\$2,055,583	\$2,086,348	\$30,765

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
REVENUE MATCH:				
AFDC Administration	\$177,411	\$189,245	\$190,735	1,490
Food Stamp Admin.	105,280	92,143	94,446	2,303
Sub-Total	\$282,691	\$281,388	\$285,181	\$3,793
GENERAL FUND SUPPORT COSTS:				
General Relief	\$64,999	\$65,000	\$65,000	0
Sub-Total	\$64,999	\$65,000	\$65,000	\$0
Total	\$347,690	\$346,388	\$350,181	\$3,793

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

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: APPEALS					
% OF RESOURCES: 59%					
<u>OUTCOME (Planned Result)</u>					
To support the County's action in 65% of the State hearing issues	N/A N/A	N/A N/A	66.5% 660	65% 661	65% 661
<u>EFFECTIVENESS (Input/Outcome)</u>					
Supported issues per SY	N/A	N/A	37	37	37
<u>OUTPUT (Service or Product)</u>					
Client initiated hearing issues reviewed and investigated per month	N/A	N/A	1,115	1,140	1,140
<u>EFFICIENCY (Input/Output)</u>					
Issues per staff per month	N/A	N/A	62	63	63
Monthly cost per appeal issue	N/A	N/A	\$93.41	\$98	\$97
ACTIVITY B: QUALITY CONTROL					
% OF RESOURCES: 41%					
<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	83% 9	90% 8	90% 8
<u>EFFECTIVENESS (Input/Outcome)</u>					
Number of desk audits upheld per SY	N/A	N/A	3	6	9
<u>OUTPUT (Service or Product)</u>					
Number of full field and desk audits conducted monthly	N/A	N/A	163	190	183
Number of desk audits challenged monthly	N/A	N/A	11	9	10
<u>EFFICIENCY (Input/Output)</u>					
Full field and desk audits per staff per month	N/A	N/A	9	10	9
Cost per full field and desk audits per month	N/A	N/A	\$471	\$463	\$415

COMMENTS

Achievement of the Outcome was impaired by confusing State Food Stamp Program regulations regarding housing and shelter care prorations. Challenges were favorably reviewed to the benefit of the challenger when the issue was confused by differing, but correct, interpretations of the unclear State language.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
<u>Quality Control</u>							
5288	Soc Svcs Admin II	1	.50	1	.50	\$22,991	\$23,779
5233	Eligibility Control Supv	2	2.00	2	2.00	58,341	64,658
2756	Admin Secretary I	1	1.00	1	1.00	21,963	22,719
5225	Eligibility Control Worker	19	19.00	19	19.00	475,019	491,302
2493	Intermediate Account Clerk	1	1.00	1	1.00	20,586	21,295
2730	Senior Clerk	1	.50	1	.50	11,111	10,984
2700	Intermediate Clerk Typist	2	2.00	2	2.00	40,145	41,078
	Sub-Total	27	26.00	27	26.00	\$650,156	\$675,815
<u>Appeals</u>							
5288	Soc Svcs Admin II	0	.50	0	.50	\$22,992	\$23,779
5287	Soc Svcs Admin I	2	2.00	2	2.00	81,972	85,694
5248	Program Assistant	18	18.00	18	18.00	687,136	726,697
2730	Senior Clerk	0	.50	1	.50	11,112	10,984
2700	Intermediate Clerk Typist	6	6.00	6	6.00	120,435	123,235
	Sub-Total	26	27.00	27	27.00	\$923,647	\$970,389
	Total	53	53.00	54	53.00	\$1,573,803	\$1,646,204
Salary Adjustments:						34	8,526
Bilingual Pay:						8,526	0
Premium/Overtime Pay:						2,683	2,683
Employee Benefits:						619,756	599,126
Salary Savings:						(44,096)	(49,772)
VTO Reductions:						(0)	(4,835)
Total Adjustments						\$586,903	\$555,728
Program Totals		53	53.00	54	53.00	\$2,160,706	\$2,201,932

COMMUNITY SERVICES

AGRICULTURE/WEIGHTS & MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Agriculture/Weights & Measures	\$5,711,127	\$5,726,797	\$5,905,112	\$5,733,505	\$5,921,758	188,253	4.0
Fish & Wildlife Fund	\$0	\$0	\$0	\$0	\$39,436	\$39,436	100.0
TOTAL DIRECT COST	\$5,711,127	\$5,726,797	\$5,905,112	\$5,733,505	\$5,961,194	\$227,689	4.0
PROGRAM REVENUE	(3,689,180)	(4,187,905)	(3,925,728)	(3,703,047)	(4,111,653)	(408,606)	10.0
NET GENERAL FUND COST	\$2,021,947	\$1,538,892	\$1,979,384	\$2,030,458	\$1,849,541	\$(180,917)	(8.9)
STAFF YEARS	114.75	115.95	114.54	114.58	118.08	3.50	3.1

MISSION

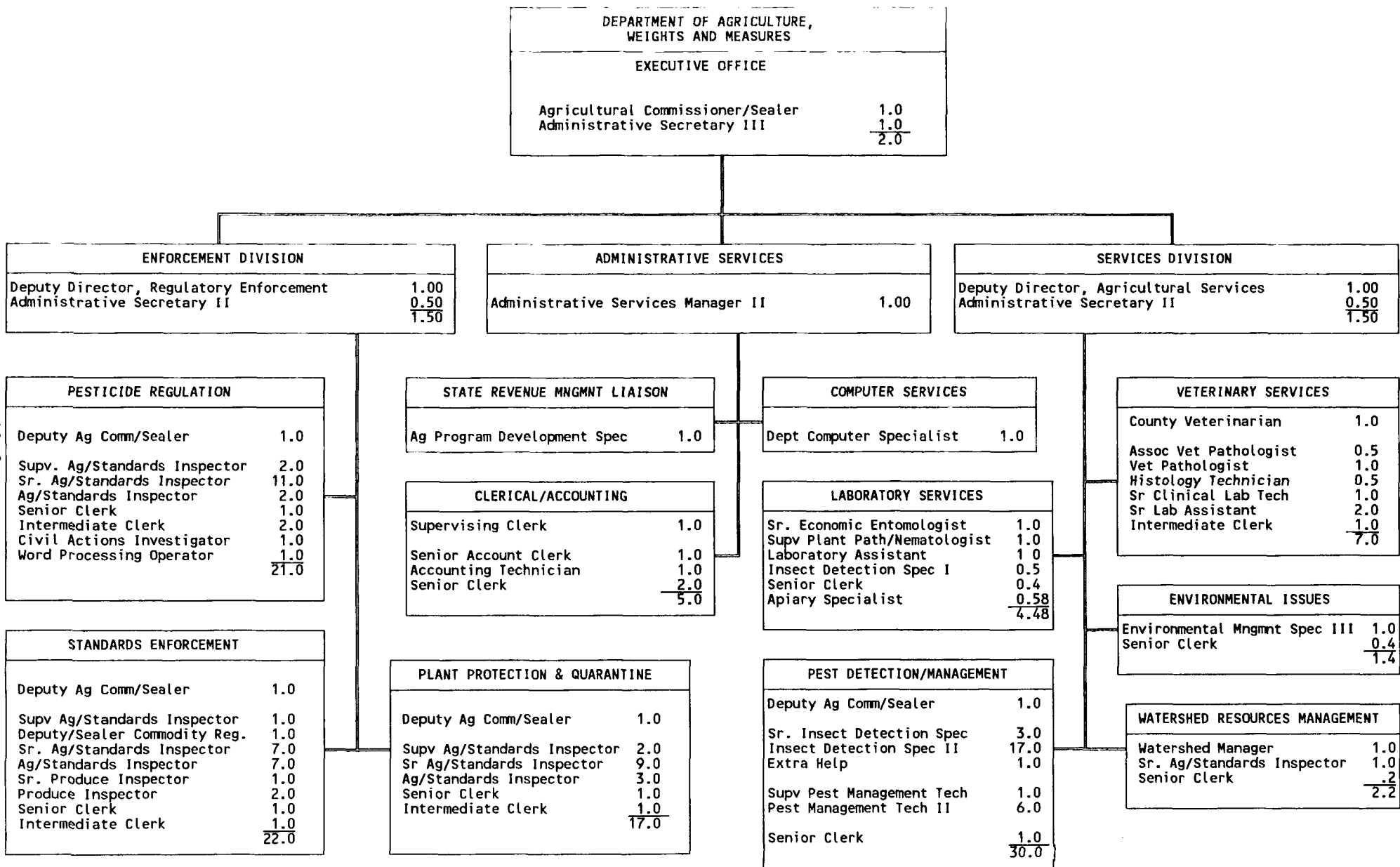
The mission of the Department of Agriculture, Weights and Measures is to serve, inform and protect the public and industry of San Diego County with pride and a spirit of cooperation by

- ♦ 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.
- ♦ Having a unified commitment to professionalism, expertise and integrity.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

- A. Receive zero reports of new infestations of exotic pests by providing early detection, quick delimitation, timely and accurate identification, analysis and response.
 - 1. Conduct 830,000 inspections of packages at points of entry.
 - 2. Conduct 260,000 pest detection trap servicings.
 - 3. Perform plant pathology/entomology/nematology inspections on 6,500 admissions.
 - 4. Perform veterinarian laboratory testing on 3,000 admissions.
 - 5. Conduct inspections of 5,500 acres of saleable nursery stock.
- B. 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 and promoting reduced risk pest management providing adequate food, fiber and horticultural production.
 - 1. Conduct 175 site evaluations prior to the application of pesticides.
 - 2. Conduct 2,000 inspections of pesticide applications.
 - 3. Conduct 200 pesticide investigations.
 - 4. Issue 600 or fewer restricted materials permits.
- C. Achieve a 95% industry compliance with applicable state and federal standards by informing, warning and taking appropriate inspection action in order to provide consumer protection by assuring full weight and measure and product compliance.
 - 1. Inspect 20 million cartons of imported produce and locally grown eggs.
 - 2. Inspect 29,500 weighing and measuring devices.
- D. Achieve 100% Customer Satisfaction rating as measured by annual surveys.
 - 1. Mail 2,000 random satisfaction surveys to the regulated industry.
 - 2. Host annual meetings with industry to encourage feedback.
 - 3. Hold quarterly Integrated Pest Management meetings.
 - 4. Hold the San Diego County Environmental Regulation Focus Group meetings and the Agricultural Commissioner's Pesticide Meetings quarterly.

DEPARTMENT OF AGRICULTURE, WEIGHTS AND MEASURES



19-2

PROGRAM #: 32001, 32002, 32004
 MANAGER: Kathleen A. Thuner

ORGANIZATION #: 4850
 REFERENCE: 1996-97 Proposed Budget - Pg. 19-1

AUTHORITY: The Department of Agriculture, Weights and Measures within the county was established 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 was established to enforce veterinary disease control laws and regulations under authority of the California Food and Agricultural Code, Sections 2301-2344 and the County of San Diego Administrative Code.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,142,191	\$5,034,419	\$5,199,834	\$5,238,189	\$5,398,276	3.1
Services & Supplies	402,967	512,459	612,274	426,316	454,482	6.6
Other Charges	22,205	134,428	31,557	69,000	69,000	0.0
Fixed Assets	14,928	47,253	61,447	0	0	0.0
Operating Transfers	128,836	(1,762)	0	0	0	0.0
TOTAL DIRECT COST	\$5,711,127	\$5,726,797	\$5,905,112	\$5,733,505	\$5,921,758	3.3
PROGRAM REVENUE	(3,689,180)	(4,187,905)	(3,925,728)	(3,703,047)	(4,072,217)	10.0
NET GENERAL FUND CONTRIBUTION	\$2,021,947	\$1,538,892	\$1,979,384	\$2,030,458	\$1,849,541	(8.9)
STAFF YEARS	114.75	115.95	114.54	114.58	118.08	3.1

PROGRAM MISSION

See departmental mission statement on the department summary sheet.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Estimated actual net county costs were lower than budgeted due to the realization of unanticipated revenue increases at the Otay Mesa Border station from inspections of increased produce shipments. Estimated actual staff years were lower than budgeted due in part to positions held vacant to offset retirement pay offs and in part to recruitment/retention problems.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Achievement of FY 1995-96 Output Objectives are reflected under the Performance Indicator portion of the FY 1996-97 Adopted Budget.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental outcome and output objectives on department summary sheet.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration/Technical/Clerical/Indirect Support [10.00 SY; E = \$541,802; R = \$449,291; NCC = \$92,511]
 - o Mandated/Discretionary Service Level.
 - o Department-wide management, budgeting, fiscal, personnel and clerical support.
 - o Legislative tracking and analysis.
 - o Payroll, purchasing, accounting activities, and automation/data processing interface.
 - o Agricultural Services support.
 - o Agriculture/Weights and Measures Enforcement support.

2. Enforcement Functions [61.5 SY; E = \$3,265,506; R = \$1,949,648; NCC = \$1,315,858]
 - o Mandated/Mandated Service Level.
 - o Pest exclusion activities.
 - o Pesticide use enforcement and worker health and safety programs.
 - o Added 1.00 SY Intermediate Clerk Typist for processing Notices of Proposed Action (NOPAS).
 - o Seed, nursery, and apiary inspections.
 - o Enforcing fruit, nut, honey, egg and vegetable standards.
 - o Added 1.0 SY Ag/Standards Inspector and associated revenue for Imported Foods Inspection Program.
 - o Device inspection and consumer protection programs.

3. Agricultural Services [46.58 SY; E = \$2,114,450; R = \$1,673,278; NCC = \$441,172]
 - o Mandated/Discretionary Service Level.
 - o Pest detection/eradication/control (including structural pest control) activities.
 - o Laboratory Services including entomology, nematology, plant pathology and virology functions.
 - o Added 1.00 SY Insect Detection Specialist II for increased pest detection contract activities.
 - o Added .50 SY Insect Detection Specialist I for Urban Exotic Pest Detection Survey activities.
 - o Environmental Management Services.
 - o Enforcement of Watershed Management Policy and coordinating prescribed burns.
 - o Hazardous Materials Inventories at agricultural sites.
 - o Enforcement of veterinary disease control laws and regulations.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
Pest Control Registration	\$12,840	\$7,100	\$7,100	0
Certified Producers	7,574	3,500	3,500	0
Farmers Market	600	400	400	0
Shipping Permit	148,537	136,000	136,000	0
AB 2187 Inventory Hazardous Materials	33,900	40,000	40,000	0
Imported Food Inspection	434,269	221,319	277,072	55,753
Vertebrate Bait Sales	44,304	55,000	55,000	0
Miscellaneous (Fines & Forfeitures/Other)	37,536	0	0	0
Organic Foods Law	17,335	3,000	3,000	0
Structural Pest Control Exams	7,180	2,500	2,500	0
Device Registration	311,560	316,310	316,310	0
Device Testing (Reinspections)	12,999	10,000	10,000	0
Sub-Meter Inspections	218,871	123,583	130,000	6,417
Veterinarian Service Fees	38,795	53,600	53,600	0
Animal Damage Control Program	0	27,073	27,073	0
Laboratory Fees	0	10,000	10,000	0
Miscellaneous	20,508	0	0	0
Sub-Total	\$1,346,808	\$1,009,385	\$1,071,555	\$62,170
OTHER:				
Road Fund (Plant Pests)	156,280	174,534	249,570	75,036
Airport Enterprise	18,287	12,000	12,000	0
Special Districts	14,672	3,300	3,300	0
Seed Agreement	6,670	2,500	2,500	0
Agricultural Enterprises	1,709	0	0	0
Apiary Inspections	80	0	0	0
Veterinarian Offset	277,000	259,000	259,000	0
Grazing Land Fund Offset	16,562	18,000	18,000	0
Watershed Management	27,556	47,950	47,950	0
Misc. Revenue Prior Year	(162,932)	0	0	0
Sub-Total	\$355,884	\$517,284	\$592,320	\$75,036
LOCAL ASSISTANCE:				
State Nursery Contract	\$60,065	\$105,164	\$62,634	(42,530)
State Egg Quality Control Contract	30,367	28,450	37,115	8,665
AB 3765 - Pesticide Use Enforcement	105,315	107,536	107,536	0
Detection Contract (Medfly, etc.)	785,723	761,919	903,000	141,081
100% Pesticide Use Reporting	81,250	65,000	65,000	0
100% Pesticide Application Reporting	38,415	20,000	20,000	0
Device Repairman	3,002	2,500	2,500	0
Petroleum Products Inspections	31,752	25,704	31,752	6,048
Weighmaster Petroleum Inspections	3,528	3,843	3,843	0
Sub-Total	1,139,417	1,120,116	1,233,380	113,264
SUBVENTION:				
Gas Tax Subvention	\$741,263	\$741,263	\$859,963	118,700
Pesticide Dealers Tax	1,475	1,825	1,825	0
Pesticide Enforcement Mil Subvention	334,281	306,574	306,574	0
Salary Subvention	6,600	6,600	6,600	0
Sub-Total	\$1,083,619	\$1,056,262	\$1,174,962	\$118,700
Total	3,925,728	3,703,047	4,072,217	369,170

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	1,979,384	2,030,458	1,849,541	(180,917)
Sub-Total	1,979,384	2,030,458	1,849,541	(180,917)
Total	1,979,384	2,030,458	1,849,541	(180,917)

EXPLANATION/COMMENT ON PROGRAM REVENUES

- ♦ Mexico has increased its production of fruit and vegetables due to the change in economic climate and improved trade relationships with the United States (NAFTA). These factors have resulted in the increased importation of produce and a need for increased inspection services at the Otay Mesa Border Station.
- ♦ Enhancement of roadside weed spraying activities performed by Agriculture, Weights and Measures for the Department of Public Works, has been funded by the Road Fund.
- ♦ California Department of Food and Agriculture renegotiated the contract for inspection of saleable nursery stock resulting in a decrease in budgeted revenue for this department.
- ♦ Budgeted fees for the Animal Damage Control Program and the Plant Pathology/Entomology/Nematology lab, have not been implemented due to the unfavorable position of levying any new or increased fees on regulated industry. As these fees mostly affect the general public they are now scheduled for inclusion in the department's fees schedule by January, 1997.
- ♦ Successful renegotiations with the State of California have resulted in an increase in the amount of annual contracts such as the Pest Detection, Egg Quality Control and Petroleum Products Inspection Contracts.
- ♦ The California Department of Food and Agriculture, has reassessed allocation formulas used for the distribution of Unrefunded Gas Tax Revenues to the counties to offset agricultural programs at the local level resulting in an overall base increase.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: AGRICULTURAL PROTECTION					
<u>OUTCOME (Planned Result)</u>					
Receive reports of zero new infestations of exotic pests.	0	1*	1*	0	0
<u>EFFECTIVENESS (Input/Outcome)</u>					
** Program cost for zero new infestations of exotic pests.	\$1,437,699	\$1,405,900	\$1,476,923	\$1,374,100	\$1,463,000
<u>OUTPUT (Service or Product)</u>					
Packages Inspected at Points of Entry	844,506	727,799	985,252	850,000	830,000
Pest Detection Trap Servicing	279,946	257,047	241,535	260,000	260,000
Agricultural Laboratory Samples Analyzed***	9,593	7,090	7,984	6,000	6,500
Veterinary Laboratory Necropsies****	3,438	3,315	3,028	3,500	3,000
Nursery Acreage Inspected	7,401	7,289	6,382	4,700	5,500
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Package Inspected	\$0.31	\$0.35	\$0.26	\$0.31	\$0.30
Cost Per Trap Serviced	\$2.56	\$2.63	\$3.02	\$2.70	\$3.00
Cost Per Agric. Lab Sample Analyzed	\$16.68	\$22.72	\$22.07	\$20.00	\$22.00
Cost Per Veterinary Lab Necropsy	\$62.00	\$70.55	\$77.11	\$65.00	\$75.00
Cost Per Nursery Acre Inspected	\$11.63	\$11.00	\$12.79	\$13.00	\$12.00

* **Magnolia White Scale** - December 1994; **Mexican Fruit Fly** - November 1995. Infestations not denoted which have ongoing eradication efforts in place are: **White Garden Snail** - August 1985; **Formosan Termite** - March 1992; **Giant Whitefly** - October 1992.

** Program costs reflect direct cost only and do not include external or internal overheads. Offsetting revenues are not included in the program costs.

*** Agricultural Laboratory Samples Analyzed include diseased plant samples (fungal, bacterial, viral and physiological), insect identifications (fruit fly quarantine and Africanized Honey Bee), nematology tests performed on plant root samples arriving in shipments under state quarantine.

**** Veterinary Laboratory Necropsies include; tissue analysis or microscopic exams used to determine cause of death, disease prognosis and organ abnormalities; rabies testing and bacterial cultures; and, special lab diagnostic testing such as Polymerase Chain Reaction (PCR) - blood testing for pathogens.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 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.	\$488,214	\$444,861	\$575,585	\$482,175	\$472,175
<u>OUTPUT (Service or Product)</u>					
Pre-Site Evaluation	208	124	149	175	175
Pesticide Inspections	3,071	3223	3,428	1768	2,000
Pesticide Investigations	225	180	147	200	200
Restricted Materials Permits Issued	650	652	535	600	600
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Pre-Site Evaluation	\$53.00	\$41.00	\$54.85	\$41.00	\$41.00
Cost Per Pesticide Inspection	\$65.00	\$67.00	\$101.89	\$125.00	\$100.00
Cost Per Pesticide Investigation	\$835.00	\$635.00	\$941.62 **	\$670.00	\$800.00
Cost Per Permit Issuance	\$138.00	\$168.00	\$149.00	\$200.00	\$175.00

* Program costs reflect direct cost only and do not include external or internal overheads. Offsetting revenues are not included in the program costs.

** Increased time for pesticide investigations is largely due to the complex, time consuming nature of some structural pest control cases undertaken in the fiscal year reflected. Other factors include the time necessary to mediate conflicts that arise from the impact of agricultural interface on our urban communities.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C: CONSUMER PROTECTION					
<u>OUTCOMES (Planned Result)</u>					
95% Industry Compliance	92%	91.39%	95%	95%	95%
<u>EFFECTIVENESS (Input/Outcome)</u>					
* Program costs to achieve current industry compliance level.	\$559,334	\$769,645	\$607,467	\$504,765	\$512,700
<u>OUTPUTS (Service/Product)</u>					
Cartons Inspected	19,515,624	20,672,244	28,929,064	19,000,000	20,000,000
Devices Inspected	32,429	39,057	31,255	29,500	29,500
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Carton Inspected	\$.01	\$0.02	\$.01	\$0.01	\$0.01
Cost Per Device Inspected	\$11.23	\$9.12	\$10.18	\$10.67	\$10.60
ACTIVITY D: CUSTOMER SATISFACTION					
<u>OUTCOMES (Planned Result)</u>					
Achieve 100% Customer Satisfaction rating as measured by annual surveys.	89.9%	89.5%	91.8%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
* Program costs to meet the highest possible satisfaction rating.	\$5,711,127	\$5,726,797	\$5,905,112	\$5,733,505	\$5,921,758
<u>OUTPUTS (Service/Product)</u>					
Random Satisfaction Survey Mailings	1,500	2,319	2,158	2,000	2,000
Number of Satisfaction Surveys Analyzed	76	229	180	200	200
Host Annual Industry Feedback Meeting	1	1	1	1	1
Integrated Pest Management Meeting	4	4	4	4	4
Agricultural Commissioner's Quarterly Pesticide Meeting (Code Requirement)	4	4	4	4	4
<u>EFFICIENCY (Input/Output)</u>					
Cost per Capita	\$2.18	\$2.17	\$2.22	\$2.16	\$2.20

* Program costs reflect direct cost only and do not include external or internal overheads. Offsetting revenues are not included in the program costs.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2102	Agr. Comm/Sealer, Wts. & Meas.	1	1.00	1	1.00	81,283	84,062
2120	County Veterinarian	1	1.00	1	1.00	66,224	56,019
2236	Dep. Dir, Agricultural Services	1	1.00	1	1.00	59,717	61,755
2237	Dep Dir Regulatory Enfcmnt	1	1.00	1	1.00	70,263	61,755
2369	Admin. Services Manager II	1	1.00	1	1.00	54,533	56,397
2403	Accounting Technician	1	1.00	1	1.00	26,005	25,815
2510	Senior Account Clerk	1	1.00	1	1.00	23,853	24,673
2700	Intermediate Clerk	4	4.00	5	5.00	77,947	100,377
2730	Senior Clerk	7	7.00	7	7.00	160,437	172,711
2745	Supervising Clerk	1	1.00	1	1.00	27,660	28,611
2757	Administrative Secretary II	1	1.00	1	1.00	21,991	23,709
2758	Administrative Secretary III	1	1.00	1	1.00	30,653	31,703
3009	Word Processor Operator	1	1.00	1	1.00	20,586	21,295
3119	Departmental Computer Spec II	1	1.00	1	1.00	33,617	36,338
3514	Environmental Mngmnt Spec III	1	1.00	1	1.00	45,983	47,558
3940	Ag Civil Actions Investigator	1	1.00	1	1.00	46,440	49,795
4210	Assoc Veterinary Pathologist	1	0.50	1	0.50	23,566	24,652
4230	Veterinary Pathologist	1	1.00	1	1.00	49,502	44,544
4318	Histology Technician	1	0.50	1	0.50	15,693	16,418
4321	Sr. Clinical Lab Tech	1	1.00	1	1.00	40,141	41,515
4330	Laboratory Assistant	1	1.00	1	1.00	22,548	22,930
4351	Senior Lab Assistant	3	2.00	3	2.00	50,234	52,501
5377	Produce Inspector	2	2.00	2	2.00	50,854	53,795
5378	Senior Produce Inspector	1	1.00	1	1.00	28,779	30,695
5379	Dep Sealer, Commodities Reg	1	1.00	1	1.00	42,203	43,646
5392	Agric. Standards Inspector	12	11.58	13	12.58	396,115	449,618
5393	Senior Agric. Standards Inspe	28	28.00	28	28.00	1,106,356	1,142,974
5394	Supv Agric. Standards Inspect	5	5.00	5	5.00	233,649	232,564
5397	Senior Insect Detection Spec.	3	3.00	3	3.00	88,284	87,366
5399	Insect Detection Specialist II	27	16.00	28	17.00	383,854	372,423
5400	Insect Detection Specialist I	0	0	1	0.50	0	8,838
5402	Pest Management Tech II	6	6.00	6	6.00	173,018	166,254
5404	Supv Pest Management Tech	1	1.00	1	1.00	32,944	30,437
5409	Agric. Program Dev. Specialist	1	1.00	1	1.00	49,314	51,007
5410	Deputy Agric. Comm. & Sealer	4	4.00	4	4.00	198,051	205,888
5426	Senior Economic Entomologist	1	1.00	1	1.00	53,246	55,074
5450	Supv Plant Path/Nematologist	1	1.00	1	1.00	46,490	50,248
5453	Watershed Manager	1	1.00	1	1.00	42,198	43,646
9999	Extra Help	70	1.00	70	1.00	8,990	8,990
Total		197	114.58	201	118.08	\$3,983,221	\$4,118,596
Salary Adjustments:						(11,105)	3,373
Premium/Overtime Pay:						0	6,420
Employee Benefits:						1,373,845	1,400,627
Salary Savings:						(107,772)	(109,513)
VTO Reductions:						(0)	(21,227)
Total Adjustments						\$1,254,968	\$1,279,680
Program Totals		197	114.58	201	118.08	\$5,238,189	\$5,398,276

PROGRAM: Fish and Wildlife

DEPARTMENT: AGRICULTURE, WEIGHTS AND MEASURES

PROGRAM: Fish and Wildlife
MANAGER: Kathleen Thuner

ORGANIZATION #: 4800
REFERENCE: 1996-97 Proposed Budget - Pg. n/a

AUTHORITY: County Administrative Code Section 286 and Fish and Game Code Section 13100 et. seq.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$0	\$0	\$0	\$4,000	100.0
Other Charges	0	0	0	0	35,436	100.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$39,436	100.0
Fine & Miscellaneous Revenue	0	0	0	0	(16,250)	(100.0)
Fund Balance	0	0	0	0	(23,186)	(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

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

This program was shifted to the Agriculture department in FY 1996/97. Expenditures and revenues prior to FY 1996/97 were contained in the Parks and Recreation department budget. Actual revenues were greater than budgeted due to an increase in civil penalties from City of San Diego and District Attorney suits for environmental violations received during the 1995-96 fiscal year. Expenditures decreased due to a decline in the amount of grant funds requested and therefore granted. Grant funds were awarded in fiscal year 1995/96 to Huck/Finn Environmental Education and Maurice Weinberger Kid's Fishing Day.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Although the Commission did not formally adopt objectives for Fiscal Year 1996-97, 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 appropriate recreational opportunities related 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 facts 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.

ANIMAL CONTROL

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Animal Health & Regulation	\$5,401,522	\$6,195,760	\$6,059,347	\$6,022,510	\$6,458,243	435,733	7.2
Public Education - Spay/Neuter	\$8,395	\$39,136	\$45,907	\$60,000	\$60,101	101	0.2
TOTAL DIRECT COST	\$5,409,917	\$6,234,896	\$6,105,254	\$6,082,510	\$6,518,344	\$435,834	7.2
PROGRAM REVENUE	(4,768,120)	(4,777,901)	(4,843,964)	(5,439,891)	(5,412,668)	27,223	(0.5)
NET GENERAL FUND COST	\$641,797	\$1,456,995	\$1,261,290	\$642,619	\$1,105,676	\$463,057	72.1
STAFF YEARS	137.7	146.21	145.63	144.00	144.00	0.00	0.0

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.

1996-97 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 25 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 30,000 impounded animals.
 - a. Provide emergency medical service, treatment, vaccinations, and exams for 30,000 animals through contract and on-site veterinarians.
 - b. Feed and shelter over 30,000 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 percent of patrol officer responses to citizen's complaints are within response time guidelines.
 - a. Patrol officers annually make 38,000 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 from animals.
4. Operate an In-House Spay/Neuter Program.
 - a. Alter 2,050 cats and dogs prior to adoption to help reduce pet overpopulation.
5. Increase by 2% 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 4,500 calls on the low-cost spay/neuter referral hotline.
6. Obtain the services of volunteers at a savings of \$108,205 annually.
 - a. Manage and coordinate 6,700 Animal Control Reserve and Shelter Volunteer hours.

Department of Animal Control

OFFICE OF THE DIRECTOR

Director of Animal Control	1.0
Assistant Director of Animal Control	1.0
Administrative Secretary III	<u>1.0</u>
Total	3.0

ANIMAL CARE AND ENFORCEMENT

Management of Animal Care and Enforcement Operations

Chief, Animal Control Operations	1.0
Animal Control District Manager	4.0
Animal Control Officer IV	<u>5.0</u>
Total	10.0

SUPPORT SERVICES

Management of Support Services; EDP Services; Public Relations & Volunteer Services

Administrative Services Manager II	1.0
Animal Control Officer IV	1.0
Department Computer Specialist	<u>1.0</u>
Total	3.0

FIELD ENFORCEMENT

Enforce Animal Regulation Laws; Rescue Injured Animals; Impound Strays; Investigate Animal Related Complaints and Humane Cases

Animal Control Officer III	8.0
Animal Control Officer II	<u>32.0</u>
Total	40.0

KENNELS

Shelter Lost, Abandoned & Impounded Animals; Screen & Process Animal Adoptions

Animal Control Officer II	5.0
Animal Control Officer I	<u>13.0</u>
Total	18.0

PERSONNEL & TRAINING

Personnel Administration; Payroll; Training

Administrative Assistant II	1.0
Animal Control Officer IV	1.0
Senior Payroll Clerk	1.0
Payroll Clerk	<u>1.0</u>
Total	4.0

BUDGET & CONTRACT ADMINISTRATION

Budgeting; Fiscal & Accounting; Contract Administration; Supply

Administrative Assistant III	1.0
Accounting Technician	2.0
Supervising Clerk	1.0
Senior Account Clerk	2.0
Intermediate Account Clerk	<u>2.0</u>
Total	8.0

DANGEROUS DOG TASK FORCE

Investigate, Register & Track Dangerous Dogs

Animal Control Officer IV	1.0
Animal Control Officer III	1.0
Animal Control Officer II	1.0
Intermediate Clerk Typist	<u>1.0</u>
Total	4.0

SHELTER CLERICAL SUPPORT

Clerical Support to Field Enforcement & Kennels; Counter Service to the Public

Senior Clerk	3.0
Intermediate Account Clerk	6.0
Intermediate Clerk Typist	<u>5.0</u>
Total	14.0

LICENSING

Enforce Animal Licensing Laws; License Canvassing

Animal Control Licensing Manager	1.0
Animal Control Officer III	2.0
Animal Control Officer II	4.0
Animal Control Officer I	<u>19.0</u>
Total	26.0

DISPATCH

Dispatch & 24-Hour Emergency Phone

Senior Animal Control Dispatcher	1.0
Animal Control Dispatcher	<u>8.0</u>
Total	9.0

MEDICAL

Emergency Medical Treatment; Vaccinate, Spay/Neuter & Microchip Adoption Animals

Veterinarian	2.0
Veterinary Assistant	<u>3.0</u>
Total	5.0

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,986,617	5,224,023	5,314,849	5,366,555	5,558,991	3.6
Services & Supplies	414,905	616,087	681,942	637,955	569,252	(10.8)
Fixed Assets	0	355,650	62,556	18,000	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	330,000	100.0
TOTAL DIRECT COST	\$5,401,522	\$6,195,760	\$6,059,347	\$6,022,510	\$6,458,243	7.2
PROGRAM REVENUE	(4,701,670)	(4,667,826)	(4,782,935)	(5,379,891)	(5,352,668)	(0.5)
NET GENERAL FUND CONTRIBUTION	\$699,852	\$1,527,934	\$1,276,412	\$642,619	\$1,105,575	72.0
STAFF YEARS	137.7	146.21	145.63	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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

1995-96 actual expenditures include \$176,293 in appropriations which are not included in the budgeted amounts (\$84,059 in Employee Compensation Insurance, prior year expenditures of \$51,302 for Services & Supplies, and prior year expenditures of \$40,932 for Fixed Assets). Reduced revenues of \$596,956 account for the major portion of the difference between 1995-96 actual and budgeted net general fund contribution. Revenue shortfalls are partially offset by expenditure savings of \$139,456 achieved by the department primarily through a self-imposed hiring freeze.

Reduced revenues resulted mainly from: \$287,015 less than budgeted in contract city Animal Licenses; elimination of \$64,000 in one-time revenue from the Florence Riford trust which reduced expenditures by the same amount; \$58,415 in over-budgeted contract revenue; \$55,227 less from the mid-year cancellation of the contract with the City of Lemon Grove; \$43,008 less in fees for home quarantines; \$42,140 less in veterinary services and rabies clinics due to a shortage of staff veterinarians and greater participation by private veterinarians in rabies clinics; and, \$10,995 less from the reduced demand for animals for medical research.

ACHIEVEMENT OF 1995-96 OBJECTIVES

The department met or exceeded 1995-96 objectives by:

- Having over 146,000 dogs licensed that have proof of current rabies vaccination (4.9% above goal of 140,000).

Because of staffing shortages necessitated by revenue shortfalls, the department fell short of 1995-96 objectives by:

- Providing for the health and welfare of only 31,986 impounded animals (91.3% of 35,000 goal).
- Saving \$74,952 utilizing volunteer workers (69.3% of \$108,25 goal).
- Responding to citizen's complaints within response guidelines only 78% of the time (below goal of 85%).

1996-97 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, along with the Veterinary Medical Association, over 25 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 30,000 impounded animals.
 - a. Provide emergency medical service, treatment, vaccinations, and exams for 30,000 animals through contract and on-site veterinarians.
 - b. Feed and shelter over 30,000 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 percent of patrol officer responses to citizen's complaints are within response time guidelines.
 - a. Patrol officers annually make 38,000 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 \$ 108,205 annually.
 - a. Recruit, train, manage and coordinate 6,700 Animal Control Reserve and Shelter Volunteer hours.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. ADMINISTRATION, DATA PROCESSING, VOLUNTEER SERVICES, AND CONTRACT SUPERVISION [18.00 SY; E = \$987,035; 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 eight 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 [53.00 SY; E = \$2,338,813; R = \$1,078,864] including support personnel:
- o Mandated/Discretionary service level.
 - o Rescue injured animals.
 - o Quarantine biter dogs.
 - o Investigate humane cases and initiate prosecution as required to enforce anti-cruelty laws.
 - o Impound stray animals.
 - o Investigate animal-related complaints.
 - o Patrol, issue citations, and enforce local, state, and federal laws.
 - o Return lost dogs in the field to their owners.
 - o Present animal-related cases to the District Attorney and city attorneys for prosecution.
 - o Inspect and license commercial kennels.
 - o Conduct dangerous dog investigations and hearings.
 - o Register and track dangerous dogs and/or other public nuisances.
 - o Inspect declared dangerous dog owners' property annually.
 - o Liaison with the District Attorney, city attorneys, and courts.
 - o Operate and manage vehicles and equipment.
 - o Interface with other law enforcement agencies.
3. SHELTER/KENNEL [42.00 SY; E = \$1,681,209; R = \$1,111,958] including support personnel:
- o Mandated/Discretionary service level.
 - o Provide counter service to the public.
 - o Track the status of an average of 600 animals per day.
 - o Maintain adoption, impound, lost and found records.
 - o Disseminate Spay/Neuter Referral Program information.
 - o Process over 375,000 incoming calls/requests for information or services.
 - o Maintain dispatch and 24-hour emergency phone operations.
 - o Collect, process, reconcile, and deposit licensing and shelter fees for adopted and impounded animals.
 - o Provide shelter for lost/abandoned/impounded animals.
 - o Euthanize animals humanely.
 - o Sanitize kennels.
 - o Feed and care for animals.
 - o Screen and process adoptions.
4. MEDICAL SERVICES [5.00 SY; E = \$304,473; R = \$263,299] including support personnel:
- o Mandated/Discretionary service level.
 - o Provide emergency medical treatment.
 - o Vaccinate animals.
 - o Screen the health of adoption animals.

- o Spay/neuter and microchip adoption animals.
 - o Assist with medical treatment and follow-up.
5. LICENSING [26.00 SY; E = \$1,146,713; R = \$2,725,689] including support personnel:
- o Mandated/Discretionary service level.
 - o Generate and process \$2.8 million in dog license revenue.
 - o Maintain dog license records.
 - o Staff and schedule rabies clinics.
 - o Enforce all animal licensing laws.
 - o Provide license canvassing.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
FEES:				
Animal Licenses	\$2,438,674	\$2,725,689	\$2,725,689	0
Kennel Licenses	11,215	10,600	10,600	0
Animal Control Fines	3,539	5,000	5,000	0
Animal Shelter Fees	175,332	174,305	174,305	0
Rabies Vaccination	26,136	32,000	32,000	0
Veterinarian Fees	120,860	163,000	150,000	(13,000)
Board Fee	63,910	63,000	63,000	0
Return Check Fee	238	0	0	0
Sub-Total	\$2,839,904	\$3,173,594	\$3,160,594	\$(13,000)
CONTRACTS:				
City Contracts	1,823,181	1,964,297	2,031,074	66,777
Other Misc. Government	14,005	25,000	8,000	(17,000)
Sub-Total	\$1,837,186	\$1,989,297	\$2,039,074	\$49,777
OTHER MISC./TAXABLE:				
Other Misc./Taxable	\$100,681	\$207,689	\$143,689	(64,000)
Recovered Expenditures	4,803	9,311	9,311	0
	361	0	0	0
Sub-Total	\$105,845	\$217,000	\$153,000	\$(64,000)
Total	\$4,782,935	\$5,379,891	\$5,352,668	\$(27,223)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
GENERAL FUND SUPPORT COSTS:	\$1,276,412	\$642,619	\$1,105,575	462,956
Sub-Total	\$1,276,412	\$642,619	\$1,105,575	\$462,956
Total	\$1,276,412	\$642,619	\$1,105,575	\$462,956

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues consist of fees, fines, licenses, city contracts, and donations.

Changes to budgeted revenue include: a decrease of \$13,000 in Veterinarian Fees account to offset reduced appropriations associated with the Pet Assistance Foundation Spay/Neuter Contract from \$40,000 to \$27,000; decrease of \$17,000 in Other Misc. Government account associated with fewer animals going to the University of San Diego for medical research; decrease of \$64,000 in Other Misc./Taxable account associated with elimination of one-time revenues and expenditures budgeted for the remodel of the Riford Medical Center. City contract revenue was increased by \$66,777 to offset their portion of salary and benefit increases.

The increase in budgeted general fund support costs are a combination of negotiated salary and benefit increases, and a one-time appropriation of \$330,000 for new patrol vehicles.

FIXED ASSETS

Category	Total Cost
----------	------------

Total	\$0
-------	-----

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
----------	------------

Patrol Trucks	\$330,000
---------------	-----------

Total	\$330,000
-------	-----------

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: RABIES CONTROL/DOG LICENSING					
% OF RESOURCES: 17.8%					
<u>OUTCOME (Planned Result)</u>					
# Rabies-free human/domestic animals	2,625,000	2,675,000	2,804,427	2,825,000	3,037,746
<u>EFFECTIVENESS (Input/Outcome)</u>					
Rabies/License Program Cost	\$.13	\$.16	\$.32*	\$.37*	\$.38
<u>OUTPUT (Service or Product)</u>					
Total # of dog licensed	138,832	138,722	146,798	140,000	140,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per animal licensed	\$2.93	\$3.27	\$6.07*	\$7.48*	\$8.19
* A more precise method of allocating costs to divisions was employed beginning in FY 1995-96, shifting costs from the patrol division to the licensing division.					
ACTIVITY B: SHELTER/KENNEL					
% OF RESOURCES: 26.1%					
<u>OUTCOME (Planned Result)</u>					
Compliance with Health and Safety Code for care of known neglected, abandoned, lost, sick, and injured animals.	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of compliance	\$1,930,950	\$1,670,646	\$1,785,196	\$1,970,150	\$1,985,682
<u>OUTPUT (Service or Product)</u>					
Feed and shelter animals	35,000	31,076	31,986	35,000	30,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per animal for shelter	\$49.93	\$48.50	\$50.25	\$47.68	\$56.04
<u>OUTPUT (Service or Product)</u>					
Provide medical care to all	35,000	31,076	31,986	35,000	30,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per animal for medical care	\$5.24	\$5.26	\$5.56	\$8.61	\$10.15

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C:					
PATROL/ENFORCEMENT PROGRAM					
% OF RESOURCES: 36.3%					
<u>OUTCOME (Planned Result)</u>					
Percentage of officer responses within response guidelines	85%	86%	78%	85%	80%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Patrol Program Cost	\$2,789,242	\$3,123,989	\$1,757,844*	\$2,032,167*	\$2,338,813**
<u>OUTPUT (Service or Product)</u>					
Patrol officer contacts	39,270	35,447	35,452	38,000	38,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per contact	\$71.02	\$88.13	\$49.58*	\$53.47*	\$61.55**

* A more precise method of allocating costs to divisions was employed beginning in FY 1995-96, shifting costs from the patrol division to the licensing division.

** Above amounts include \$330,000 for new patrol vehicles, reflected as a direct cost. The direct cost will be reduced when these funds are transferred to the Department of General Services and are reflected as an indirect cost associated with that department. Approximately \$219,120 or 66.4% of this cost will be recovered through city contract revenues.

**ACTIVITY D:
VOLUNTEER SERVICES**

% OF RESOURCES: 0.6%

OUTCOME (Planned Result)

Dollars saved using volunteers	\$98,960	\$105,056	\$74,952	\$108,205	\$108,205
--------------------------------	----------	-----------	----------	-----------	-----------

EFFECTIVENESS (Input/Outcome)

Cost per dollar saved	\$.40	\$.36	\$.64	\$.36	\$.36
-----------------------	--------	--------	--------	--------	--------

OUTPUT (Service or Product)

Number of volunteer hours	6,502	6,700	4,641	6,700	6,700
---------------------------	-------	-------	-------	-------	-------

EFFICIENCY (Input/Output)

Cost per volunteer hour	\$6.15	\$5.58	\$10.27	\$5.67	\$5.76
-------------------------	--------	--------	---------	--------	--------

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2112	Director of Animal Control	1	1.00	1	1.00	\$88,125	\$91,144
2216	Asst. Dir. of Animal Control	1	1.00	1	1.00	70,261	72,664
2302	Admin. Assistant III	1	1.00	1	1.00	45,983	47,558
2303	Admin. Assistant II	2	1.00	2	1.00	38,399	39,267
2369	Admin. Services Manager II	1	1.00	1	1.00	54,533	56,397
2403	Accounting Technician	2	2.00	2	2.00	49,575	52,145
2493	Intermediate Acct. Clerk	8	8.00	8	8.00	162,830	167,598
2494	Payroll Clerk	1	1.00	1	1.00	18,632	19,998
2510	Senior Account Clerk	2	2.00	2	2.00	44,508	43,714
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,957	25,815
2700	Intermediate Clerk	6	6.00	6	6.00	116,095	120,311
2730	Senior Clerk	3	3.00	3	3.00	71,054	70,793
2745	Supervising Clerk	1	1.00	1	1.00	27,660	28,611
2758	Admin. Secretary III	1	1.00	1	1.00	30,653	31,703
2778	Animal Control Dispatcher	8	8.00	8	8.00	164,847	173,123
2779	Sr. Animal Control Dispatcher	1	1.00	1	1.00	23,749	24,569
3120	Dept. Computer Specialist	1	1.00	1	1.00	41,678	43,109
4225	Veterinarian	3	2.00	2	1.00	91,965	58,295
4226	Chief Veterinarian	0	0.00	1	1.00	0	43,087
5699	Animal Control Dist. Manager	4	4.00	4	4.00	156,015	160,470
5703	Animal Control Officer II	42	42.00	42	42.00	1,110,297	1,135,517
5704	Animal Control Officer I	32	32.00	32	32.00	696,383	726,104
5705	Animal Control Officer III	11	11.00	11	11.00	332,463	336,748
5708	Chief, Animal Control Oper.	1	1.00	1	1.00	48,961	50,633
5709	Animal Control Officer IV	8	8.00	8	8.00	274,528	283,524
5710	Veterinary Assistant	4	3.00	4	3.00	85,739	90,230
5712	Animal Control License Manager	1	1.00	1	1.00	34,320	41,732
9999	Extra-Help	76	0.00	76	0.00	13,727	60,174
Total		223	144.00	223	144.00	\$3,917,937	\$4,095,033
Salary Adjustments:						3,201	22,985*
Premium/Overtime Pay:						207,550	157,550
Employee Benefits:						1,449,735	1,522,473
Salary Savings:						(211,868)	(216,533)
VTO Reductions:						(0)	(22,517)
Total Adjustments						\$1,448,618	\$1,463,958
Program Totals		223	144.00	223	144.00	\$5,366,555	\$5,558,991

*1996-97 Budgeted Salary Adjustment represents net effect of Change Letter addition of 1.00 SY Chief Veterinarian (4226) and deletion of 1.00 SY Veterinarian (4225). Total budgeted salary for Chief Veterinarian is \$64,124 (\$43,087 transferred from Veterinarian, and \$21,037 included in Salary Adjustments). Remaining \$1,948 in Salary Adjustments is additional cost of benefits for the Chief Veterinarian.

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	0	0	0	4,000	4,101	2.5
Services & Supplies	8,395	39,136	45,907	56,000	56,000	0.0
TOTAL DIRECT COST	\$8,395	\$39,136	\$45,907	\$60,000	\$60,101	0.2
PROGRAM REVENUE	(66,450)	(110,075)	(61,029)	(60,000)	(60,000)	0.0
NET GENERAL FUND CONTRIBUTION	\$(58,055)	\$(70,939)	\$(15,122)	\$0	\$101	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Promote responsible pet ownership and help relieve the pet overpopulation problem.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Expenditures promoting spaying and neutering of pets occurred in both the Animal Health & Regulation Program and the Public Education Spay/Neuter Program. To reduce the fiscal impact of the expenditures that occurred in the Animal Health & Regulation Program, \$15,122 was deposited into the general fund from the In-House Spay/Neuter Trust Fund.

ACHIEVEMENT OF 1995-96 OBJECTIVES

The department met or exceeded 1995-96 objectives by increasing the number of licenses sold for spayed/neutered animals by 3% (higher than goal of 2%).

Because of department-wide staffing shortages necessitated by revenue shortfalls, the department fell short of 1995-96 objectives by altering only 1,906 animals prior to adoption (93% of goal of 2,050). All persons adopting unaltered animals were required to deposit a fee, refundable when they submit proof that the animal was altered.

1996-97 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 4,500 calls on the low-cost spay/neuter referral hotline.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Coalition for Pet Population Control [0.00 SY; E = \$4,101; 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
FEES:				
Humane Services - Animal Spay Clinic	26,000	60,000	60,000	0
Veterinarian Fees (Spay/Neuter Trust Fund Transfer)	35,029	0	0	0
Sub-Total	\$61,029	\$60,000	\$60,000	\$0
Total	\$61,029	\$60,000	\$60,000	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$(15,122)	\$(0)	\$101	101
Sub-Total	\$(15,122)	\$0	\$101	\$101
Total	\$(15,122)	\$0	\$101	\$101

EXPLANATION/COMMENT ON PROGRAM REVENUES

Humane Services - Animal Spay Clinic Revenue is derived from the In-House Spay/Neuter Trust Fund whose receipts are from fees for spay/neuter surgery which are included in the department's adoption charge.

A portion of the Animal License Revenue collected is set aside in the Spay/Neuter Surcharge Trust Fund to assist low-income pet owners with the costs of spaying/neutering their animals. For 1995-96, \$35,029 (\$5,865 remaining in the trust fund from prior year set asides, and \$29,164 deposited into the trust fund in FY 95/96) was transferred from the Spay/Neuter Trust fund to cover these spay/neuter assistance expenditures.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: IN-HOUSE SPAY/NEUTER PROGRAM					
% OF RESOURCES: 58%					
<u>OUTCOME (Planned Result)</u>					
Provide In-House Spay/Neuter Program	1	1	1	1	1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of In-House Spay/Neuter Program	\$41,400	\$28,500	\$35,000	\$35,000	\$35,000
<u>OUTPUT (Service or Product)</u>					
Alter animals prior to adoption	2,015	1,136*	1,906**	2,050	2,050
<u>EFFICIENCY (Input/Output)</u>					
Cost per animal	\$20.54	\$25.08	\$18.36	\$17.07	\$17.07

* Estimated actuals are significantly less than budgeted due to severe shortages in veterinary staff throughout year.

** All persons adopting unaltered animals were required to deposit a fee, refundable when they submit proof that the animal was altered.

**ACTIVITY B:
PUBLIC EDUCATION/LOW-COST SPAY/NEUTER REFERRAL**

% OF RESOURCES: 40%

OUTCOME (Planned Result)

Increase the number of licenses sold for spayed/neutered pets	3%	3%	3%	2%	2%
---	----	----	----	----	----

EFFECTIVENESS (Input/Outcome)

Cost to increase the number of licenses sold for spayed/neutered pets	N/A	N/A	\$10,322	\$24,000	\$22,095
---	-----	-----	----------	----------	----------

OUTPUT (Service or Product)

Print and distribute 300,000 pieces of educational material	301,500	310,251	140,000*	300,000	300,000
---	---------	---------	----------	---------	---------

EFFICIENCY (Input/Output)

Cost per item distributed	\$.06	\$.06	\$.06	\$.06	\$.06
---------------------------	-------	-------	-------	-------	-------

OUTPUT (Service or Product)

Refer callers to low-cost spay/neuter veterinarians	2,980	3,900	3,060	3,100	4,500
---	-------	-------	-------	-------	-------

EFFICIENCY (Input/Output)

Cost per referral	\$1.33	\$1.03	\$.63	\$1.33	\$0.91
-------------------	--------	--------	-------	--------	--------

* Because of department wide staffing shortages necessitated by revenue shortfalls, the department did not sponsor or participate in several events where educational material has been distributed in prior years (e.g., Pitchers for Pets, the Del Mar Fair, and various job fairs).

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
9999	Extra Help	0	0.00	0	0.00	\$3,716	\$3,716
Total		0	0.00	0	0.00	\$3,716	\$3,716
Salary Adjustments:						0	0
Employee Benefits:						284	385
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	0
Total Adjustments						\$284	\$385
Program Totals		0	0.00	0	0.00	\$4,000	\$4,101

CABLE TELEVISION (CATV)

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Video Services	\$462,377	\$931,193	\$1,076,844	\$1,146,437	\$1,815,683	669,246	58.4
TOTAL DIRECT COST	\$462,377	\$931,193	\$1,076,844	\$1,146,437	\$1,815,683	\$669,246	58.4
PROGRAM REVENUE	(1,186,161)	(1,338,925)	(1,339,158)	(725,524)	(1,111,683)	(386,159)	53.2
FUND BALANCE CONTRIBUTION	\$723,784	\$407,732	\$262,314	\$(420,913)	\$(704,000)	(283,087)	67.3
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	3.80	3.91	6.79	8.00	12.00	4.00	50.0

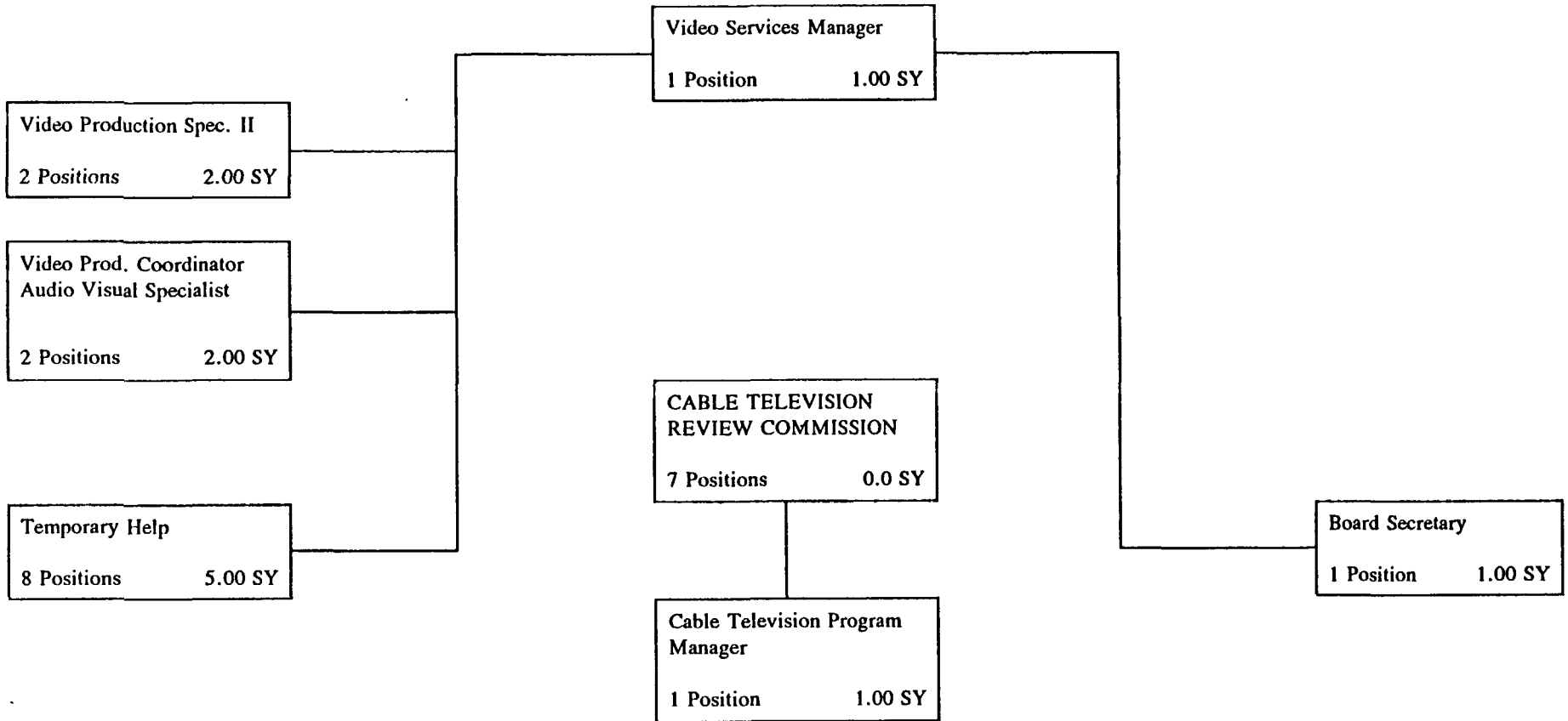
MISSION

It is the mission of the Video Services Program to keep the public informed of the services and activities of County government through programming on the County Television Network (CTN), provide cost-effective video services to County departments, and support the Cable Television Review Commission in the enforcement of rules and regulations of the FCC, including the Telecommunications Act of 1996.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Resolve 100% of subscriber complaints within one week of receipt.
 - a. Review and investigate 300 complaints against local cable companies.
2. Duplicate 100% of VHS tapes requested within two weeks.
 - a. Duplicate 1,000 video programs for other agencies.

**DEPARTMENT OF INFORMATION SERVICES
CABLE TELEVISION (CATV)
VIDEO SERVICES PROGRAM**



21-2

- Program County Television Network (CTN)
- Videotape Board of Supervisors meetings
- Produce training and informational tapes
- Administer Grant Award Program
- Assist County departments with video needs
- Provide technical support/information to Cable Television Review Commission
- Enforcement of Telecommunications Act and FCC Rules
- Franchise compliance and rate regulation of cable companies

PROGRAM: Video Services

DEPARTMENT: CABLE TELEVISION (CATV)

PROGRAM #: 05970

ORGANIZATION #: 5970

MANAGER: Jon W. Fullinwider, Director

REFERENCE: 1996-97 Proposed Budget - Pg. 21-3

AUTHORITY: Part 76 of the F.C.C. Rules designates state and local governments to regulate cable television activities. Section 53066 of the Government Code specifically authorizes the County to regulate this activity. Chapter 16 of the County Code is the County Cable Television Licensing Ordinance. The Commission is authorized by Article XXX11 of the Administrative Code.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$164,742	\$176,012	\$279,011	\$208,502	\$428,830	105.7
Services & Supplies	41,644	86,269	148,166	128,940	139,013	7.8
Other Charges	23,818	13,168	0	18,000	18,000	0.0
Fixed Assets	56,253	484,800	92,593	200,000	0	(100.0)
Operating Transfers	175,920	170,944	557,074	590,995	1,229,840	108.1
TOTAL DIRECT COST	\$462,377	\$931,193	\$1,076,844	\$1,146,437	\$1,815,683	58.4
PROGRAM REVENUE	(1,186,161)	(1,338,925)	(1,339,158)	(725,524)	(1,111,683)	53.2
CATV FUND BALANCE CONTRIBUTION	723,784	407,732	262,314	(420,913)	(704,000)	67.3
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	3.80	3.91	6.79	8.00	12.00	50.0

PROGRAM MISSION

It is the mission of the Video Services Program to keep the public informed of the services and activities of County government through programming on the County Television Network (CTN), provide cost-effective video services to County departments, and support the Cable Television Review Commission in the enforcement of rules and regulations of the FCC, including the Telecommunications Act of 1996.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actual expenses in Salaries and Benefits reflect mid-year consolidation with Health Services Video. These expenses are off-set with funding from Health Services. Services and Supplies expenses were increased due to the fire at the County Administration Center; costs were offset by funding from the Other Charges account. Actuals in Fixed Assets exclude \$100,300 encumbered in the fourth quarter for fiber transport equipment and a multimedia presentation system for the Board chambers. Those expenditures will be reflected in FY 96-97. Actuals in Operating Transfers reflect mid-year transfer of Video Services Manager position from DIS to Video Services, eliminating requirement for annual fund transfer to pay for the position.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Achieved 100% of objective to investigate and resolve subscriber complaints against local cable companies within one week of receipt.

Achieved 100% of objective to fill agency requests for VHS tape copies of video programs within two weeks of request.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Resolve 100% of subscriber complaints within one week of receipt.
 - a. Review and investigate 300 complaints against local cable companies.
2. Duplicate 100% of VHS tapes requested within two weeks.
 - a. Duplicate 1,000 hours of video programs for other agencies.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Video Services [12.00 SY; E = \$1,815,683; R = \$1,815,683]: is responsible for the videotaping and cablecasting of the twice-weekly Board of Supervisors meetings, the production of training tapes for County departments and informational programming educating the public on the various services and programs offered by County departments. The Governmental meetings and informational programs are cablecast to the public on the County Television Network. Video Services, as staff for the Cable Television Review Commission, is also responsible for franchise compliance and rate regulation of cable television companies operating within the unincorporated areas of the County. The function is:

- o Discretionary/Discretionary Service Level
- o Increased \$220,328 in Salaries and Benefits to pay cost of staff transferred from Health Services (DHS) and Information Services (DIS) as part of mid-year, Board approved consolidation of Video Services functions. Revenue was budgeted from DHS to pay position costs. Position transfers included the addition of one Video Production Coordinator (Class 2356), one Audio Visual Specialist (Class 2359), one Video Operations Coordinator reclassified to a Video Services Manager (Class 2360), and one Administrative Assistant II reclassified to a Video Production Specialist II (Class 2318).
- o Increased \$10,073 in Services and Supplies to pay increased maintenance costs for video equipment installed in County Administration Center rooms 302/303, and for increased public liability insurance costs.
- o Decreased \$200,000 in one-time Fixed Asset costs for video equipment.
- o Increased \$638,845 in budgeted operating transfers. Those transfers now include the following:

<u>Description</u>	<u>Amount</u>
To Sheriff for Deputy Sheriff positions	423,640
To Probation for Juvenile Intake & Investigation	514,000
To CAO for Public Information Office	102,200
To Clerk/Board for CAC major maintenance	<u>190,000</u>
	<u>\$1,229,840</u>

The transfers to Probation and The Clerk of The Board were added in FY 96-97. The transfer to the Sheriff was increased by \$2,727 from prior year to fund salary increases. A transfer to DIS of \$67,882 to pay the salary of the Video Services Manager was canceled because the position has been moved to the Video Services Program and is now paid directly from the CATV Salaries and Benefits Account.

(Note: The transfer of \$190,000 to The Clerk of The Board is budgeted from the CATV Fund Interest Earned Account 9190 in Org 5971)

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
License Fees (9159)	\$1,228,564	\$725,524	\$1,015,393	289,869
Recovered Expenditures (9989)	26,285	0	0	0
Interest on Fund Balance (9190)	73,098	0	0	0
Operating Transfer from General Fund (9801)	11,211	0	96,290	96,290
Sub-Total	\$1,339,158	\$725,524	\$1,111,683	\$386,159
Total	\$1,339,158	\$725,524	\$1,111,683	\$386,159

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 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

Operating transfers from the General Fund have been added to off-set the salary cost for video services provided to the Department of Health Services, due to the consolidation of both Cable and Health Services Video Programs. Recovered expenditures reflect collections for VHS video tape duplications.

(Note: Interest on fund balance is budgeted in the CATV Fund Interest Earned Account in Org 5971)

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: CABLE TV REVIEW					
% OF RESOURCES: 7%					
<u>OUTCOME (Planned Result)</u>					
Investigate/resolve complaints	N/A	N/A	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to investigate complaints *	N/A	N/A	\$3,798	\$3,000	\$4,644
<u>OUTPUT (Service or Product)</u>					
Number of complaints from subscribers	N/A	N/A	177	200	300
<u>EFFICIENCY (Input/Output)</u>					
Cost per complaint	N/A	N/A	\$21.46	\$15.00	\$15.48

**ACTIVITY B:
VIDEO SERVICES****% OF RESOURCES: 5%**OUTCOME (Planned Result)

Duplicate 100% of video tapes within two weeks	N/A	N/A	100%	100%	100%
--	-----	-----	------	------	------

EFFECTIVENESS (Outcome/Input)

Cost to provide tape duplication **	N/A	N/A	\$11,286	\$11,130	\$11,130
-------------------------------------	-----	-----	----------	----------	----------

OUTPUT (Service/Product)

Hours of tapes duplicated	N/A	N/A	1,014	1,000	1,000
---------------------------	-----	-----	-------	-------	-------

EFFICIENCY (Output/Input)

Cost per hour of video tape	N/A	N/A	\$11.13	\$11.13	\$11.13
-----------------------------	-----	-----	---------	---------	---------

* Based on 10% of CATV Program Manager salary.

** Based on student worker hourly wage of \$7.42. Each hour of tape duplication requires 1.5 hours to complete.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0472	CATV Review Commissioner	7	0.00	7	0.00	0	0
0966	Cable Television Program Mgr.	1	1.00	1	1.00	37,981	46,442
2318	Video Production Spec. II	1	1.00	2	2.00	38,898	75,377
2356	Video Production Coordinator	0	0.00	1	1.00	0	32,619
2359	Audio Visual Specialist	0	0.00	1	1.00	0	30,739
2360	Video Services Manager	0	0.00	1	1.00	0	43,347
2754	Board Secretary	1	1.00	1	1.00	28,468	29,449
9999	Extra Help	8	5.00	8	5.00	57,075	57,075
Total		18	8.00	22	12.00	\$162,422	\$315,048
Salary Adjustments:						(9)	18,369
Review Commission Costs:						6,600	6,600
Premium/Overtime Pay:						0	0
Employee Benefits:						39,489	88,994
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	(181)
Total Adjustments						\$46,080	\$113,782
Program Totals		18	8.00	22	12.00	\$208,502	\$428,830

FARM AND HOME ADVISOR

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Farm & Home Advisor	\$212,788	\$229,251	\$244,061	\$238,679	\$255,562	16,883	7.1
TOTAL DIRECT COST	\$212,788	\$229,251	\$244,061	\$238,679	\$255,562	\$16,883	7.1
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$212,788	\$229,251	\$244,061	\$238,679	\$255,562	\$16,883	7.1
STAFF YEARS	5.98	5.96	6.00	6.50	6.25	(0.25)	(3.8)

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 9% 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 nutrition and consumer education.
 - a. In accordance with the agreement between the County of San Diego and the University of California, provide 4.25 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.

PROGRAM #: 45801

ORGANIZATION #: 5050

MANAGER: B. Diane Wallace

REFERENCE: 1996-97 Proposed Budget - Pg. 22-3

AUTHORITY: This program was developed for the purpose of carrying out Education Code Section 32330 and the Cooperative Agreement between the University of California and the County of San Diego. This calls for the establishment of a Farm/Home Advisor providing agricultural education, family and consumer science, 4-H and youth development, and marine science education to San Diego residents.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$194,694	\$205,310	\$214,487	\$213,381	\$231,891	8.7
Services & Supplies	18,094	23,941	29,574	25,298	23,671	(6.4)
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$212,788	\$229,251	\$244,061	\$ 238,679	\$255,562	7.1
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$212,788	\$229,251	\$244,061	\$238,679	\$255,562	7.1
STAFF YEARS	5.98	5.96	6.00	6.50	6.25	(3.8)

PROGRAM MISSION

Please refer to Mission on Budget Summary page.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actual expenditures are \$5,382 greater than the budget amount, however, \$12,492 of the actual expenditures are for appropriations which are not part of the adopted budget amounts. These appropriations include Employee Compensation Insurance of \$10,880 and prior year expenditures of \$1,612. With these adjustments the department's actual expenditures are \$7,110 less than budget -- a 3% savings.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Maintained the Cooperative Agreement with the University of California for a County cost of 10% of the total cost of the programs provided.
 - a. With the provided 4.00 staff years, in accordance with the County/University agreement, 428,000 mailings and publications were distributed that supported and notified identified clientele of educational materials and programs provided by the University of California Cooperative Extension staff; 1.00 staff year of field support provided technical assistance to support research projects. Support is at a minimum level, resulting in reduced responsiveness to County administrative requests.
2. Delivered a 4-H and Youth Development program to 8,950 youth countywide with cooperation from 1322 volunteers.
 - a. County support provided for 1.00 clerical staff year for administration of this program.

University programs included are: 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, Bay quality; c) youth development (4-H and youth at risk) and in nutrition and consumer education.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain a cooperative agreement with the University of California for a County cost of 9% 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 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 nutrition and consumer education.

- a. In accordance with the agreement between the County of San Diego and the University of California, provide 4.25 staff years to distribute 425,000 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.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administrative and Support Services [5.25 SY; E = \$223,105; 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 (1420 in the 4-H program)
2. Field Support [1.00 SY; E = \$32,457; 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

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
General Office Support					
% OF RESOURCES: 85%					
<u>OUTCOME (Planned Result)</u>					
University Extension Services received	0	2,086,790	2,086,790	\$2,086,790	\$2,086,790
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per dollar of service received	0	0.10	0.10	\$0.10	\$0.09
<u>OUTPUT (Service or Product)</u>					
Clerical and field service support for Cooperative Agreement	0	5.50	5.50	5.50	5.25
<u>EFFICIENCY (Input/Output)</u>					
Cost per Staff year	0	37,941	37,941	\$37,941	\$37,555
ACTIVITY B:					
4-H Program					
% OF RESOURCES: 15%					
<u>OUTCOME (Planned Result)</u>					
Youth in a 4-H Program	0	8,950	8,950	8,950	8,994
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per youth	\$0	\$3.34	\$3.73	\$3.73	\$3.86
<u>OUTPUT (Service or Product)</u>					
Staff years of clerical support	0	1	1	1	1
<u>EFFICIENCY (Input/Output)</u>					
Per output cost	0	30,000	30,000	\$30,000	\$34,725

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C: ELECTIONS					
% OF RESOURCES: 63%					
<u>OUTCOME (Planned Result)</u>					
Comply with Elections Code for Each Election Conducted	100% 6	100% 2	100% 6	100% 2	100% 1
Provide 100% Precinct Report for Two Major Elections by 2 am of Day Following Election	1:09am	1:04am	12:51am	2:00am	2:00am
<u>EFFECTIVENESS (Input/Outcome)</u>					
Conduct of Elections Cost	\$2,882,606	\$1,902,605	\$2,664,446	\$2,746,141	\$2,412,100
<u>OUTPUT (Service or Product)</u>					
Number of Polls	3,550	1,554	2,033	1,850	1,650
<u>EFFICIENCY (Input/Output)</u>					
Cost per Polls	\$812	\$1,224	\$1,311	\$1,484	\$1,462
<u>OR</u>					
<u>OUTPUT (Service or Product)</u>					
Ballots Counted	1,142,922	803,787	654,550	758,800	1,050,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Ballot Counted	\$2.52	\$2.37	\$4.07	\$3.62	\$2.30

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2758	Administrative Secretary III	0	0.00	1	1.00	0	28,619
2304	Administrative Assistant I	1	0.25	1	0.25	\$7,681	8,040
2757	Administrative Secretary II	1	1.00	0	0.00	25,372	0
2756	Administrative Secretary I	4	4.00	4	4.00	87,855	90,876
7510	Farm Advisor Field Assistant	1	1.00	1	1.00	23,373	24,174
9999	Temporary Extra Help	2	0.25	0	0.00	3,000	1,483
Total		9	6.50	7	6.25	\$147,281	\$153,192
Salary Adjustments:						0	1
ILP:						0	0
Employee Benefits:						66,100	79,617
Salary Savings:						(0)	
VTO Reductions:						(0)	(919)
Total Adjustments						\$66,100	\$78,699
Program Totals		9	6.50	7	6.25	\$213,381	\$231,891

HOUSING & COMMUNITY DEVELOPMENT

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
DEVELOPMENT	\$7,595,384	\$8,823,120	\$11,169,056	\$16,390,403	\$26,280,498	9,890,095	60.3
TOTAL DIRECT COST	\$7,595,384	\$8,823,120	\$11,169,056	\$16,390,403	\$26,280,498	\$9,890,095	60.3
PROGRAM REVENUE	(8,001,520)	(9,038,835)	(14,108,507)	(16,660,856)	(26,607,715)	(9,946,859)	59.7
NET GENERAL FUND COST	\$(406,136)	\$(215,715)	\$(2,939,451)	\$(270,453)	\$(327,217)	\$(56,764)	21.0
STAFF YEARS	91.00	87.07	90.22	92.00	95.00	3.00	3.3

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.

1996-97 DEPARTMENT OUTCOME AND OUTPUT OBJECTIVES

1. Rental Assistance
 - a. Provide rental assistance to 10,200 low-income families.
 - b. Review and certify the eligibility of 15,200 families for Section 8 rental assistance.
2. Housing Preservation
 - a. Rehabilitate 200 dwelling units, and preserve 200 mobilehomes under the resident purchase program.
 - b. Monitor 2,500 mobilehome units for Mobilehome Occupant Assistant Program, and 1,100 rehabilitation loans.
3. Program Development
 - a. Acquire or develop 750 dwelling units.
 - b. Monitor 3,500 dwelling units for contract compliance.
 - c. Manage 9 separate contracts with non-profits to provide 215 beds for the homeless serving 2,500.
 - d. Manage 3 separate contracts with non-profits to provide Emergency Shelter for women and children, providing 56 beds and serving over 1,000 clients per year.
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.
5. Regional Task Force on the Homeless
 - a. Provide information on homeless needs and resources for HUD Supportive Housing Program grant applications to 25 service agencies on the homeless.
 - b. Monitor and review 170 public and private agencies and programs receiving public funds for homeless services and cash assistance in San Diego county.

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT ORGANIZATION CHART

TOTAL PERMANENT
STAFF = 95

DIRECTOR'S OFFICE	
STAFF YEARS	
DIRECTOR	1.0
ADMIN. SECRETARY III	1.0
2 POSITIONS	TOTAL 2.0

RENTAL ASSISTANCE DIVISION	
STAFF YEARS	
HOUSING PGM. MANAGER	1.00
ANALYST II	1.00
HSNG SPCLST III	7.00
HSNG SPCLST II	20.00
HSNG SPCLST I	11.00
SENIOR CLERK	1.00
HOUSING AID	4.00
INTER. CLERK TYPIST	6.00
HSNG REHAB. SPCLST II	1.00
ADMIN. SECRETARY II	.50
52.5 POSITIONS	TOTAL 52.50

HOUSING PRESERVATION DIVISION	
STAFF YEARS	
HOUSING PGM. MANAGER	1.00
PRINCIPAL REHAB. SPECIALIST	1.00
HSNG REHAB. SPCLST III	2.00
HSNG REHAB. SPCLST II	4.00
ADMIN. SECRETARY II	.50
8.5 POSITIONS	TOTAL 8.50

PROGRAM DEVELOPMENT DIVISION	
STAFF YEARS	
HOUSING PGM. MANAGER	1.00
HSNG. PGM. ANALYST IV	5.00
PRINCIPAL REHAB. SPCLST	1.00
ADMIN. SECRETARY II	.50
7.5 POSITIONS	TOTAL 7.50

COMMUNITY DEVELOPMENT DIV.	
STAFF YEARS	
COMMUNITY DEV. MANAGER	1.00
HSNG. PROGRAM ANALYST II	3.00
ADMIN. SECRETARY II	.50
4.5 POSITIONS	TOTAL 4.50

PROGRAM SERVICES DIVISION	
STAFF YEARS	
HOUSING PGM. MANAGER	1.00
ADMINISTRATIVE SERVICES	
HOUSING PGM. ANALYST IV	1.00
SENIOR PAYROLL CLERK	1.00
INTERMEDIATE ACCT. CLERK	1.00
INTERMEDIATE CLERK TYPIST	3.00
PGM. REVIEW & SUPPORT SERVICES	
SENIOR SYSTEMS ANALYST	1.00
ASSOC. SYSTEMS ANALYST	1.00
HSNG. PGM. REVIEW COORD.	1.00
HSNG. SPECIALIST II	1.00
ACCOUNTING TECH.	1.00
INTERMEDIATE ACCT. CLERK	4.00
ANALYST III	1.00
17 POSITIONS	TOTAL 17.00

REGIONAL TASK FORCE ON THE HOMELESS	
STAFF YEARS	
PROGRAM MANAGER	1.00
HSNG. PGM. ANALYST II	1.00
INTERMEDIATE CLERK TYPIST	1.00
3 POSITIONS	TOTAL 3.00

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,996,828	\$3,723,287	\$3,975,468	\$4,283,846	\$4,730,965	10.4
Services & Supplies	2,610,560	3,600,903	4,574,478	7,650,627	10,171,290	32.9
Other Charges	492,634	686,612	553,763	1,015,032	1,552,365	52.9
Operating Transfers	495,362	812,318	2,065,347	3,440,898	9,825,878	185.6
TOTAL DIRECT COST	\$7,595,384	\$8,823,120	\$11,169,056	\$16,390,403	\$26,280,498	60.3
PROGRAM REVENUE	(8,001,520)	(9,038,835)	(14,108,507)	(16,660,856)	(26,607,715)	59.7
NET GENERAL FUND CONTRIBUTION	\$(406,136)	\$(215,715)	\$(2,939,451)	\$(270,453)	\$(327,217)	21.0
STAFF YEARS	91.00	87.07	90.22	92.00	95.00	3.3

PROGRAM MISSION

(Refer to the Department Summary page)

1995-96 ACTUAL TO 1995-96 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 1996-97.

The budgeted FY95-96 Net General Fund Contribution was \$270,453. The Auditor's worksheets for FY 95-96 shows actual Net General Fund Contribution of \$2,939,451 versus \$ 241,830 reflected in this program budget. The extraordinary increase of \$2,939,451 mostly resulted from revenues that were used to pay for long term loans made to various housing non-profit organizations. These loans were recorded as Long Term Notes Receivables and therefore did not result in an increase in available Fund Balance. The FY 95-96 actual expenditures reflect the increased amount.

ACHIEVEMENT OF 1995-96 OBJECTIVESRental Assistance

Assisted 8,347 low income households, achieving 102% of the goal to assist 8,200 low income households.

Reviewed the eligibility of 12,808 families for Section 8 Rental Assistance, achieving 95% of the goal to review 13,550.

Housing Preservation

Rehabilitated 201 dwelling units, achieving 101% of the goal of 200 dwelling units.

Monitored 2,085 dwelling units, achieving 114% of the goal of 1,833 dwelling units.

Program Development

Acquired or developed 690 low income housing opportunities, achieving 92% of the goal of 750 dwelling units.

Monitored 3,188 dwelling units for contract compliance (density bonus), achieving 110% of the goal of 2,900 dwelling units.

Community Development

Completed 58 public improvement projects, achieving 100% of the goal to completed 58.

Monitored 120 CDBG projects for compliance with HUD requirements, achieving 100% of the goal of 120 projects.

Regional Task Force on the Homeless

(This subprogram activity was non-existent in FY 1995-96)

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Rental Assistance [66.42 SY; E = \$5,037,097; R = \$5,164,355] including support personnel are:
 - o Discretionary/Mandated Service Level.
 - o Providing rental assistance to 10,200 low-income households.
 - o Leasing 120% of authorized existing rental assistance units.
 - o Certifying families for participation in Section 8 Programs.
 - o Overseeing private management company operations of five Public Housing developments.

2. Housing Preservation [10.13 SY; E = \$3,478,628; R = \$3,549,097] including support personnel are:
 - o Discretionary/Mandated Service Level.
 - o Rehabilitating 200 dwelling units, and preserving 200 mobilehome units under the resident purchase program.
 - o Monitoring 3,500 mobilehome dwelling units, and 1,100 rehabilitation loans.
 - o Monitoring 16 mobilehome park conversions for contract compliance.
 - o Implementing various State and Local mobilehome assistance programs to promote resident ownership.

3. Program Development [9.32 SY; E = \$5,531,072; R = \$5,628,593] including support personnel are:
 - 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 nine bond financing.
 - o Monitor the HOME Investment Partnership programs residential rehabilitation, rental assistance, and contracted activities.
 - o Manage 9 separate contracts with local non-profits providing about 521 new beds for the homeless and serving approximately 2,500 homeless persons.
 - o Manage 3 separate Emergency Shelter contracts, providing 56 beds and serving over 1,000 clients per year.

4. Community Development [5.33 SY; E = \$12,037,258; R = \$12,122,670] including support personnel are:
- 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 Third-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 Third-Year CDBG Application.
5. Regional Task Force on the Homeless [3.80 SY; E= \$196,443; R= \$143,000] including support personnel are:
- o Discretionary/Mandated Service Level.
 - o Monitor the progress of services provided to Homeless individuals within the county.
 - o Collect, analyze and disseminate information on homelessness, and facilitate regional solutions through planning, coordination and advocacy on homelessness in San Diego county.
 - o Serve as a clearing house for information and technical assistance on homelessness in the region.
 - o Design and develop a regional homeless information system and recruit pilot agencies.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GRANT CONTRACTS:				
Housing Authority (#9745)	\$3,736,272	\$3,407,038	\$4,202,640	795,602
Community Development Block Grant (#9683)	5,781,092	9,764,920	9,616,433	(148,487)
Home Grant (#9682)	2,642,955	3,440,898	4,632,642	1,191,744
Homeless/Emergency Shelter Grant (#9684)	962,466	0	0	0
Sub-Total				
OTHER REVENUE:				
Other Federal Grants (#9995,#9678)	\$985,722	\$48,000	\$8,156,000	8,108,000
Sub-Total				
Total	\$14,108,507	\$16,660,856	\$26,607,715	9,946,859

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(2,939,451)	\$(270,453)	\$(327,217)	\$(56,764)
Total	\$(2,939,451)	\$(270,453)	\$(327,217)	\$(56,764)

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.

See Program Budget description page for explanation on Net General Fund Contribution comparison of FY 95-96 actuals versus FY 95-96 budget.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
Rental Assistance (66.42 SY)					
% OF RESOURCES: 70%					
<u>Outcomes (planned Result)</u>					
Families assisted (leased)	7,700	8,150	8,347	8,200	10,200
<u>Effectiveness (Input/Outcome)</u>					
Staff year per 100 families assisted	.86	.86	.77	.80	.65
<u>Outputs (Service/Product)</u>					
Review and certify applicants and participants	12,500	8,680	12,808	13,550	15,200
<u>Efficiency (Input/Output)</u>					
Staff Years Per 100 applications and certifications	.53	.49	.50	.49	.44
ACTIVITY B:					
Housing Preservation (10.13 SY)					
% OF RESOURCES: 10.67%					
<u>Outcomes (Planned Result)</u>					
Preserve and rehabilitate dwelling units	121	202	201	200	200
<u>EFFECTIVENESS (Outcome/Input)</u>					
Staff year per 10 dwelling units	.90	.77	.54	.55	.51
<u>OUTPUT (Service/Product)</u>					
Dwelling units monitored	1,500	1,633	2,085	1,833	2,500
<u>EFFICIENCY (Output/Input)</u>					
Staff year per 100 dwelling units	.73	.67	.52	.60	.40

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C:					
Program Development (9.32 SY)					
% of Resources: 6.67%					
<u>OUTCOME (Planned Result)</u>					
Rehabilitate and Develop dwelling units	100	304	690	750	750
<u>EFFECTIVENESS (Outcome/Input)</u>					
Staff year per 10 dwelling units	.96	.32	.15	.13	.12
<u>OUTPUT (Service/Product)</u>					
Dwelling Units Monitored for contract compliance	2,100	2,403	3,188	2,900	3,500
<u>EFFICIENCY (Output/Input)</u>					
Staff year Per 100 dwelling	.46	.46	.32	.33	.27
ACTIVITY D:					
COMMUNITY DEVELOPMENT (5.33 SY)					
% OF RESOURCES: 9.33%					
<u>OUTCOME (Planned Result)</u>					
Completed public improvement projects	58	58	58	58	60
<u>EFFECTIVENESS (Outcome/Input)</u>					
Staff year per project	.10	.11	.12	.10	.09
<u>OUTPUT (Service/Product)</u>					
Monitor CDBG projects for compliance with HUD requirements	115	120	120	120	120
<u>Efficiency (Output\Input)</u>					
Staff year per project	.05	.05	.06	.05	.04
ACTIVITY E:					
REGIONAL TASK FORCE ON THE HOMELESS (3.80 SY)					
% OF RESOURCES: 4.00%					
<u>OUTCOME (Planned Result)</u>					
Number of agencies on the homeless served	n/a	n/a	n/a	n/a	25
<u>EFFECTIVENESS (Outcome/Input)</u>					
Staff year per agency served					.15
<u>OUTPUT (Service/Product)</u>					
Review agencies receiving funds for homeless	n/a	n/a	n/a	n/a	170
<u>Efficiency (Output\Input)</u>					
Staff year per agency reviewed					.02

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0981	Housing Program Mgr	4	4.00	5	5.00	243,767	344,936
0984	Community Development Mgr	1	1.00	1	1.00	60,153	62,208
2278	Director, HCD	1	1.00	1	1.00	91,579	93,892
2337	Public Information Specialist	1	1.00	0	0.00	32,759	0
2403	Accounting Technician	1	1.00	1	1.00	26,562	27,472
2412	Analyst II	1	1.00	1	1.00	41,678	43,109
2413	Analyst III	1	1.00	1	1.00	38,898	47,084
2427	Associate Systems Analyst	1	1.00	1	1.00	49,481	51,179
2493	Intermediate Account Clerk	5	5.00	5	5.00	100,816	104,340
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,957	25,815
2525	Senior Systems Analyst	1	1.00	1	1.00	49,481	51,179
2700	Interm Clerk Typist	9	9.00	10	10.00	177,027	202,899
2730	Senior Clerk	1	1.00	1	1.00	23,853	24,673
2757	Admin Secretary II	2	2.00	2	2.00	50,744	52,492
2758	Admin Secretary III	1	1.00	1	1.00	30,653	31,703
3532	Principal Rehab Specialist	2	2.00	2	2.00	94,173	90,552
3548	Housing Program Analyst IV	6	6.00	6	6.00	292,779	311,120
3557	Housing Program Analyst II	3	3.00	4	4.00	137,949	174,801
3826	Housing Rehab Spclst II	5	5.00	5	5.00	158,901	157,722
3827	Housing Rehab Spclst III	2	2.00	2	2.00	75,930	78,533
3828	Housing Prog Rev Coord	1	1.00	1	1.00	36,117	39,341
3829	Housing Aid	8	8.00	4	4.00	175,771	95,668
3830	Housing Specialist I	11	11.00	11	11.00	300,748	306,185
3831	Housing Specialist II	16	16.00	21	21.00	494,118	655,837
3832	Housing Specialist III	7	7.00	7	7.00	250,918	259,074
Total		92	92.00	95	95.00	\$3,059,812	\$3,331,814
Salary Adjustments:							27,134
Premium/Overtime Pay:						0	0
Employee Benefits:						1,224,034	1,388,120
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	(16,103)
Total Adjustments						\$1,224,034	\$1,399,151
Program Totals		92	92.00	95	95.00	\$4,283,846	\$4,730,965

COUNTY LIBRARY

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Library Services	\$8,206,393	\$8,840,090	\$8,922,376	\$8,782,744	\$9,330,362	\$547,618	6.2
TOTAL DIRECT COST	\$8,206,393	\$8,840,090	\$8,922,376	\$8,782,744	\$9,330,362	\$547,618	6.2
PROGRAM REVENUE	(8,206,393)	(8,840,090)	(8,922,376)	(8,782,744)	(9,330,362)	\$(547,618)	6.2
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	174.08	171.20	174.30	175.58	177.67	2.09	1.2

MISSION

To ensure an informed, literate society by providing equal access to information that meets the current and future needs of each library branch community.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Provide a minimum 52,633.5 library branch hours open to the public.
 - a. Provide 141.17 staff years to operate 31 branch libraries, 2 bookmobiles and 1 literacy site.
 - b. Provide 28.00 staff years for professional, technical and support services to the 31 branch libraries, 2 bookmobiles and 1 literacy site.
2. Provide greater access to book collections and materials by implementing 1 new library automation system.
 - a. Evaluate all responses to Requests for Proposal for a new automated circulation system, on-line public catalog, and related automation services.
 - b. Select and implement 1 new library automation system, to include an automated circulation system, on-line public catalog, and related automation services.
 - c. Install Internet workstations for the public at 9 additional sites in accordance with grant requirements: Adult Literacy, Borrego, Descanso, Fletcher Hills, Imperial Beach, Lakeside, Lincoln Acres, Rancho Santa Fe, and San Marcos.
3. Provide 32 library facilities that encourage and enhance equal access to information to ensure opportunities for an informed, literate society.
 - a. Complete construction on 3 existing building projects: Del Mar, Descanso, and Jacumba.
 - b. Coordinate planning and design activities for 3 new library capital projects in Poway, Solana Beach and Spring Valley.
 - c. Continue planning efforts for future new library facilities in 3 communities: Encinitas, Lemon Grove, and Santee.
 - d. Complete remodeling and recarpeting at 3 branch libraries: Borrego, Fallbrook, and Valley Center.
4. Provide library services at 34 library facilities that meet the needs of each branch community.
 - a. Complete community needs assessment studies in at least 8 of the remaining 17 branch communities.
 - b. Begin needs assessment studies in at least 5 branch communities.
5. 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.
6. Provide 6 collaborative adult literacy (ALS) and/or other preventative programs through development of community resources.
 - a. Implement 3 Kids-at-Risk programs to meet the objectives of the County's preventative strategies.
 - b. Implement Homework Helpers program at 2 branch libraries.

COUNTY LIBRARY
 (Headquarters Location: County Operations Center)
 1996-97 Adopted Budget

ADMINISTRATION	
	<u>STAFF YEARS</u>
County Librarian	1.00
Administrative Secretary III	<u>1.00</u>
TOTAL	2.00

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>.50</u>
TOTAL	6.50

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>
Principal Librarian	2.00
Adult Literacy Specialist	1.00
Carpenter	1.00
Librarian III	3.00
Librarian II	2.50
Librarian I	.50
Administrative Assistant I	1.00
Delivery Vehicle Driver	4.00
Library Technician II	4.75
Intermediate Clerk Typist	3.00
Library Technician I	3.75
Dept Computer Specialist II	1.00
Graphic Artist	<u>.50</u>
TOTAL	28.00

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	2.00
Librarian III	5.00
Librarian II	13.00
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	5.33
Library Page	4.09
Student Worker II/I/ Extra Help	<u>6.00</u>
TOTAL	141.17

TOTAL POSITIONS 310
 TOTAL STAFF YEARS 177.67

PROGRAM: Library Services

DEPARTMENT: COUNTY LIBRARY

PROGRAM #: 43803
MANAGER: Marilyn Crouch

ORGANIZATION #: 4950
REFERENCE: 1996-97 Proposed Budget - Pg. 24-3

AUTHORITY: The Library Department is established by the Board of Supervisors in accordance with the provisions of the State of California Education Code Section 19100.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,152,984	\$5,271,702	\$5,553,144	\$5,561,808	\$5,921,251	6.5
Services & Supplies	3,053,409	3,412,440	3,276,348	3,220,936	3,347,111	3.9
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	121,351	54,603	0	62,000	100.0
Vehicle/Comm. Equip.	0	34,597	23,281	0	0	0.0
Less Reimbursements	(0)	(0)	0	(0)	0	0.0
Operating Transfers	0	0	15,000	0	0	0.0
TOTAL DIRECT COST	\$8,206,393	\$8,840,090	\$8,922,376	\$8,782,744	\$9,330,362	6.2
PROGRAM REVENUE	(8,206,393)	(8,840,090)	(8,922,376)	(8,782,744)	(9,330,362)	6.2
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	174.08	171.20	174.30	175.58	177.67	1.2

PROGRAM MISSION

See departmental mission on the green summary sheet.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Expenditures in 1995-96 exceeded budget by \$139,632 due to mid-year, revenue-offset, Board-approved budget modifications which included: \$21,908 for an additional ten hours a week at the Poway Branch Library funded by the City of Poway; \$39,000 for a book security system for the La Mesa Branch Library funded by private donations; \$36,551 for an Adult Literacy grant; and \$39,000 for grant-funded public access internet workstations. Services and supplies carryover obligations from 1994-95 for which payment had not been completed by fiscal year end comprise the remainder of the excess expenditures and are funded by Library Fund fund balance.

ACHIEVEMENT OF 1995-96 OBJECTIVES

County Library 1995-96 objectives were achieved as planned.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental outcome and output objectives on the green summary sheet.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Branch Operations [141.17 SY; E = \$6,956,684; R = \$6,956,684] 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, volunteer Adult Literacy Tutor, and Adult Learner training.
 - o General Fund Contribution at \$971,453 for branch operations to maintain open library hours and the basic library book budget; and \$128,475 for the Adult Literacy Program.
 - o Increased 1.50 staff years for additional open hours at Poway Branch Library funded by the City of Poway; and .92 staff years for substitute support to branches for a total increased cost of \$185,000.
 - o Increased .67 staff years and \$91,100 to transfer and realign library services staffing in Branch Operations, and facilities maintenance staffing in Professional and Technical Support.
 - o Increased salaries and benefits of \$146,137 for a proportionate share of the negotiated salary increases and normal step changes.
 - o Increased services and supplies of \$244,194 for facilities costs such as utilities and maintenance, \$21,000 for audio/video materials; decreased \$150,000 in private donations for books; and decreased \$131,093 for other supplies accounts.
 - o Increased fixed assets of \$50,000 for branch operations computer equipment.
 - o 100% program revenue offset.
2. Professional and Technical Support Services [28.00 SY; E = \$1,857,943; R = \$1,857,943] including support personnel provides:
- o Discretionary/Discretionary service level
 - o Children's Services and Community Outreach Services program coordination.
 - o Acquisition cataloging and processing services for a collection of over 900,000 books, periodicals, and audio/video materials.
 - o Coordination of and support for 29 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 sources.
 - 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 Community needs assessments and statistical data gathering.
 - o Decreased .50 staff years and \$76,629 to transfer and realign library services staffing to Branch Operations, and facilities maintenance staffing from Branch Operations and Administration to Professional and Technical Support.
 - o Increased salaries and benefits of \$20,445 for a proportionate share of negotiated salary increases and normal step changes.
 - o Increased services and supplies of \$117,450 for automation and on-line full text magazines, and decreases of \$37,480 for miscellaneous contract costs.
 - o 100% program revenue offset.
3. Administration and Operational Services [8.50 SY; E = \$515,735; R = \$515,735] 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 site.
- o Decreased .50 staff years and \$14,472 to transfer staff to facilities maintenance support in Professional Technical Support.
- o Increased salary and benefit of \$7,861 for a proportionate share of negotiated salary increases.
- o Decreased services and supplies of \$10,896.
- o 100% program revenue offset.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
PROGRAM REVENUE				
Current Property Taxes	\$6,818,420	\$6,764,512	\$6,806,855	42,343
Taxes Other than Current Property	50,374	32,771	48,889	16,118
Use of Money and Property (Interest Earnings)	53,082	75,000	85,000	10,000
Fund Balance	455,678	353,507	629,025	275,518
Public Library Fund	156,265	165,800	156,125	(9,675)
Aid from Other Government Agencies (Grants)	75,946	1,450	2,514	1,064
Library Services	354,008	332,000	338,000	6,000
Branch City Contributions	50,673	91,276	114,526	23,250
Private Donations	37,149	150,000	15,000	(135,000)
Operating Transfer from General Fund	830,822	814,928	1,099,928	285,000
Other Revenue	39,959	1,500	34,500	33,000
Sub-Total	\$8,922,376	\$8,782,744	9,330,362	547,618
Total	\$8,922,376	\$8,782,744	\$9,330,362	\$547,618

EXPLANATION/COMMENT ON PROGRAM REVENUES

Overall, 1995-96 revenues exceeded budget by \$21,567, excluding the General Fund Contribution and Fund Balance. Current Property Tax, Other Taxes, and revenue from library services exceed 1995-96 budgeted levels by \$93,519. Revenue from the Public Library Fund continues to decline, and was \$9,535 below budget. Branch City Contributions resulting from the City of Poway funding ten additional hours a week at the Poway Branch Library, effective December, 1995, exceed the budget by \$9,397, however, the \$50,000 contribution from San Marcos did not materialize. Private one-time donations were \$112,851 lower than anticipated in the 1995-96 budget. Mid-year grants for Adult Literacy of \$36,551 and public access internet workstation grants totalling \$39,000 are reflected in Aid From Other Government Agencies. Other federal project participation anticipated at \$1,055 did not materialize. Interest earnings were at \$21,918 lower than budget while other miscellaneous revenues exceeded budget by \$38,459 primarily from prior year obligations to the Library Fund. The Fund Balance was at \$455,678, or \$102,171 over budget, due to 1994-95 services and supplies obligations for which items were ordered but payment had not been completed by fiscal year end plus to fund mid-year, Board-approved salary increases.

Current Property Tax and Other Taxes are budgeted higher in 1996-97 by \$58,461, or .8%. Library Fines and Fees are budgeted at \$338,000. Branch City Contributions is estimated \$23,250 higher in 1996-97 primarily due to the City of Poway continuing to fund additional hours at the Poway Branch Library for a full year. Private Donations are budgeted at known sources of revenue for 1996-97, since 1995-96 revenues in this category were well below budget. Should donations exceed the \$15,000 level, mid-year Board of Supervisor approval will be required in order to expend donated funds. 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.

EXPLANATION/COMMENT ON OPERATING TRANSFER FROM GENERAL FUND

The 1995-96 General Fund Contribution to the Library of \$814,928 was budgeted to fund Adult Literacy, books and to offset branch operations to preclude reducing library hours and/or services. The County Library proportionate share of the public liability increase, \$15,894, was added at mid-year 1995-96. This budgeting strategy, minus the public liability component, has been carried forward into the 1996-97 Adopted Budget. Additionally, \$285,000 approved during budgeted deliberations has augmented the General Fund Contribution to the Library to fund books, \$85,000; substitutes to maintain branch hours, \$150,000; and computers, \$50,000. A total of \$1,099,928 is budgeted in the Contribution to Library Fund Program Budget, located in the special programs section of the County Budget.

FIXED ASSETS

Category	Total Cost
Data Processing/Computer Equipment	\$62,000
Total	\$62,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
None	\$0
Total	\$0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY: Branch Operations and Professional & Technical Support					
% of Resources: 94%					
<u>OUTCOME (Planned Result)</u>					
Library Hours Open *	51,134.5	51,703.0	52,314.0	52,307.5	52,633.5
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost Per Open Hour	\$160.49	\$170.98	\$170.55	\$167.91	\$177.27
<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	4.69**	4.81**	4.83	4.90	4.98

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 developed in 1995-96

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0960	Manager, Library Services	1	1.00	1	1.00	\$56,868	\$46,380
0961	Mgr, Lib Comm Svs, Cap & Dev	1	1.00	1	1.00	61,065	63,155
2115	County Librarian	1	1.00	1	1.00	77,997	86,107
2304	Administrative Assistant I	1	1.00	1	1.00	34,296	36,047
2369	Admin. Services Manager II	1	1.00	1	1.00	54,537	56,397
2412	Analyst II	1	1.00	1	1.00	36,734	39,836
2493	Intermediate Account Clerk	1	1.00	1	1.00	18,884	20,476
2510	Senior Account Clerk	1	1.00	1	1.00	23,853	24,673
2511	Senior Payroll Clerk	1	1.00	1	1.00	21,669	22,418
2700	Intermediate Clerk Typist	6	5.50	6	5.50	107,411	115,044
2758	Administrative Secretary III	1	1.00	1	1.00	30,653	31,703
3009	Word Processor Operator	1	1.00	1	1.00	23,646	24,455
3119	Dept Computer Specialist II	1	1.00	1	1.00	33,128	35,914
3817	Graphic Artist	1	0.50	1	0.50	14,061	14,710
4005	Bookmobile Driver	2	2.00	2	2.00	48,332	49,992
4015	Library Technician II	* 38	36.25	45	36.25	719,465	741,299
4016	Library Technician I	* 43	41.00	59	41.00	680,410	683,210
4020	Library Technician III	* 20	19.00	20	19.00	445,115	461,217
4021	Library Technician IV	3	3.00	3	3.00	82,447	85,833
4023	Librarian III	* 8	8.00	8	8.00	296,936	310,096
4024	Librarian II	16	15.50	16	15.50	525,055	541,889
4025	Librarian I	* 13	11.50	13	11.50	349,185	357,038
4035	Library Page	* 8	5.41	13	4.08	71,317	55,958
4037	Library Substitute	* 8	4.42	64	5.34	63,647	82,033
4043	Adult Literacy Specialist	1	1.00	1	1.00	40,477	31,279
4048	Principal Librarian	2	2.00	2	2.00	82,759	92,760
5905	Carpenter	1	1.00	1	1.00	30,509	31,558
7516	Delivery Vehicle Driver	3	3.00	4	4.00	64,681	86,528
9999	Extra Help	* 0	4.50	40	6.00	67,085	238,375
Total		185	175.58	310	177.67	\$4,162,222	\$4,466,380
Salary Adjustments:						(\$58,941)	5,107
Premium/Overtime Pay:						15,661	15,661
Employee Benefits:						1,523,905	1,540,771
Salary Savings:						(81,039)	(82,923)
VTO Reductions:						(0)	(23,745)
Total Adjustments						\$1,399,586	\$1,454,871
Program Totals		185	175.58	310	177.67	\$5,561,808	\$5,921,251

* 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

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Decedent Investigation	\$3,362,741	\$3,384,793	\$3,527,550	\$3,506,626	\$3,416,105	(90,521)	(2.6)
TOTAL DIRECT COST	\$3,362,741	\$3,384,793	\$3,527,550	\$3,506,626	\$3,416,105	\$(90,521)	(2.6)
PROGRAM REVENUE	(326,440)	(311,862)	(452,021)	(461,307)	(391,832)	69,475	(15.1)
NET GENERAL FUND COST	\$3,036,301	\$3,072,931	\$3,075,529	\$3,045,319	\$3,024,273	\$(21,046)	(0.7)
STAFF YEARS	46.43	46.13	44.90	46.67	46.67	0.00	0.0

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.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Waive 5,900 cases which are determined to be outside the jurisdiction of the Medical Examiner.
 - a. Review circumstances surrounding the death of over 8,500 cases referred to the Medical Examiner.
2. In all cases under jurisdiction of the Medical Examiner, establish a cause of death and issue a final death certificate in compliance with Section 27491 of the California Government Code and determine if a crime has been committed.
 - a. Investigate circumstances of 2,560 traumatic and sudden deaths.
 - b. Perform autopsy and pathological 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).
3. Provide evidence and expert testimony in 100% of the murder trials in San Diego County.
 - a. Provide pretrial conferences with Deputy District Attorneys and Defense Attorneys and appear in court to provide expert forensic pathology and toxicology testimony for 90 cases.
4. Provide notification to 90% of decedents' families.
 - a. Identify and locate the decedent's legal next of kin in at least 2,300 cases.

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

<u>Class</u>	<u>SY</u>
Admin. Sec'y III	1.0

Operations Administrator - 2751	
Manages and coordinates decedent investigations, handling and case documentation.	
<u>Class</u>	<u>SY</u>
Medical Examiner Operations Administrator	1.00

Chief Deputy Medical Examiner - 2751	
Supervises autopsies and pathological examinations, reviews causes of death, and testifies in court.	
<u>Class</u>	<u>SY</u>
Chief Deputy Medical Examiner	1.00

Support Services - 2751	
Provides personnel, payroll, fiscal, budget, procurement, contract, computer & technical support, & building maintenance	
<u>Class</u>	<u>SY</u>
Admin. Svcs. Mgr. II	1.00
Dept. Comp. Spec. I	1.00
Custodian	1.00
Total	3.00

Clerical - 2751	
Prepares reports, provides reception and telephone services, types death certificates and tracks case files.	
<u>Class</u>	<u>SY</u>
Senior Clerk	1.00
Int. Clerk	
Typists	3.00
Total	4.00

Forensic Pathology - 2753	
Performs autopsies and pathological examinations, determines cause of death, and testifies in court.	
<u>Class</u>	<u>SY</u>
Supv. Deputy Medical Examiner	1.00
Deputy Medical Examiner II	3.00
Forensic Path. Fellow	1.00
Total	5.00

Toxicology - 2754	
Analyzes body fluids and tissue for drugs, alcohol and other substances; and testifies in court.	
<u>Class</u>	<u>SY</u>
For.Tox.Lab.Mgr Supervising Toxicologist	1.00
Toxicologist	4.00
Lab Assistant	1.00
Student Worker	0.67
Total	7.67

Investigation - 2752	
Investigate circumstances of death, protects property, locates and notifies next of kin.	
<u>Class</u>	<u>SY</u>
Supv. Med. Exam. Invest.	1.00
Med. Examiner Investigator II	14.00
Total	15.00

Examination Room - 2753	
Assists pathologist during autopsy; takes x-rays, photographs, fingerprints; assists in evidence collection; and embalms decedents as requested.	
<u>Class</u>	<u>SY</u>
Autopsy Room Supervisor	1.00
Sr. Forensic Autopsy Asst.	1.00
Forensic Autopsy Asst.	5.00
Total	7.00

Histology - 2754	
Prepares and stains tissue and microscopic examination.	
<u>Class</u>	<u>SY</u>
Sr. Histology Technician	1.00

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,888,381	\$2,789,379	\$2,772,589	\$2,898,540	\$2,946,968	1.7
Services & Supplies	407,132	540,564	622,069	473,586	469,137	(0.9)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	67,228	54,850	132,892	134,500	0	(100.0)
TOTAL DIRECT COST	\$3,362,741	\$3,384,793	\$3,527,550	\$3,506,626	\$3,416,105	(2.6)
PROGRAM REVENUE	(326,440)	(311,862)	(452,021)	(461,307)	(391,832)	(15.1)
NET GENERAL FUND CONTRIBUTION	\$3,036,301	\$3,072,931	\$3,075,529	\$3,045,319	\$3,024,273	(0.7)
STAFF YEARS	46.43	46.13	44.90	46.67	46.67	0.0

PROGRAM MISSION

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

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The actual expenditures in Salaries and Benefits were \$125,951, less than budgeted due to vacancies which occurred as a result of personnel turnover. The realized salary savings were used to pay for unbudgeted contract help, unbudgeted overtime, and overexpenditures in services and supplies. Services and Supplies actual expenditures were \$148,483, over budget. These overexpenditures were mainly due to underfunding of some accounts, no substantial decline in caseloads, and inflation. The budgeted fixed assets were acquired for a little less than the appropriations which generated savings of \$1,608. The revenues realized were \$9,286, under budget. Additional revenues of \$36,000 were realized by this Office from SIDS protocol and were directly credited to the County general fund.

ACHIEVEMENT OF 1995-96 OBJECTIVES

- Achieved 102% of goal to investigate 2,560 traumatic and sudden deaths by investigating 2,615 deaths.
- Achieved 101% of goal to perform autopsy examinations on 1,775 cases by performing autopsies on 1,785 cases.
- Achieved 104% of goal to perform toxicology testing on 1,600 deaths by performing toxicology testing on 1,656 deaths.
- Achieved 181% of goal to provide expert testimony in 80 murder trials by testifying in 145 murder trials.
- Achieved 104% of goal to identify and notify the next of kin of 2,300 decedents by notifying the next of kin of 2,388 cases.
- Achieved 109% of goal to waive 5,800 cases not under the Medical Examiner's jurisdiction by waiving 6,304 cases.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page (green sheet)

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Support Services [8.26 SY; E = \$351,813; R = \$0] 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 = \$911,415; 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 [14.58 SY; E = \$1,527,769; R = \$220,813] 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 [8.25 SY; E = \$625,108; 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Trauma - Health Fees	\$50,000	\$50,000	\$50,000	0
Transportation Fees	165,755	174,126	174,126	0
Embalming Fees	182,561	195,599	160,706	(34,893)
Copies of Reports	25,821	34,582	0	(34,582)
Other Miscellaneous	27,884	7,000	7,000	0
Sub-Total	\$452,021	\$461,307	\$391,832	\$(69,475)
Total	\$452,021	\$461,307	\$391,832	\$(69,475)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$3,075,529	\$3,045,319	\$3,024,273	(21,046)
Total	\$3,075,529	\$3,045,319	\$3,024,273	\$(21,046)

EXPLANATION/COMMENT ON PROGRAM REVENUES

In 1996-97, 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 (\$160,706) - Revenues come from the following sources:

- a. Fees for embalming the decedents per authorization from the next of kin (\$39,687).
- b. SIDS protocols reimbursements (\$46,019).
- c. Fees for toxicological examinations from San Bernardino County (\$75,000).

Other Miscellaneous (\$7,000) - Revenues come from sale of pouches (body bags), and reimbursements for copies of computer files regarding cases.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 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	0	2,532	2,615	2,560	2,560
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/case		\$765	\$762	\$788	\$829
<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)	0	2,532	2,615	2,560	2,560
<u>EFFICIENCY (Input/Output)</u>					
Cost/investigation		\$315	\$317	\$312	\$318
<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)	0	1,729	1,785	1,775	1,775
<u>EFFICIENCY (Input/Output)</u>					
Cost/autopsy		\$647	\$651	\$686	\$736
<u>OUTPUT (Service or Product)</u>					
Perform laboratory testing (Average of 8 tests/case. Includes laboratory testing and toxicological analysis)	0	1,590	1,656	1,600	1,600
<u>EFFICIENCY (Input/Output)</u>					
Cost/case		\$307	\$305	\$308	\$311
<u>OUTCOME (Service or Product)</u>					
Provide expert testimony in murder trials in San Diego County		135	145	80	90
<u>EFFECTIVENESS (Input/Output)</u>					
Cost to provide expert testimony		\$31,855	\$48,104	\$25,952	\$30,227

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 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)		500	725	450	450
<u>EFFICIENCY (Input/Output)</u>					
Cost/hour		\$63.71	\$66.35	\$64.88	\$67.17
<u>OUTCOME (Service or Product)</u>					
Notify families of decedents	0	91.71%	91.32%	89.84%	89.84%
<u>EFFECTIVENESS (Input/Output)</u>					
Cost to notify families		\$168,345	\$165,781	\$159,903	\$163,079
<u>OUTPUT (Service or Product)</u>					
Identify and locate decedent's legal next of kin	0	2,322	2,388	2,300	2,300
<u>EFFICIENCY (Input/Output)</u>					
Cost/notification		\$68.33	\$69.42	\$69.52	\$70.90
<u>OUTCOME (Planned Result)</u>					
Determine cases not under the Medical Examiner's jurisdiction	0	5,698	6,304	5,800	5,900
<u>EFFECTIVENESS (Input/Output)</u>					
Cost to determine non-Medical Examiner cases		\$78,518	\$82,890	\$79,951	\$81,540
<u>OUTPUT (Service or Product)</u>					
Review circumstances surrounding death and waive cases not under the Medical Examiner's jurisdiction	0	8,230	8,919	8,360	8,500
<u>EFFICIENCY (Input/Output)</u>					
Cost/case		\$9.54	\$9.29	\$9.56	\$9.59

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0982	Forensic Tox Lab Manager	1	1.00	1	1.00	\$63,731	\$65,914
2180	County Medical Examiner	1	1.00	1	1.00	131,227	135,715
2281	Operations Administrator	1	1.00	1	1.00	68,012	70,343
2285	Chief Deputy Medical Examiner	1	1.00	1	1.00	114,422	118,336
2369	Admin. Services Manager II	1	1.00	1	1.00	54,533	56,397
2700	Intermediate Clerk Typist	3	3.00	3	3.00	61,758	61,117
2730	Senior Clerk	1	1.00	1	1.00	23,853	24,673
2758	Administrative Secretary III	1	1.00	1	1.00	25,372	26,246
3118	Dept. Computer Specialist I	1	1.00	1	1.00	28,940	30,628
4157	Forensic Pathology Fellow	1	1.00	1	1.00	36,997	38,272
4159	Deputy Medical Examiner II	3	3.00	3	3.00	306,189	316,668
4160	Supv. Deputy Medical Examiner	1	1.00	1	1.00	102,063	105,556
4305	Toxicologist	4	4.00	4	4.00	183,024	189,296
4306	Supervising Toxicologist	1	1.00	1	1.00	51,996	53,778
4319	Senior Histology Technician	1	1.00	1	1.00	35,749	36,971
4330	Laboratory Assistant	1	1.00	1	1.00	22,544	23,319
4800	Autopsy Room Supervisor	1	1.00	1	1.00	47,069	48,681
4819	Senior Forensic Autopsy Asst.	1	1.00	1	1.00	37,355	38,632
4820	Forensic Autopsy Assistant	5	5.00	5	5.00	162,767	171,296
5740	Med. Exam. Investigator II	14	14.00	14	14.00	540,408	554,498
5792	Supervising M.E. Investigator	1	1.00	1	1.00	48,483	50,145
7031	Custodian	1	1.00	1	1.00	16,193	16,815
9999	Temporary Extra Help	1	0.67	1	0.67	17,780	17,780
Total		47	46.67	47	46.67	\$2,180,465	\$2,251,076
Salary Adjustments:						(42)	6,195
Premium/Overtime Pay:							
Shift Premium						10,400	10,400
Standby						5,000	5,000
Holiday Premium						20,500	20,500
Other Extraordinary Pay:						2,520	2,520
Employee Benefits:						682,783	664,796
Salary Savings:						(3,086)	(3,086)
VTO Reductions:						(0)	(10,433)
Total Adjustments						\$718,075	\$695,892
Program Totals		47	46.67	47	46.67	\$2,898,540	\$2,946,968

PARKS AND RECREATION

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Parks and Recreation	\$7,107,104	\$6,183,536	\$6,383,776	\$6,665,800	\$7,245,460	579,660	8.7
ParkLand Dedication Fund	2,347,239	1,609,740	1,386,831	7,726,848	7,820,890	94,042	1.2
Fish & Wildlife Fund	26,603	42,067	0	39,436	0	(39,436)	(100.0)
TOTAL DIRECT COST	\$9,480,946	\$7,835,343	\$7,770,607	\$14,432,084	\$15,066,350	\$634,266	4.4
PROGRAM REVENUE	(6,265,056)	(4,791,621)	(4,561,943)	(10,635,858)	(10,728,388)	(92,530)	0.9
NET COST ALL FUNDS	\$3,215,890	\$3,043,722	\$3,208,664	\$3,796,226	\$4,337,962	\$541,736	14.3
STAFF YEARS	150.5	113.97	118.43	123.17	126.67	3.50	2.8

MISSION

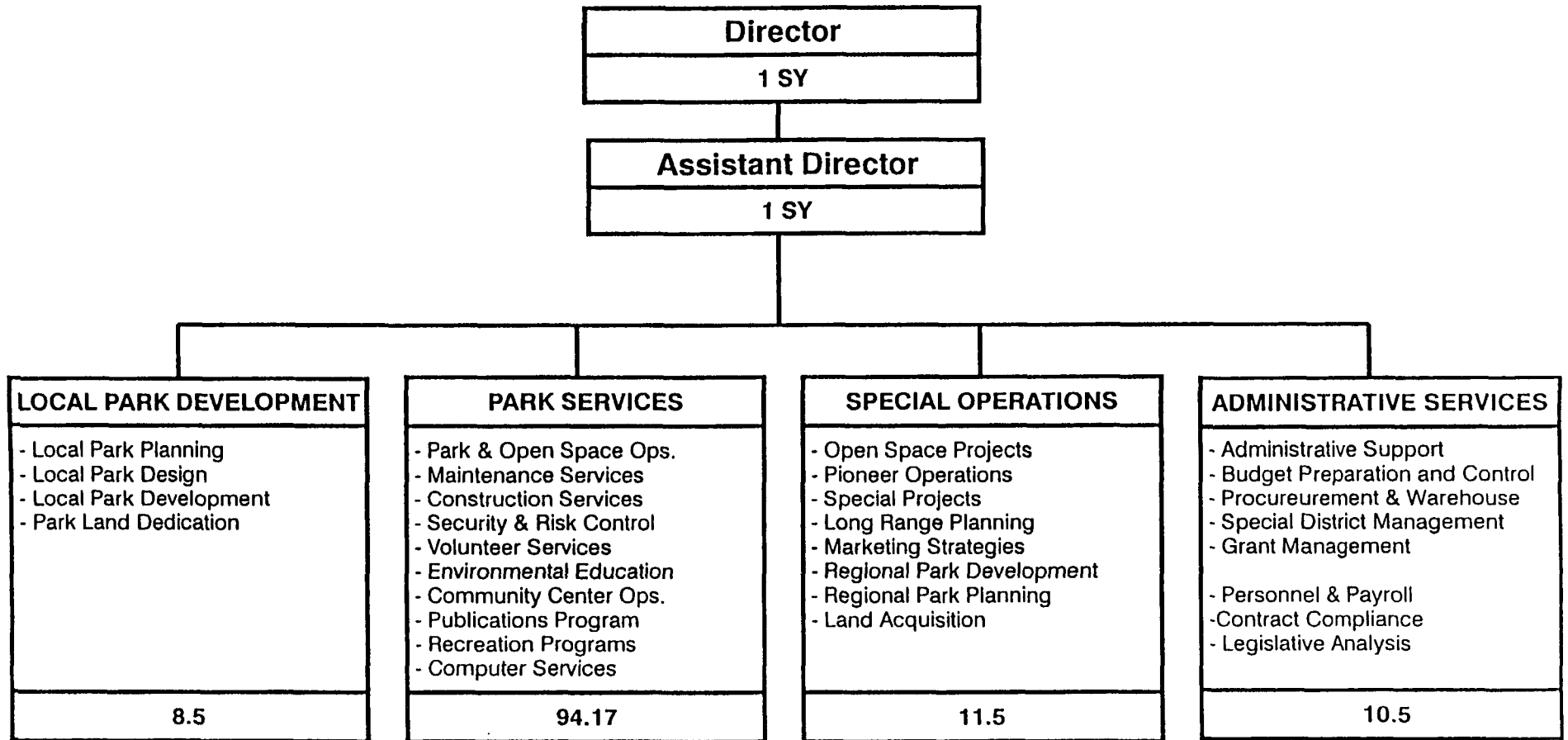
Provide the best possible local and regional parks, open space preserves, community facilities and recreational opportunities for the present and future generations of San Diego County residents through employee responsiveness and in partnership with communities and volunteers.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Generate no less than \$1,100,000 in park user fee revenue by operating and maintaining a regional system of camping and picnic parks as a business, providing quality service and value pricing.
 - a. Process no less than 11,800 reservations for overnight camping in County Parks.
 - b. Complete installation of an automated Reservation system by June 30, 1996.
 - c. Operate, maintain and rent 644 individual campsites.
2. Increase participation in youth diversion events by 25%.
 - a. Offer 9 special youth diversion events.
 - b. Make 400 direct youth interventions.
 - c. Award two (2) contracts for the operation of recreation programs at two (2) community centers
4. Maintain non-paid staff years at 76.2 which is 38% of the Department's total work force.
 - a. Recruit volunteers and implement a docent program for Guajome Adobe.
5. Complete 100% of funded park development projects within budget and on time.
 - a. Complete fifteen (15) park development projects by June 30, 1997.

SAN DIEGO COUNTY PARKS AND RECREATION DEPARTMENT

26-2



PROGRAM: Parks and Recreation

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 45308
MANAGER: Michael G. Kemp

ORGANIZATION #: 5100
REFERENCE: 1996-97 Proposed Budget - Pg. 26-5

AUTHORITY: Administrative Code Section 430

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,816,600	\$5,060,631	\$5,261,928	\$5,575,953	\$5,764,196	3.4
Services & Supplies	868,247	1,025,273	994,978	832,664	1,082,041	29.9
Other Charges	389,258	37,635	18,238	257,183	399,223	55.2
Fixed Assets	9,469	59,997	108,632	0	0	0.0
Vehicle/Comm. Equip.	0	0		0	0	0.0
Less Reimbursements	(2,000)	(0)		(0)	0	0.0
Reserves	0	0		0	0	0.0
Operating Transfers	25,530	0		0	0	0.0
TOTAL DIRECT COST	\$7,107,104	\$6,183,536	\$6,383,776	\$6,665,800	\$7,245,460	8.7
PROGRAM REVENUE	(3,891,214)	(3,156,036)	(3,175,112)	(2,869,574)	(2,907,498)	1.3
NET GENERAL FUND COST	\$3,215,890	\$3,027,500	\$3,208,664	\$3,796,226	\$4,337,962	14.3
STAFF YEARS	150.5	113.97	118.43	123.17	126.67	2.8

PROGRAM MISSION

(SEE DEPARTMENTAL MISSION)

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Estimated actual Department Salaries and Benefits are less than budgeted due to the hiring freeze, staff vacancies, and temporary assignment of the Director to the Department of Planning and Land Use and the Chief Administrative Office. Services and Supplies are higher than budgeted because of prior year funding expended during the current year and funds transferred by Board of Supervisors action to Services and Supplies. Other charges are less due to appropriations transfers to Capital Projects.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. The Department has the lowest per capita operating cost among California Counties with a population over 120,000.
2. User satisfaction survey showed that our customers are 97% satisfied with the services and facilities provided by the Department.
3. Park User Fee Revenue was \$1,169,465 which was \$100,209 more than was budgeted.
4. Sixteen campsites were completed at Guajome Regional Park and four (4) enclosed pavilions were completed at four campgrounds.
5. Six (6) Sixth Grade Camp programs were conducted with 600 participants and the program won a NACO award.
6. Volunteers and institutional support provided 158,500 hours or 76.2 staff years.
7. Special programs such as Jr. Rangers, Science Adventures Camps, and various special events were attended by 3,500 participants, generating \$16,415 in revenue.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(SEE DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES)

1996-97 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 = \$5,360,113; R = \$1,805,357] 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 [8.5 SY; E = \$433,204; R = \$624,296] 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 [11.5 SY; E = \$739,372; R = \$465,845] 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 [12.5 SY; E = \$712,771; 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
Rents and Concessions	\$344,736	\$317,643	\$317,643	0
Plan Review Charges	4,807	8,200	8,200	0
Inter-Fund Charges, Capital Outlay Fund	272,803	259,471	259,471	0
Inter-Fund Charges, PLDO Fund	13,871	21,000	21,000	0
Inter-Fund Charges, Special Districts	258,579	199,294	199,294	0
Inter-Fund Charges, Other	15,845	0	0	0
User Fees, Park and Camping	1,169,466	1,069,256	1,107,180	37,924
Park Fees, Other Government	10,472	0	0	0
Sub-Total	\$2,090,579	\$1,874,864	\$1,912,788	\$37,924
OTHER:				
Inter-Fund Transfer, Parkland Dedication Fund	\$933,710	\$933,710	\$933,710	0
Miscellaneous	2,691	0	0	0
Sub-Total	\$936,401	\$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	45,000	45,000	45,000	0
Fed Aid - Environmental	96,452	0	0	0
Grants - Other Services	6,680	0	0	0
Sub-Total	\$148,132	\$61,000	\$61,000	\$0
Total	\$3,175,112	\$2,869,574	\$2,907,498	\$37,924

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Net County Cost	\$3,208,664	\$3,796,226	\$4,337,962	\$541,736
Sub-Total	\$3,208,664	\$3,796,226	\$4,337,962	\$541,736
Total	\$3,208,664	\$3,796,226	\$4,337,962	\$541,736

EXPLANATION/COMMENT ON PROGRAM REVENUES

User Fees, Park and Camping increased due to the completion of 18 additional campsites and reopening of Guajome Regional Park; the completion of cabins at Lake Morena and William Heise Regional Parks; and additional grant revenue.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY					
Campsite Reservations					
% OF RESOURCES: 15%					
<u>OUTCOME (Planned Result)</u>					
% of campsites occupied			25%		30%
% of Customer/User Satisfaction			97%	85%	97%
<u>OUTPUT (Service/Product)</u>					
Number of Camping Reservations Processed			13,188	11,800	13,188
<u>INPUT (Resources)</u>					
Reservation Desk Staff Years			2.71	2.77	3.0
<u>EFFICIENCY (Output/Input)</u>					
Reservations/Staff Years			4,866	4,260	4,396
ACTIVITY					
Recreation Program - Youth Diversion (New Program)*					
% OF RESOURCES: 02%					
<u>OUTCOME (Planned Result)</u>					
Total Number of Participants			1,500		3,500
<u>OUTPUT (Service/Product)</u>					
Total Number of Event Days			37		70
<u>INPUT (Resources)</u>					
Total Cost of Program			\$44,448	\$53,249	\$77,457
<u>EFFICIENCY (Output/Input)</u>					
Cost per Event Day			\$ 1,201		\$ 1,106
Cost per Participant			\$ 27		\$ 22

*The Recreation Program is a new program started in FY1995-96. Cost include startup and supplies costs.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2131	Director, Parks and Rec.	1	1.00	1	1.00	\$88,128	\$91,144
2215	Asst. Dir., Parks and Rec.	1	1.00	1	1.00	73,777	76,299
2302	Administrative Asst. III	1	1.00	1	1.00	45,983	47,558
2303	Administrative Asst. II	2	2.00	2	2.00	69,427	79,447
2337	Public Info. Specialist	1	1.00	1	1.00	37,813	39,111
2369	Administrative Srvs. Mgr II	1	1.00	1	1.00	51,954	56,397
2511	Payroll Clerk	1	1.00	1	1.00	20,586	20,127
2655	Storekeeper III	1	1.00	1	1.00	28,552	29,533
2660	Storekeeper I	1	1.00	1	1.00	21,522	23,169
2700	Intermediate Clk Typist	6	6.00	6	6.00	120,767	127,770
2745	Supervising Clerk	1	1.00	1	1.00	27,660	28,611
2758	Administrative Secretary III	1	1.00	1	1.00	30,653	31,703
3009	Word Processor Operator	1	1.00	1	1.00	23,646	24,455
3118	Dept. Computer Specialist I	1	.50	1	1.00	14,124	30,628
3528	Chief, Park Development	1	1.00	1	1.00	54,533	56,397
3801	Drafting Tech. II	1	1.00	1	1.00	30,383	31,424
4000	Historian	1	.50	1	.50	15,304	15,765
5920	Electrician	0	0.00	1	1.00	0	30,907
5950	Plumber	1	1.00	1	1.00	34,045	33,297
6032	Equip. Operator I	2	2.00	2	2.00	54,262	60,874
6301	Chief, Park Special Ops	1	1.00	1	1.00	54,533	56,397
6304	Chief, Park Services & Maint.	1	1.00	1	1.00	54,533	56,397
6324	Park Project Manager	9	9.00	9	9.00	347,349	377,734
6325	Senior Park Project Mgr.	3	3.00	3	3.00	141,822	140,340
6327	District Park Manager	5	5.00	5	5.00	213,148	221,465
6332	Park Ranger	24	24.00	25	25.00	685,876	731,401
6336	Recreational Supervisor	1	1.00	1	1.00	29,640	29,685
6337	Recreation Program Manager	0	0.00	1	1.00	0	36,627
6342	Senior Park Ranger	11	11.00	11	11.00	349,580	361,570
6343	Supervising Park Ranger	18	18.00	18	18.00	619,737	641,998
6345	Senior Park Maint Worker	1	1.00	1	1.00	29,740	30,759
6346	Coord, Volunteer & Pub Serv	1	1.00	1	1.00	42,825	44,293
6347	Park Maintenance Worker	14	14.00	14	14.00	364,581	377,143
0735	Park Attendant	3	.67	19	1.59	10,812	27,501
9999	Temporary Workers	0	8.50	0	7.58	182,595	163,959
Total		118	123.17	137	126.67	\$3,969,890	\$4,231,885
Salary Adjustments:						66,149	1,915
Premium/Overtime Pay:						52,818	52,818
Night Duty Differential:						102,341	102,341
Employee Benefits:						1,455,380	1,468,011
Uniform Allowance:						21,000	21,000
Salary Savings:						(91,625)	(92,508)
VTO Reductions:						(0)	(21,266)
Total Adjustments						\$1,606,063	\$1,532,311
Program Totals		118	123.17	137	126.67	\$5,575,953	\$5,764,196

PROGRAM: Park Land Dedication

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 45500
MANAGER: Michael G. Kemp

ORGANIZATION #: 5400
REFERENCE: 1996-97 Proposed Budget - Pg. 26-10

AUTHORITY: County Code of Regulatory Ordinances (820-202)

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Other Charges	\$29,507	\$4,793	\$14,004	\$6,793,138	\$6,887,180	1.4
Operating Transfers	2,317,732	1,604,947	1,372,827	933,710	933,710	0.0
TOTAL DIRECT COST	\$2,347,239	\$1,609,740	\$1,386,831	\$7,726,848	\$7,820,890	1.2
Fees	(410,013)	(567,896)	(754,599)	(422,010)	(667,176)	58.1
Other Revenue	(616,880)	(440,476)	(365,580)	(434,424)	(320,672)	(26.2)
Fund Balance	(1,320,346)	(601,368)	(266,652)	(6,870,414)	(6,833,042)	(0.5)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

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 24 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.

1995-96 ACTUAL TO 1995-96 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 1995-96 OBJECTIVES

1996-97 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: 1996-97 Proposed Budget - Pg. xx

AUTHORITY: County Administrative Code Section 265 and Fish and Game Code Section 13100 et. seq.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$0	\$113	\$4,000	\$0	(100.0)
Other Charges	26,603	25,845	6,644	35,436	0	(100.0)
TOTAL DIRECT COST	\$26,603	\$25,845	\$6,757	\$39,436	\$0	(100.0)
Fine & Miscellaneous Revenue	(48,621)	(16,457)	(25,410)	(16,250)	(0)	(100.0)
Fund Balance	22,018	(9,388)	()	(23,186)	(0)	
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$(18,653)	\$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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

This program was transferred to the Department of Agriculture, Weights and Measures for FY 1996-97.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

DEPARTMENT OF PLANNING AND LAND USE

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
PLANNING	0	0	5,495,815	5,700,747	5,589,244	(111,503)	(2.0)
BUILDING	\$2,643,099	\$2,497,249	\$0	\$0	\$0	0	
COMMUNITY PLANNING	2,938,829	2,541,709	0	0	0	0	
REGIONAL PLANNING	2,916,551	2,863,610	0	0	0	0	
SUPPORT SERVICES	967,806	944,458	0	0	0	0	
TOTAL DIRECT COST	\$9,466,285	\$8,847,026	\$5,495,815	\$5,700,747	\$5,589,244	\$(111,503)	(2.0)
FUND BALANCE	(0)	(0)	(155,000)	(155,000)	(192,085)	(37,085)	23.9
PROGRAM REVENUE	(7,676,796)	(7,874,563)	(3,035,515)	(3,667,963)	(2,715,100)	952,863	(26.0)
NET GENERAL FUND COST	\$1,789,489	\$972,463	\$2,305,300	\$1,877,784	\$2,682,059	\$804,275	42.8
STAFF YEARS	148.39	135.67	80.2	88.42	72.0	(16.42)	(18.6)

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.

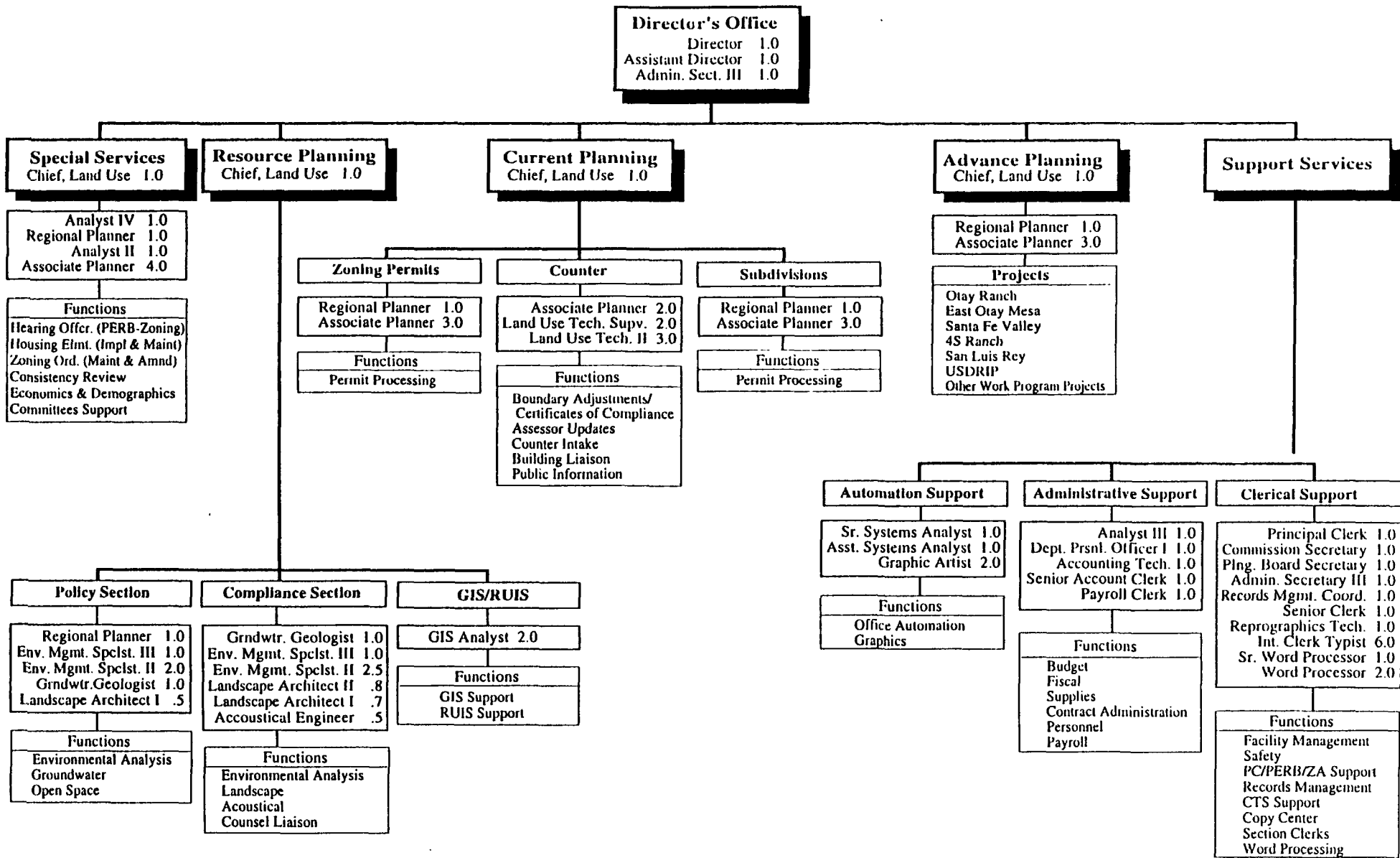
1996-97 DEPARTMENTAL OBJECTIVES

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.

1996-97 DEPARTMENTAL OUTCOMES

1. Compliance with statutory and Board approved timelines.
2. Implementation of streamlined permit processing processes, policies and procedures.
4. Implementation of long range planning goals set by the Board.
5. Customer satisfaction.

DEPARTMENT OF PLANNING AND LAND USE FUNCTIONAL ORGANIZATION FY 96-97



27-2

PROGRAM: PLANNING

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05660

ORGANIZATION #: 5650

MANAGER: Gary L. Pryor

REFERENCE: 1996-97 Proposed Budget - Pg. 27-1

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 B-29 establishes the responsibility for full cost recovery, including indirect costs, in the establishment and collection of fees.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,660,195	\$2,366,874	\$4,447,499	\$4,365,471	\$4,116,492	(5.7)
Services & Supplies	278,634	174,835	1,024,135	1,292,276	1,472,752	14.0
Other Charges	0	0	3,650	0	0	
Fixed Assets	0	0	20,531	43,000	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	
TOTAL DIRECT COST	\$2,938,829	\$2,541,709	\$5,495,815	\$5,700,747	\$5,589,244	(2.0)
FUND BALANCE	(0)	(0)	(155,000)	(155,000)	(192,085)	23.9
PROGRAM REVENUE	(3,063,013)	(2,543,744)	(3,035,515)	(3,667,963)	(2,715,100)	(26.0)
NET GENERAL FUND CONTRIBUTION	\$(124,184)	\$(2,035)	\$2,305,300	\$1,877,784	\$2,682,059	42.8
STAFF YEARS	50.60	44.94	80.2	88.42	72.0	(18.6)

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The actual impact on the General Fund for Fiscal Year 1995-96 is (\$59,041). This differs from the numbers reflected in the above FY 95-96 actual and budgeted columns due to mid-year appropriation and revenue adjustments. Adjustments included \$122,500 - General Fund Work Program; \$100,000 - Agriculture Lawsuit rebudget; \$54,066 - RUIS Automated Permit Processing Sys rebudget; and \$91,909 in other miscellaneous adjustments (Workman's Comp, Public Liability, etc).

ACHIEVEMENT OF 1995-96 OBJECTIVES

1.
 - a) Processed 78% of Tentative Maps within 11 months
 - b) Processed 71% of Major Use Permits within 11 months
 - c) Processed 92% of Tentative Parcel Maps within 9 months
2. Maintained overall processing times for 80% of the cases
3. Maintained customer service satisfaction ratings of 3 or better for 87% of the customers who responded

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

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.
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).
4. Implement quarterly reporting procedures to provide Work Program activity progress and timelines to the Board.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

1. Planning and Land Use [72.0 SY; E = \$5,589,244; R = \$2,715,100] is:
 - o Mandated/Discretionary Service Level.
 - o This program is 48.6% offset by program revenues.
 - o The changes to this program are:
 - (\$468,079) Staff Year (funding) Reductions/Adjustments (16.42 SY): (-1.0 Deputy Director; - 1.0 Analyst III; - 1.0 Regional Planner/Plng Mgr I; - 6.5 Senior Planner/Sr Plng Proj Mgr; - 1.0 Graphic Artist; - 1.09 Associate Planner/Plng Proj Mgr; + 0.67 Analyst II; + 0.05 Assistant Director; + 1.0 Admin Services Mgr II (pos); -1.0 Admin Services Mgr II (vacant); - 1.0 Analyst II (vacant); - 2.0 Land Use Technician (vacant); - 1.0 Word Processing Operator; - 1.0 Intermediate Clerk Typist (vacant); 1.0 Cashier (transfer to Auditor & Controller)
 - (\$43,000) Fixed Asset Adjustment
 - \$100,000 Rebudget - Agricultural Element Lawsuit
 - \$54,066 Rebudget - RUIS Automated Permitting System
 - \$219,100 Extra-help monies to implement General Fund Work Program Activities
 - \$26,410 Public Liability
 - \$952,863 Reduction in program revenues based on projected caseload
 - (\$37,085) - This reflects the net impact on the DPLU Fund Balance Designation. \$155,000 was used in FY 95/96 and \$192,085 is being transferred to the Department of Environmental Health in FY 96/97.
 - o The functions within Planning are outlined below:
 - Current Planning - Zoning/Subdivision Permit Processing; Counter intake; boundary adjustments; assessor updates; building liaison; public information.
 - Resource Planning - Policy/Compliance; environmental analysis; groundwater; open space; landscape; acoustical; counsel liaison.
 - Advance Planning - General Fund Work Program implementation.
 - Special Services - Hearing Officer (PERB/Zoning); Housing Element; Zoning Ordinance; consistency review; demographics; committees support; property tax.
 - Support Services - Department administration; budget; revenue forecasting; fee development; fiscal/trust accounting; purchasing; personnel/payroll; Planning Commission support; records management; case tracking, case processing support; central graphic/reprographic support; word processing; distribution; automation support.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
FUND BALANCE DESIGNATION:	\$155,000	\$155,000	\$192,085	37,085
CHARGES FOR CURRENT SERVICES:				
Services to Property Owners	\$2,267,023	\$3,362,963	\$2,395,100	(967,863)
Fees	101,992	66,000	25,000	(41,000)
Sub-Total	\$2,524,015	\$3,583,963	\$2,612,185	\$(971,778)
TOTAL INTERGOVERNMENTAL REVENUE:				
Aid from other Governmental Agencies/CDBG	\$334,956	\$ 21,600	\$225,000	203,400
Road Fund	103,021	72,400	10,000	(62,400)
Fed Aid-HUD	119,997	95,000	0	(95,000)
Charges in Spec Dist/Other	108,526	50,000	60,000	10,000
Sub-Total	\$666,500	\$239,000	\$295,000	\$56,000
Total	\$3,190,515	\$3,822,963	\$2,907,185	\$(915,778)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$2,305,300	\$1,877,784	\$2,682,059	804,275
Sub-Total	\$2,305,300	\$1,877,784	\$2,682,059	\$804,275
Total	\$2,305,300	\$1,877,784	\$2,682,059	\$804,275

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 96-97 CAO Proposed Budget revenues are based on FY 95-96 estimated actuals and reflect continued leveling off of building activity as predicted at the 1996 Economic Roundtable.

The \$192,085 Fund Balance Designation is a accounting adjustment to reflect the transfer of the remaining balance from Department of Planning and Land Use to Department of Environmental Health.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
DISCRETIONARY PERMITS					
% OF RESOURCES: %					
<u>OUTCOME (Planned Result)</u>					
1. % OF CASES PROCESSED WITHIN:					
11 MONTHS TENTATIVE MAPS	-	80%	71%	-	*
11 MONTHS MAJOR USE PERMITS	-	94%	71%	-	*
9 MONTHS TENTATIVE PARCEL MAPS	-	86%	92%	-	*
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	-	-	*
<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 developing new performance indicators that better reflect the new reorganization. We hope to reflect these new measurements by 1997-98 Budget.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0968	Chief, Land Use	5	5.00	4	4.00	270,808	278,828
2137	Director	1	1.00	1	1.00	92,533	95,699
2268	Assistant Director	1	0.50	1	1.00	43,030	80,412
2288	Deputy Director	2	1.00	0	0.00	72,455	0
2330	Dept Personnel Ofcr I	1	1.00	1	1.00	34,296	43,109
2369	Admin Services Mgr II	0	0.00	0	0.00	0	0
2403	Accounting Technician	1	1.00	1	1.00	20,714	21,422
2412	Analyst II	2	1.67	1	1.00	55,303	43,109
2413	Analyst III	2	2.00	1	1.00	91,966	40,383
2414	Analyst IV	1	1.00	1	1.00	51,954	53,735
2426	Asst Systems Analyst	1	1.00	1	1.00	36,105	38,100
2430	Cashier	1	1.00	0	0.00	22,189	0
2494	Payroll Clerk	1	1.00	1	1.00	18,778	22,418
2510	Senior Account Clerk	1	1.00	1	1.00	23,853	24,673
2525	Senior Systems Analyst	1	1.00	1	1.00	54,533	56,397
2700	Inter Clerk Typist	7	7.00	6	6.00	141,353	126,302
2725	Principal Clerk	1	1.00	1	1.00	31,341	32,419
2730	Senior Clerk	1	1.00	1	1.00	23,853	24,673
2740	Records Management Coord	1	1.00	1	1.00	27,660	28,611
2752	Planning Board Secretary	1	1.00	1	1.00	30,653	31,703
2758	Admin Secretary III	2	2.00	2	2.00	56,496	59,283
2769	Commission Secretary	1	1.00	1	1.00	33,005	34,140
3008	Senior Word Processor	1	1.00	1	1.00	25,502	26,373
3009	Word Processor Operator	3	3.00	2	2.00	70,938	48,910
3051	Reprograhics Technician	1	1.00	1	1.00	21,499	22,719
3504	Landscape Architect I	2	1.50	2	1.50	58,244	60,166
3505	Landscape Architect II	1	0.50	1	0.50	20,757	21,386
3508	Associate Planner	14	14.25	15	15.00	645,054	587,348
3509	Geograhpic Info Sys Analyst	2	2.00	2	2.00	78,958	82,310
3514	Environmental Mgt Spec III	2	2.00	2	2.00	91,966	95,116
3515	Environmental Mgt Spec. II	5	4.50	5	4.50	171,156	185,434
3550	Senior Planner	6	6.00	0	0.00	300,472	0
3551	Regional Planner	7	7.00	5	5.00	311,264	266,840
3690	Groundwater Geologist	2	2.00	2	2.00	116,386	120,378
3711	Accoustical Engineer	1	0.50	1	0.50	25,270	26,033
3817	Graphic Artist	3	3.00	2	2.00	97,707	67,364
3834	Land Use Tech. Supervisor	2	2.00	2	2.00	74,962	77,524
3835	Land Use Technician II	5	5.00	3	3.00	156,475	99,774
9008	Plg Cmn & Brd of Plg & Zng Apls	0	0.00	0	0.00	43,300	43,300
9999	Extra-Help	0	0.00	0	0.00	0	203,530
Total		92	88.42	74	72.00	\$3,542,788	\$3,169,921
Salary Adjustments:						(3,118)	25,809
Premium/Overtime Pay:						0	0
Employee Benefits:						1,213,648	1,007,234
ILP Reductions:						0	0
Salary Savings:						(387,847)	(80,000)
VTO Reductions:						(0)	(6,472)
Total Adjustments						\$822,683	\$946,571
Program Totals		92	88.42	74	72.00	\$4,365,471	\$4,116,492

PUBLIC ADMINISTRATOR

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
FIDUCIARY SERVICES	\$2,180,711	\$2,182,846	\$2,200,063	\$2,239,331	\$2,289,134	49,803	2.2
TOTAL DIRECT COST	\$2,180,711	\$2,182,846	\$2,200,063	\$2,239,331	\$2,289,134	\$49,803	2.2
PROGRAM REVENUE	(2,181,283)	(2,295,429)	(1,493,220)	(1,410,857)	(1,429,419)	(18,562)	1.3
NET GENERAL FUND COST	\$(572)	\$(112,583)	\$706,843	\$828,474	\$859,715	\$31,241	3.8
STAFF YEARS	48.42	48.11	48.45	51.17	51.00	(0.17)	(0.3)

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.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

Conservatorship Division

1. Comply 100% with Superior Court requirements for case management of conservatorships.
 - a. Administer 540 conservatorships.
 - b. File 250 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 70% of the cases referred by citizens or agencies.
 - a. Respond to 900 citizen/agency inquiries.
 - b. Investigate 320 referrals

Decedent Division

4. Comply 100% with Superior Court requirements for administration of decedent estates.
 - a. Administer 660 decedent estates.
 - b. Complete and/or file 50 accountings as required by the Superior Court.
5. Find alternatives to county administration for 75% of the cases referred to this office.
 - a. Evaluate 1975 potential cases.

Indigent Burial

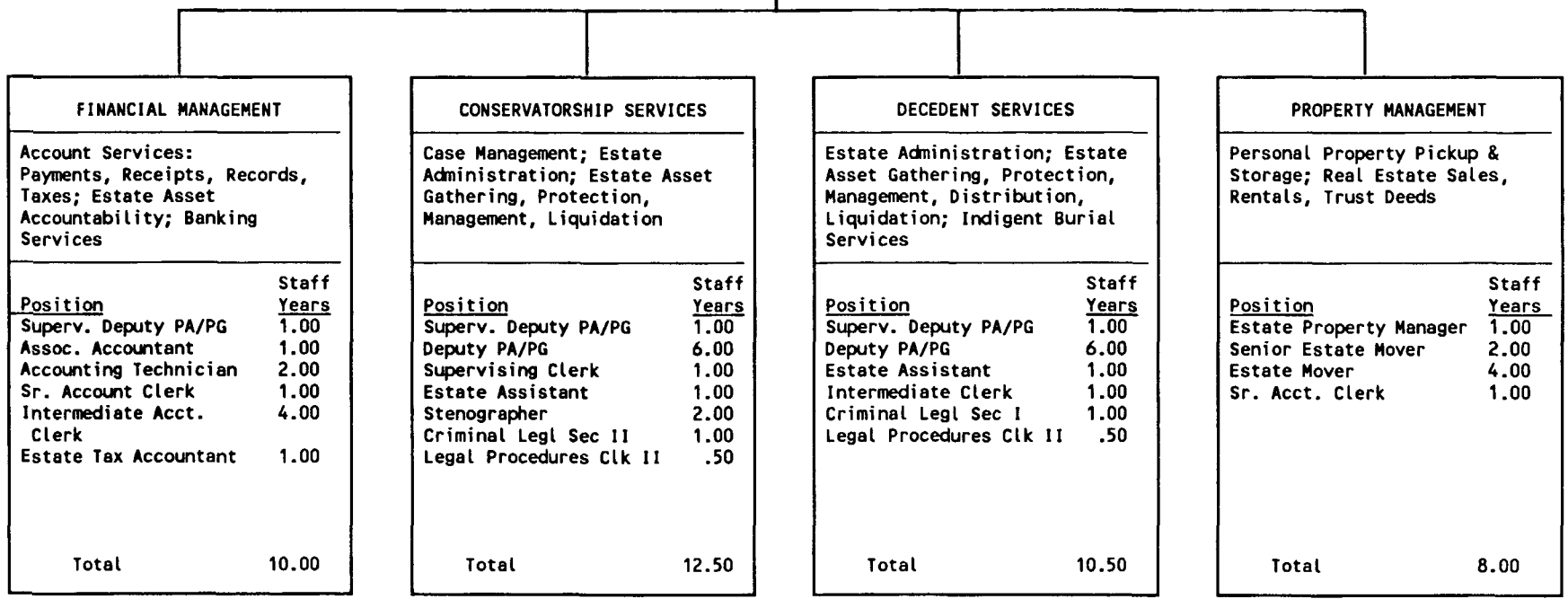
6. Complete final disposition for all indigent decedents in compliance with Health & Safety Code 7104(b), and Board of Supervisor's Policy E7.
 - a. Process 300 indigent dispositions.

PUBLIC ADMINISTRATOR & PUBLIC GUARDIAN 1996-97

DIRECTOR'S OFFICE	
Management-Administration Automation System	
<u>Position</u>	<u>Year</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
Intermediate Clerk	3.00
Extra Help	1.00
 Total	 10.00

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

28-2



PROGRAM #: 19004
 MANAGER: BARBARA A. BAKER

ORGANIZATION #: 2050
 REFERENCE: 1996-97 Proposed Budget - Pg. 28-3

AUTHORITY: California Probate Code; Welfare and Institutions Code, Division 8, Chapter 1; County Administrative Code, Sections 397-397.5 and 440; Health and Safety Code, Section 7104; Government Code, Section 27440 and 27462; and Board of Supervisors Policy E-7. This program is required to: (1) administer the estates of deceased persons and conservatees when estate assets are in danger of being lost, wasted, or misappropriated and there is no one else willing or able to administer the estates and (2) arrange for the disposition of indigent persons.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,976,108	\$1,946,866	\$2,009,520	\$2,020,264	\$2,065,175	2.2
Services & Supplies	92,052	109,021	105,526	119,067	123,959	4.1
Other Charges						
Lease Purchase-Structures	2574	0	0	0	0	0.0
Indigent Burials	92,072	109,225	70,015	100,000	100,000	0.0
Automation System						
Exp App to Pr. Yrs OC	17,905	8,521	15,002	0	0	0.0
Fixed Assets						
Fixed Assets - Pr. Yr.	0	9,213	0	0	0	0.0
	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,180,711	\$2,182,846	\$2,200,063	\$2,239,331	\$2,289,134	2.2
PROGRAM REVENUE	(2,181,283)	(2,295,429)	(1,493,220)	(1,410,857)	(1,429,419)	1.3
NET GENERAL FUND CONTRIBUTION	\$(572)	\$(112,583)	\$706,843	\$828,474	\$859,715	3.8
STAFF YEARS	48.42	48.11	48.45	51.17	51.00	(0.3)

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The actual general fund contribution for this program was 14.7% less than budget. Half of the variance is the result of unanticipated revenues of interest earnings on estate assets. Additional savings were realized in salaries and benefits due to unanticipated staff vacancies and in other charges due to fewer than anticipated indigent burials.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Conservatorship Division

1. a. Staff administered 588 conservatorships compared to the budget estimate of 525.
 b. Instead of 300 case accountings, only 231 were required and completed. The active case load included a higher than anticipated number of cases only requiring bi-annual reporting.
2. a. Conservatee standard of care was ensured by meeting the goal of quarterly care inspection for 95% of appointed conservatorships.
3. a. This office successfully found alternatives to county involvement for 73% of all inquiries and referrals.
 Note: The 1995-96 budget includes a projection of 1,360 referrals/inquiries. This number is incorrect because it included a duplicate count of some case categories. The 1995-96 Actuals and 1996-97 Budget have been corrected.

Decedent Division

1. a. All court reporting requirements were met for 625 decedent estates.
2. a. The Public Administrator staff successfully located alternatives to county intervention for 79% of 2,188 new case inquiries/referrals.

Indigent Burial

1. a. Indigent burials at county expense were successfully reduced to 245, all in compliance with appropriate Health and Safety Code sections.

1996-1997 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to Department Summary page (Green Sheet).

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

Although the number of both conservatorship and decedent caseloads fluctuate unpredictably due to Court assignments, referrals, 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 [25.00 SY; E = \$1,174,364; R = \$856,627] including administrative, legal, accounting, clerical, and property management support personnel, is:
 - ▶ Mandated/Mandated service level;
 - ▶ Responsible for:
 1. Investigating all referrals regarding the estates of persons who have died in this County when their property is in danger of being lost, wasted, or misappropriated and/or there appears to be no qualified person willing or able to act.
 2. Accepting and managing cases when the Court has determined that existing heirs or petitioners are inappropriate as administrators.
 3. Accumulating, inventorying and safeguarding estate personal and real property.
 4. Processing all creditor claims against the estates.
 5. Attempting to locate heirs and determining consanguinity.
 6. Complying with rigid reporting requirements to Superior Court.
 7. Liquidating estate assets and distributing assets to the heirs.
 8. Collecting Probate fees if funds are available in the estate.
 - ▶ Indigent Burial Program
 1. Investigate decedent identification.
 2. Determine qualification of decedent for indigency status.
 3. Arrange disposition of confirmed indigents in compliance with Board of Supervisors Policy E-7.
2. Conservatorship Services [26.00 SY; E = \$1,114,770; R = \$572,792] including administrative, legal, accounting, clerical, and property management support personnel, is:
 - ▶ Mandated/Discretionary service level (Under Superior Court supervision and reporting requirements).
 - ▶ Responsible for:
 1. Investigating all referrals regarding individuals (usually elderly) who need assistance in managing their financial affairs and in protecting their assets when there are no qualified persons to act.
 2. Participating in the Elder Abuse Task Force.
 3. Establishing case management supervision (conservatorship) for those individuals determined by the Court to need personal and/or estate management assistance.
 4. Prolonging conservatee independence through contracts with various service providers.
 5. Arranging appropriate placement for conservatee board and care needs.
 6. Reviewing and approving all medical services and procedures for conservatees.
 7. Accumulating, inventorying and safeguarding estate personal and real property.
 8. Processing all creditor claims against the estates.
 9. Paying all medical bills for the conservatee.
 10. Attempting to locate heirs and determining consanguinity.
 11. Complying with rigid reporting requirements to Superior Court.
 12. Liquidating estate assets.
 13. Applying for Medi-Cal benefits for conservatees when appropriate.
 14. Transferring the estate to the Decedent Services Division (above) upon the death of conservatees.
 15. Collect conservatorship fees if funds are available in the estate.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Estate Administration Fees	\$852,041	\$960,657	\$760,657	(200,000)
Estate Legal Service Fees	449,377	400,000	400,000	0
Medi-Cal Services (SB 910)	82,695	0	5,000	5,000
Medi-Cal Services - TCM	0	0	13,562	
Sub-Total	\$1,384,113	\$1,360,657	\$1,179,219	\$(181,438)
OTHER REVENUE:				
Pooled Estate Investment and Deposit Interest	\$67,124	\$0	\$200,000	200,000
Indigent Burial Cost Recovery & Miscellaneous	12,775	14,200	14,200	0
Banking Services	0	0	0	0
Indigent Burial - Death Certificate Fee	29,208	36,000	36,000	0
Sub-Total	\$109,107	\$50,200	\$250,200	\$200,000
Total	\$1,493,220	\$1,410,857	\$1,429,419	\$18,562

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$706,843	\$828,474	\$859,715	31,241
Sub-Total	\$706,843	\$828,474	\$859,715	\$31,241
Total	\$706,843	\$828,474	\$859,715	\$31,241

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 1996-97 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 on deposit with the County Treasurer.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: CONSERVATORSHIP DIVISION					
% OF RESOURCES: 48.7%					
<u>OUTCOME (Planned Result)</u>					
Compliance with Superior Court Requirements	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Outcome	\$801,270	\$790,160	\$809,005	\$818,475	\$836,077
<u>OUTPUT (Service or Product)</u>					
Case management conservatorships	522	595	558	525	540
<u>EFFICIENCY (Input/Output)</u>					
Cost per case	\$1,535	\$1,328	\$1,450	\$1,559	\$1,548
<u>OUTCOME (Planned Result)</u>					
Find alternatives to County Public Guardian involvement for referrals	NA	NA	73%	60%	70%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Outcome	NA	NA	\$269,668	\$273,360	\$278,693
<u>OUTPUT (Service or Product)</u>					
Number of Conservatorship referrals/inquiries	NA	NA	912	1,360	900
<u>EFFICIENCY (Input/Output)</u>					
Cost per referral/inquiry	NA	NA	\$296	\$201	\$310
ACTIVITY B: DECEDENT DIVISION					
% OF RESOURCES: 51.3%					
<u>OUTCOME (Planned Result)</u>					
Compliance with Superior Court requirements	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Outcome	NA	NA	\$362,731	\$365,765	\$376,027
<u>OUTPUT (Service or Product)</u>					
Decedent estates administered (Formal probates, summary probates, and indigent cases)	765	658	625	650	660
<u>EFFICIENCY (Input/Output)</u>					
Annual ave. cost per appointed case	NA	NA	\$580	\$563	\$570

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>OUTCOME (Planned Result)</u>					
Find alternatives to County Administration for referrals	NA	NA	79%	70%	75%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Outcome	NA	NA	\$673,642	\$681,200	\$698,337
<u>OUTPUT (Service or Product)</u>					
Total decedent estate referrals/inquiries	NA	NA	2,188	1,915	1,975
<u>EFFICIENCY (Input/Output)</u>					
Average cost per referral/inquiry	NA	NA	\$308	\$356	\$354
<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 (Total cost of cremations/burials)	\$109,935	\$117,746	\$85,017	\$100,000	\$100,000
<u>OUTPUT (Service or Product)</u>					
Indigent dispositions	315	323	245	330	300
<u>EFFICIENCY (Input/Output)</u>					
Average cost per indigent disposition	\$349	\$364	\$347	\$303	\$333

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2158	Public Administrator	1	1.00	1	1.00	70,530	72,946
2282	Asst. Public Administrator	1	1.00	1	1.00	49,103	50,778
2369	Administrative Svcs. Manager II	1	1.00	1	1.00	54,533	56,397
2403	Accounting Technician	2	2.00	2	2.00	53,124	54,944
2425	Associate Accountant	1	1.00	1	1.00	29,803	30,825
2493	Intermediate Acct Clerk	4	4.00	4	4.00	80,102	83,341
2502	Estate Tax Accountant	1	1.00	1	1.00	47,130	48,744
2510	Senior Account Clerk	3	3.00	3	3.00	71,559	74,019
2645	Senior Estate Mover	2	2.00	2	2.00	53,486	55,310
2671	Estate Mover	4	4.00	4	4.00	89,275	93,614
2700	Intermediate Clerk	4	4.00	4	4.00	81,245	84,970
2745	Supervising Clerk	1	1.00	1	1.00	27,660	28,611
2758	Administrative Sec. III	1	1.00	1	1.00	30,653	31,703
2760	Stenographer	2	2.00	2	2.00	38,592	40,824
2775	Criminal Legal Sec. I	1	1.00	1	1.00	29,863	30,885
2776	Criminal Legal Sec. II	1	1.00	1	1.00	31,965	33,060
0632	Legal Procedures Clerk II	0	0	1	1.00	0	20,922
3119	Dept. Comp. Specialist II	1	1.00	1	1.00	35,131	36,338
3637	Supv Dep Public Admin/Guardian	3	3.00	3	3.00	117,123	121,137
3935	Legal Assistant	1	1.00	0	0	28,622	0
3936	Legal Asst. II	1	.17	0	0	4,574	0
5600	Dep Pub Admin/Guardian II	12	12.00	12	12.00	396,828	410,436
5604	Estate Assistant	2	2.00	2	2.00	48,828	50,500
5605	Estate Property Manager	1	1.00	1	1.00	39,041	40,379
9999	Temporary Extra Help	1	1.00	1	1.00	7,500	7,500
Total		52	51.17	51	51.00	\$1,516,270	\$1,558,183
Salary Adjustments:						4,706	2,114
Salary Adjustments (Change Letter)							13,724
ILP						-0-	-0-
Premium/Overtime Pay:						4,520	2,000
Employee Benefits:						540,596	544,263
Salary Savings:						(45,828)	(46,601)
VTO Reductions:						(0)	(8,508)
Total Adjustments						\$503,994	\$506,992
Program Totals		52	51.17	51	51.00	\$2,020,264	2,065,175

PUBLIC WORKS

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
ROADS	\$32,007,209	\$22,596,403	\$21,570,843	\$22,780,676	\$23,153,182	\$372,506	1.6
LAND DEVELOPMENT	7,240,117	5,948,280	6,624,703	6,984,904	7,431,163	446,259	6.4
ENGINEERING SERVICES	18,981,956	20,625,641	29,221,172	65,321,384	69,380,180	4,058,796	6.2
MANAGEMENT SERVICES	9,550,513	9,533,349	9,235,141	11,556,983	11,660,720	103,737	0.9
PUBLIC SERVICES	745,674	814,700	708,828	841,585	801,228	(40,357)	(4.8)
GENERAL FUND ACTIVITIES	979,819	1,382,610	1,334,993	1,432,069	1,515,325	83,256	5.8
TOTAL DIRECT COST	\$69,505,288	\$60,900,983	\$68,695,680	\$108,917,601	\$113,941,798	\$5,024,197	4.6
PROGRAM REVENUE	(69,288,805)	(60,212,043)	(68,163,751)	(108,481,092)	(113,525,289)	(5,044,197)	4.7
NET GENERAL FUND COST	\$216,483	\$688,940	\$531,929	\$436,509	\$416,509	\$(20,000)	(4.6)
STAFF YEARS	576.00	508.00	518.00	519.00	518.00	(1.00)	(0.2)

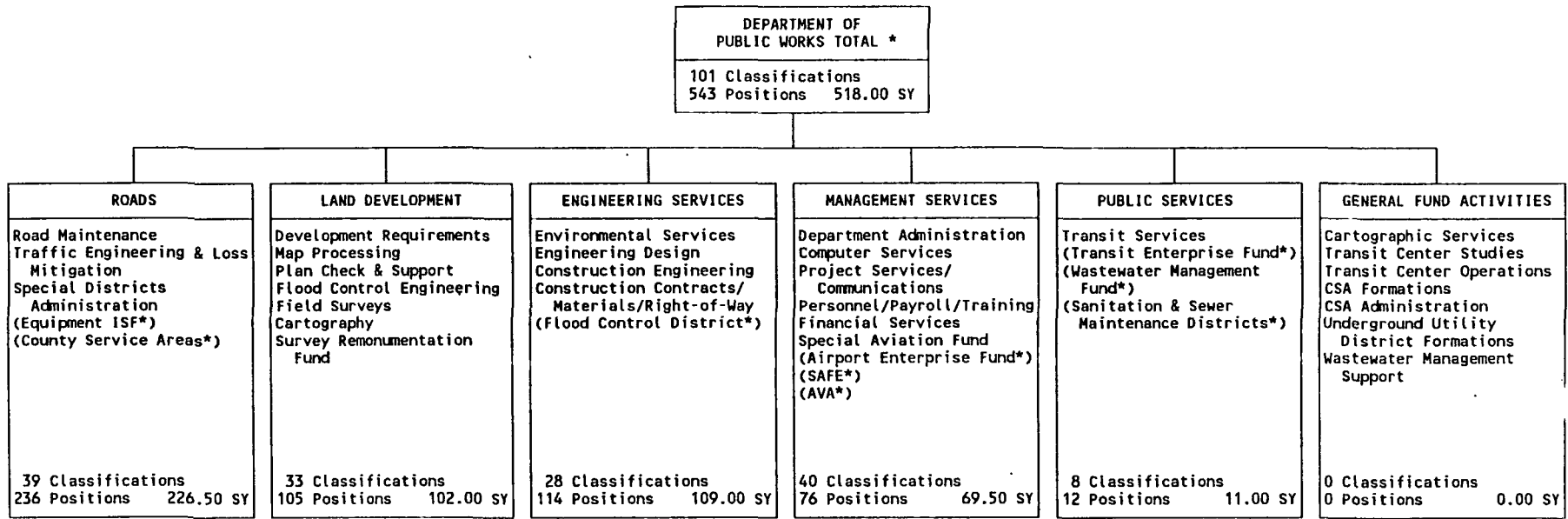
MISSION

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.

1996-97 DEPARTMENT OUTCOME AND OUTPUT OBJECTIVES

1. Maintain 85% of County road miles in fair to very good condition, as a result of routine maintenance.
 - a. Maintain 1,876 miles of roads in the County Maintained System.
2. Process 100% of land development discretionary permits within 90 work days.
 - a. Process 62 Tentative Maps (TM).
 - b. Process 78 Tentative Parcel Maps (TPM).
 - c. Process 50 Major Use Permits (MUP).
3. Advertise 100% of assigned major road and bridge construction contracts.
 - a. Process 56 major construction contracts.
4. Increase public transit ridership on the San Diego County Transit System by 5%.
 - a. Monitor 29 bus contracts for transit services.
 - b. Monitor 17 transit center contracts.
5. Operate sewer line systems at detention facilities with a spillage rate of less than two spills per year.
 - a. Clean and repair 20,000 linear feet of sewer line.

DEPARTMENT OF PUBLIC WORKS
 (Headquarters Location: County Operations Center)
 FY 1996-97 COUNTY FAMILY OF FUNDS PROGRAM BUDGETS *



29-2

* The Department of Public Works (DPW) County Family of Funds Adopted Program Budget for FY 1996-97 includes Road Fund, Survey Remonumentation Fund, Special Aviation Fund, and Public Works General Fund. Seven (7) additional program budgets, prepared and administered by DPW, are included in the Special Districts and Enterprise Funds Proposed Program Budget Book for FY 1996-97. 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 240.50 SY, 249 Positions), are shown in their respective program budgets. Airports and Wastewater Management are identified organizationally above, Solid Waste is a separate division (not shown above). Total staffing for DPW's four (4) labor funds spread through six (6) organizational divisions include 144 Employee Classifications, 792 Positions, and 758.50 SY.

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: 1996-97 Proposed Budget - Pg. 29-3

AUTHORITY: This program was developed for the purpose of complying with the provisions of the following California statutes and authorities: 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).

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$12,065,897	\$11,026,902	\$10,709,724	\$10,898,450	\$11,024,378	1.2
Services & Supplies	14,699,075	11,348,787	10,673,176	11,704,701	12,016,224	2.7
Other Charges	5,000,017	0	0	0	0	0.0
Fixed Assets	84,009	147,359	129,600	177,525	112,580	(36.6)
Operating Transfers	158,211	73,355	58,343	0	0	0.0
TOTAL DIRECT COST	\$32,007,209	\$22,596,403	\$21,570,843	\$22,780,676	\$23,153,182	1.6
PROGRAM REVENUE	(32,007,209)	(22,596,403)	(21,570,843)	(22,780,676)	(23,153,182)	1.6
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	257.25	235.00	223.00	227.00	226.50	(0.2)

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 improve the safety of County roads by responding to the public's request for traffic investigations, which may require installation of various traffic safety devices, such as street legends, striping, signs, signals or flashing beacons, 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, street lighting and facilities planning, using County forces and equipment and/or private contractors.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

FY 1995-96 actuals for Salaries and Benefits were under budget by \$188,726 primarily because of unfilled vacant positions. Services and Supplies were under budget by \$1,031,525 because the majority of the Valley Center Sewer District's ongoing development will be accomplished throughout FY 1996-97, as a Wastewater Management project. Fixed Assets were under budget because some equipment was not ordered, and some that was purchased cost less than originally budgeted. Operating Transfers were over budget because of prior year major maintenance projects being completed at the Division Road Stations.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Achieved the goal to maintain 100% of the County road miles (including drainage channels) for the safe passage of the traveling public, by maintaining 91.2% of the 1,876 County road miles in fair to very good condition, as a result of routine maintenance, and by cleaning 9.36 miles of drainage channels.

Achieved the goal to respond to 100% of Traffic Service requests within ten work days, by making midyear procedural changes in assigning requests, resulting in 99% response to Traffic Service Requests within 10 days during the second half of FY 1995-96.

Achieved the goal to administer 100% of Special Districts, by managing and monitoring 99 individual CSA budgets; dissolving one CSA; and transferring responsibility for the Regional 800 Megahertz Radio System to the Department of Information Services.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain 85% or more of County road miles in fair to very good condition, as a result routine maintenance.
 - a. Maintain 1,876 miles of roads in the County Maintained System.
2. Respond to 100% of Traffic service requests within ten work days.
 - a. Investigate and process 600 public requests for service.
3. Budget and monitor 100% of Special Districts.
 - a. Prepare 78 County Service Area and zone budgets providing for road and landscape maintenance, fire protection, street lighting and facilities planning.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Road Maintenance [184.50 SY; E = \$18,581,942; R = \$18,581,942] 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 1.00 staff year.
 - Increasing \$806,702 in total expenditures.

There is no Net General Fund Contribution in this activity.

2. Traffic Engineering and Loss Mitigation [32.50 SY; E = \$2,830,593; R = \$2,830,593] 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 extra help.
 - Decreasing \$51,820 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Special Districts Administration [9.50 SY; E = \$1,740,647; R = \$1,740,647] including administration and management of 78 County Service Areas (CSAs), underground utility districts, fire districts and lighting district; responding to citizen's requests for information and assistance in forming special districts or service areas; and providing maintenance and engineering services to the various districts after their formation. In addition, we prepare the benefit fees to be levied on property tax bills for two park districts, two paramedic service districts and 17 regional 800 megahertz radio system districts. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Unchanged with respect to staffing.
 - Decreasing \$382,376 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
TAXES:				
TransNet Exchange	\$15,983	\$30,000	\$12,000	\$(18,000)
TransNet	54,033	0	0	0
Sales/Use Tax - TDA	5,697	9,000	0	(9,000)
Sub-Total	\$75,713	\$39,000	\$12,000	\$(27,000)
USE OF MONEY & PROPERTY:				
Rents & Concessions	\$99,532	\$100,000	\$100,000	\$0
Sub-Total	\$99,532	\$100,000	\$100,000	\$0
INTERGOVERNMENTAL REVENUES:				
State Highway Users Tax (2104)	\$23,840,653	\$23,080,000	\$24,800,000	\$1,720,000
State Highway Users Tax (2106)	2,378,910	1,773,000	2,000,000	227,000
Highway Use Tax-10 Yr. (2105)	11,155,598	10,367,000	11,200,000	833,000
Federal Aid - Highway	0	0	2,631	2,631
Federal Construction Other	0	3,012	0	(3,012)
Federal Aid - Bridges/FHWA	167	0	0	0
Federal Aid Hazard Elim/Safety	0	0	23,421	23,421
Federal Aid - Rain Damage	134,703	0	0	0
Federal Forest Reserve	61,565	42,000	50,000	8,000
State Grants - Other	26,329	0	0	0
Other Federal/State Agencies	8,071	0	100,000	100,000
CDBG	15,232	0	0	0
Sub-Total	\$37,621,228	\$35,265,012	\$38,176,052	\$2,911,040
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$207,889	\$1,697,220	\$1,545,288	\$(151,932)
Other County Departments & Funds	1,319,140	1,542,899	1,607,307	64,408
Enterprise Funds	170,825	240,500	294,205	53,705
Sub-Total	\$1,697,854	\$3,480,619	\$3,446,800	\$(33,819)
OTHER REVENUE/FUNDING SOURCES:				
Miscellaneous Revenue	\$(39,845)	\$15,000	\$2,500	\$(12,500)
Allocated Road Fund Revenues	(17,883,639)	(16,118,955)	(18,584,170)	(2,465,215)
Sub-Total	\$(17,923,484)	\$(16,103,955)	\$(18,581,670)	\$(2,477,715)
Total	\$21,570,843	\$22,780,676	\$23,153,182	\$372,506

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Program revenues budgeted for FY 1996-97 will remain the same with the exception of Gas Tax, which is projected to increase.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$14,500
Data Processing Equipment	81,880
Engineering/Industrial Equipment & Instruments	16,200
Total	\$112,580

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: ROAD MAINTENANCE					
% OF RESOURCES:	80.3%				
<u>OUTCOME (Planned Result)</u>					
% of the County road miles maintained in fair to very good condition	N/A	91.2%	91.2%	100%	85%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to maintain 85% of County road miles in fair to very good condition	\$13,424,645	\$14,737,905	\$15,039,084	\$14,873,606	\$14,513,622
<u>OUTPUT (Service or Product)</u>					
Number of miles of road maintained	1,872	1,874	1,876	1,880	1,876
<u>EFFICIENCY (Output/Input)</u>					
Cost per mile of road maintained	\$6,974	\$7,745	\$8,016	\$7,720	\$7,735
ACTIVITY B: TRAFFIC ENGINEERING					
% OF RESOURCES:	12.2%				
<u>OUTCOME (Planned Result)</u>					
% of service requests responded to within 10 work days	N/A	N/A	79%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process 100% of service requests within 10 work days	\$114,818	\$123,894	\$262,147	\$124,016	\$318,000
<u>OUTPUT (Service or Product)</u>					
Number of service requests processed	297	291	494	296	600
<u>EFFICIENCY (Output/Input)</u>					
Cost per service request processed	\$387	\$426	\$531	\$419	\$530
ACTIVITY C: SPECIAL DISTRICTS					
% OF RESOURCES:	7.5%				
<u>OUTCOME (Planned Result)</u>					
% of Special Districts budgeted and monitored	100%	100%	99%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to budget and monitor 100% of Special Districts	\$557,496	\$561,023	\$463,753	\$539,660	\$517,763
<u>OUTPUT (Service or Product)</u>					
Number of Special Districts budgets prepared	85	99	99	100	78
<u>EFFICIENCY (Output/Input)</u>					
Cost per Special District budget prepared	\$385	\$368	\$219	\$323	\$325

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2210	Deputy Director, Public Works	1	1.00	1	1.00	\$78,768	\$82,452
2302	Administrative Assistant III	1	1.00	1	1.00	45,983	47,558
2303	Administrative Assistant II	3	3.00	3	3.00	121,185	128,592
2304	Administrative Assistant I	1	1.00	1	1.00	34,069	31,610
2412	Analyst II	1	1.00	1	1.00	41,678	36,603
2730	Senior Clerk	4	4.00	4	4.00	92,145	95,314
2756	Administrative Secretary I	1	1.00	1	1.00	18,245	19,787
2757	Administrative Secretary II	1	1.00	1	1.00	25,372	26,246
3555	Chief, Special Districts Admin	1	1.00	1	1.00	60,153	62,208
3615	Assistant Engineer	5	5.00	5	5.00	219,137	226,644
3635	Civil Engineer	8	8.00	7	7.00	403,785	365,384
3695	Junior Engineer	1	1.00	2	2.00	34,341	67,543
3699	Chief, Safety & Loss Mitigation	1	1.00	1	1.00	65,581	61,692
3700	Principal Civil Engineer	2	2.00	2	2.00	137,728	142,436
3720	Senior Civil Engineer	3	3.00	3	3.00	178,962	185,076
3780	Assistant Surveyor	1	1.00	1	1.00	43,740	45,239
3795	Construction Technician	1	1.00	1	1.00	50,542	52,267
3810	Engineering Aide	1	1.00	1	1.00	24,984	27,085
3812	Engineering Technician III	6	6.00	5	5.00	232,480	200,232
3813	Engineering Technician II	3	3.00	4	4.00	103,023	135,629
3814	Engineering Technician I	1	1.00	1	1.00	30,383	31,424
3814	Land Development Processing Super	1	1.00	1	1.00	43,740	45,239
3930	Litigation Investigator	1	1.00	1	1.00	46,632	48,230
5761	Traffic Safety Investigator	2	2.00	2	2.00	93,264	96,460
5920	Electrician	1	1.00	1	1.00	33,443	34,587
5970	Sign Painter	1	1.00	1	1.00	31,716	32,803
5999	Assistant Division Road Super.	2	2.00	2	2.00	95,900	106,002
6005	Division Road Superintendent	2	2.00	2	2.00	111,818	115,648
6007	Road Maintenance Superintendent	1	1.00	1	1.00	64,812	66,820
6018	Preventative Maintenance Coord.	1	1.00	1	1.00	40,805	42,203
6019	Road Crew Supervisor	18	18.00	18	18.00	716,114	740,808
6023	Road Maintenance Worker	6	6.00	6	6.00	129,391	132,570
6026	Road Structures Worker II	4	4.00	4	4.00	134,240	143,773
6027	Road Structures Worker III	1	1.00	1	1.00	37,309	38,588
6028	Road Structures Supervisor	1	1.00	1	1.00	40,081	41,455
6035	Equipment Operator	107	107.00	107	107.00	3,299,251	3,398,369
6036	Senior Equipment Operator	20	20.00	20	20.00	699,280	718,441
6164	Traffic Signal Technician III	1	1.00	1	1.00	38,084	39,388
9999	Extra Help	20	10.00	18	9.50	244,678	252,484
Total		237	227.00	235	226.50	\$7,942,842	\$8,164,889
Salary Adjustments:						\$266,505	\$312,885
Premium/Overtime Pay:						218,482	265,557
Employee Benefits:						2,692,637	2,534,030
Salary Savings:						(222,016)	(208,636)
VTO Reductions:						(0)	(44,347)
Total Adjustments						\$2,955,608	\$2,859,489
Program Totals		237	227.00	235	226.50	\$10,898,450	\$11,024,378

PROGRAM: Land Development

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 20000
MANAGER: Dwight G. Smith

ORGANIZATION #: 5771, 5820
REFERENCE: 1996-97 Proposed Budget - Pg. 29-10

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).

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,958,771	\$5,074,121	\$5,591,727	\$5,431,533	\$5,550,679	2.2
Services & Supplies	1,075,204	709,816	846,637	1,221,505	1,476,924	20.9
Fixed Assets	60,533	52,861	116,234	141,866	213,560	50.5
Operating Transfers	145,609	111,482	70,105	190,000	190,000	0.0
TOTAL DIRECT COST	\$7,240,117	\$5,948,280	\$6,624,703	\$6,984,904	\$7,431,163	6.4
PROGRAM REVENUE	(7,240,117)	(5,948,280)	(6,624,703)	(6,984,904)	(7,431,163)	6.4
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	124.00	97.75	107.50	104.50	102.00	(2.4)

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The 1995-96 actual expenditures were \$360,201 (5.4%) under budget due primarily to a reduction in Services and Supplies costs and in Operating Transfers from the Survey Remonumentation Fund.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Achieved the goal to process 100% of Land Development discretionary permits within 90 work days, by processing 67 tentative maps (TM), 88 tentative parcel maps (TPM), and 66 Major Use Permits (MUP).

Achieved the goal to process 100% of Land Development map checks within 20 work days, by processing 128 major subdivision maps, 223 minor subdivision maps, and 674 records of survey.

Achieved the goal to process 100% of Land Development plan checks within 20 work days, by processing 173 major subdivision plans, 162 minor subdivision plans, and 510 grading plans.

Achieved the goal to provide flood protection to 100% of the citizens in the unincorporated area, by monitoring 129 storm/data stations, 267 miles of floodplains/alluvial fans, and 25 dry weather testing stations.

Exceeded the goal to complete 100% of survey units budgeted, by surveying 67 miles, setting 370 aerial targets, and 928 survey monuments.

Achieved the goal to complete 75% of requests for cartography services within three work days, by processing 10,140 requests for cartography services.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Process 100% of land development discretionary permits within 90 work days.
 - a. Process 62 Tentative Maps (TM).
 - b. Process 78 Tentative Parcel Maps (TPM).
 - c. Process 50 Major Use Permits (MUP).
2. Process 100% of land development map checks within 20 work days.
 - a. Process 120 Major Subdivision maps.
 - b. Process 250 Minor Subdivision maps.
 - c. Process 675 Records of Survey.
3. Process 100% of land development plan checks within 20 work days.
 - a. Process 111 Major Subdivision plans.
 - b. Process 163 Minor Subdivision plans.
 - c. Process 310 Grading Plans.
4. Provide flood control services to citizens in 100% of the unincorporated area.
 - a. Monitor 129 storm/data stations.
 - b. Monitor 267 miles of floodplains/alluvial fans.
 - c. Monitor 25 stormwater quality dry weather testing stations.
5. Complete 100% of survey units budgeted.
 - a. Survey 70 miles.
 - b. Set 350 aerial targets.
 - c. Set 900 survey monuments.
6. Complete 75% of requests for cartography services within three work days.
 - a. Process 11,500 requests for cartography services.

1996-97 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 = \$1,290,913; R = \$1,290,913] 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 Planning and Environmental Review Board, Planning Commission and the Board of Supervisors; assuring safe sight distance at both public and private road intersections; and assisting the public by answering questions concerning land development and discretionary permits. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Decreasing 1.00 staff year due to vacant position being dropped.
 - Increasing \$44,526 in total expenditures.

There is no Net General Fund Contribution in this activity.
2. Map Processing [11.00 SY; E = \$1,019,612; R = \$1,019,612] 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.
 - Increasing 0.50 staff years for temporary extra help.
 - Increasing \$78,083 in total expenditures.

There is no Net General Fund Contribution in this activity.
3. Improvements and Grading [17.00 SY; E = \$1,068,653; R = \$1,068,653] 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 1.00 staff year due to position transfer.
 - Increasing \$51,088 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Flood Control Engineering [8.50 SY; E = \$587,511; R = \$587,511] 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 .
- Increasing 0.50 staff year for temporary extra help.
- Increasing \$24,011 in total expenditures.

There is no Net General Fund Contribution in this activity.

5. Field Surveys [21.50 SY; E = \$1,515,629; R = \$1,515,629] 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 \$82,235 in total expenditures.

There is no Net General Fund Contribution in this activity.

6. Cartography [27.00 SY; E = \$1,758,845; R = \$1,758,845] 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.
- Decreasing 1.50 staff years for temporary extra help.
- Increasing \$166,316 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.
- Unchanged in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
TAXES:				
Sales and Use Tax - TDA	\$39,499	\$170,000	\$108,000	\$(62,000)
TransNet Sales Tax	471,379	533,000	856,658	323,658
TransNet Exchange	13,417	35,000	38,400	3,400
Sub-Total	\$524,295	\$738,000	\$1,003,058	\$265,058
INTERGOVERNMENTAL REVENUE:				
Federal Aid - Bridges/FHWA	\$3,637	\$9,019	\$27,102	\$18,083
Federal Construction - Other	0	0	2,839	2,839
CDBG	27,354	120,000	142,400	22,400
Other Government Agencies	214,434	0	0	0
Sub-Total	\$245,425	\$129,019	\$172,341	\$43,322
CHARGES FOR SERVICES:				
Fees/Services to Property Owners	\$1,258,056	\$2,158,537	\$1,375,303	\$(783,234)
Interest on Developers' Deposits	293,675	800,000	500,000	(300,000)
Survey Monument Preservation Fee	109,080	100,000	100,000	0
Other County Departments & Funds	1,576,493	1,871,732	1,725,743	(145,989)
Enterprise Funds	317,744	807,450	596,464	(210,986)
Sub-Total	\$3,555,048	\$5,737,719	\$4,297,510	\$(1,440,209)
OTHER REVENUE/FUNDING SOURCES:				
Operating Transfers (SRF)	\$70,104	\$190,000	\$190,000	\$0
Taxable Sales/Miscellaneous	(55,971)	5,000	6,800	1,800
Fund Balance (Survey Remonumentation Fund)	(38,975)	90,000	90,000	0
Allocated Road Fund Revenues	2,324,777	95,166	1,671,454	1,576,288
Sub-Total	\$2,299,935	\$380,166	\$1,958,254	\$1,578,088
Total	\$6,624,703	\$6,984,904	\$7,431,163	\$446,259

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1996-97 program revenues will increase by \$446,259 (6%) overall. Revenue from Taxes and Intergovernmental Revenue will increase while Charges for Services will decrease due to fewer and smaller private projects and less work for the Solid Waste Enterprise Fund. As in past years, Interest earned on Developer's Trust Deposits is used to offset indirect program costs for developers. In adopting the budget, the Board of Supervisors ratifies and authorizes the use of developer interest revenue for such purpose.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$2,000
Data Processing Equipment	185,760
Engineering/Industrial Equipment & Instruments	6,800
Laboratory/Medical/Institute Instruments & Furniture	17,000
Electronic Equipment - Audio/Video	2,000
Total	\$213,560

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: DEVELOPMENT REQUIREMENTS					
% OF RESOURCES: 17.4%					
<u>OUTCOME (Planned Result)</u>					
% of discretionary permits processed within 90 work days	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process 100% of discretionary permits within 90 work days	N/A	\$308,013	\$341,306	\$374,000	\$356,400
<u>OUTPUT (Service or Product)</u>					
Number of Tentative Maps (TM) processed	N/A	55	67	60	62
<u>EFFICIENCY (Output/Input)</u>					
Cost per TM processed	N/A	\$3,832	\$3,455	\$3,900	\$3,900
<u>OUTPUT (Service or Product)</u>					
Number of Tentative Parcel Maps (TPM) processed	N/A	99	88	80	78
<u>EFFICIENCY (Output/Input)</u>					
Cost per TPM processed	N/A	\$536	\$727	\$700	\$700
<u>OUTPUT (Service or Product)</u>					
Number of Major Use Permits (MUP) processed	N/A	49	66	45	50
<u>EFFICIENCY (Output/Input)</u>					
Cost per MUP processed	N/A	\$902	\$694	\$1,200	\$1,200
ACTIVITY B: MAP PROCESSING					
% OF RESOURCES: 13.7%					
<u>OUTCOME (Planned Result)</u>					
% of map checks processed within 20 work days	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process 100% of map checks within 20 work days	N/A	\$457,997	\$485,490	\$581,800	\$584,000
<u>OUTPUT (Service or Product)</u>					
Number of Major Subdivision maps processed	115	97	128	100	120
<u>EFFICIENCY (Output/Input)</u>					
Cost per Major Subdivision map processed	N/A	\$2,054	\$1,962	\$2,500	\$2,500
<u>OUTPUT (Service or Product)</u>					
Number of Minor Subdivision maps processed	361	303	223	300	250

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>EFFICIENCY (Output/Input)</u>					
Cost per Minor Subdivision map processed	N/A	\$518	\$550	\$650	\$650
<u>OUTPUT (Service or Product)</u>					
Number of Records of Survey processed	717	703	674	760	675
<u>EFFICIENCY (Output/Input)</u>					
Cost per Record of Survey processed	N/A	\$145	\$166	\$180	\$180
ACTIVITY C: IMPROVEMENTS AND GRADING					
<u>% OF RESOURCES:</u> 14.4%					
<u>OUTCOME (Planned Result)</u>					
% of plan checks processed within 20 work days	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process 100% of plan checks within 20 work days	N/A	\$186,977	\$249,597	\$186,300	\$190,090
<u>OUTPUT (Service or Product)</u>					
Number of Major Subdivision plans processed	120	112	173	110	111
<u>EFFICIENCY (Output/Input)</u>					
Cost per Major Subdivision plan processed	N/A	\$734	\$593	\$750	\$750
<u>OUTPUT (Service or Product)</u>					
Number of Minor Subdivision plans processed	217	166	162	160	163
<u>EFFICIENCY (Output/Input)</u>					
Cost per Minor Subdivision plan processed	N/A	\$175	\$244	\$180	\$180
<u>OUTPUT (Service or Product)</u>					
Number of Grading Plans processed	349	320	510	300	310
<u>EFFICIENCY (Output/Input)</u>					
Cost per Grading Plan processed	N/A	\$237	\$210	\$250	\$250
ACTIVITY D: FLOOD CONTROL ENGINEERING					
<u>% OF RESOURCES:</u> 7.9%					
<u>OUTCOME (Planned Result)</u>					
% of the unincorporated area in which flood control services are provided	N/A	N/A	100%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to provide 100% of the unincorporated area with flood control services	N/A	N/A	\$509,135	\$496,091	\$228,620

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>OUTPUT (Service or Product)</u>					
Number of storm/data stations monitored	N/A	N/A	129	129	129
<u>EFFICIENCY (Output/Input)</u>					
Cost per storm/data station monitored	N/A	N/A	\$1,075	\$865	\$742
<u>OUTPUT (Service or Product)</u>					
Number of miles of floodplains/alluvial fans monitored	N/A	N/A	267	267	267
<u>EFFICIENCY (Output/Input)</u>					
Cost per mile of floodplain monitored	N/A	N/A	\$516	\$679	\$667
<u>OUTPUT (Service or Product)</u>					
Number of stormwater quality dry weather testing stations monitored	N/A	N/A	25	25	25
<u>EFFICIENCY (Output/Input)</u>					
Cost per stormwater quality dry weather testing station monitored	N/A	N/A	\$149	\$240	\$240
ACTIVITY E: FIELD SURVEYS					
<u>% OF RESOURCES:</u> 22.9%					
<u>OUTCOME (Planned Result)</u>					
% of survey units completed	N/A	98%	103%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to complete 100% of survey units	N/A	\$395,576	\$353,537	\$396,500	\$400,000
<u>OUTPUT (Service or Product)</u>					
Number of miles surveyed	N/A	64	67	65	70
<u>EFFICIENCY (Output/Input)</u>					
Cost per mile surveyed	N/A	\$6,134	\$5,282	\$6,100	\$5,714
<u>OUTPUT (Service or Product)</u>					
Number of aerial targets set	N/A	491	370	510	350
<u>EFFICIENCY (Output/Input)</u>					
Cost per aerial target set	N/A	\$53	\$42	\$55	\$50
<u>OUTPUT (Service or Product)</u>					
Number of survey monuments set	N/A	857	928	800	900
<u>EFFICIENCY (Output/Input)</u>					
Cost per survey monument set	N/A	\$192	\$149	\$190	\$185

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY F: CARTOGRAPHY					
% OF RESOURCES: 23.7%					
<u>OUTCOME (Planned Result)</u>					
% of cartography requests responded to within 3 work days	N/A	75%	75%	75%	75%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to respond to 100% of cartography requests within 3 work days	N/A	\$1,473,831	\$1,362,502	\$1,592,529	\$1,322,000
<u>OUTPUT (Service or Product)</u>					
Number of requests for cartography services processed	N/A	11,621	10,140	11,500	11,500
<u>EFFICIENCY (Output/Input)</u>					
Cost per cartography request processed	N/A	\$117	\$134	\$115	\$115

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2210	Deputy Director, Public Works	1	1.00	1	1.00	\$78,766	\$82,452
2303	Administrative Assistant II	2	2.00	2	2.00	76,809	79,447
2357	Photo Audio-Visual Specialist	1	1.00	1	1.00	39,644	41,001
2700	Intermediate Clerk Typist	3	3.00	2	2.00	59,865	40,633
2730	Senior Clerk	1	1.00	1	1.00	22,762	23,706
2757	Administrative Secretary II	1	1.00	1	1.00	25,372	26,246
3009	Word Processor Operator	1	1.00	1	1.00	23,646	21,274
3518	Cartographer	1	1.00	1	1.00	48,294	49,947
3586	Chief, Mapping Section	1	1.00	1	1.00	53,180	55,006
3615	Assistant Engineer	8	8.00	8	8.00	358,652	373,187
3635	Civil Engineer	6	6.00	6	6.00	303,252	313,602
3650	Associate Structural Engineer	1	1.00	1	1.00	42,616	52,267
3655	Associate Transportation Spec.	3	3.00	3	3.00	132,491	155,346
3700	Principal Civil Engineer	2	2.00	2	2.00	137,726	142,436
3705	Principal Land Surveyor	1	1.00	1	1.00	68,863	71,218
3720	Senior Civil Engineer	4	4.00	4	4.00	238,616	246,768
3728	Senior Land Surveyor	2	2.00	2	2.00	119,308	120,973
3779	Junior Surveyor	9	9.00	9	9.00	344,457	349,216
3780	Assistant Surveyor	9	9.00	9	9.00	406,758	420,681
3785	Land Surveyor	5	5.00	5	5.00	248,343	254,537
3800	Drafting Technician III	4	4.00	4	4.00	137,364	137,452
3801	Drafting Technician II	10	10.00	9	9.00	298,957	282,816
3803	Hydrographic Instrument Tech	1	1.00	1	1.00	39,811	41,178
3805	Cartographic Reproduction Tech.	2	2.00	2	2.00	60,766	62,848
3810	Engineering Aide	3	3.00	3	3.00	75,582	78,178
3812	Engineering Technician III	2	2.00	2	2.00	79,622	82,356
3813	Engineering Technician II	6	6.00	5	5.00	190,780	157,826
3814	Engineering Technician I	5	5.00	5	5.00	140,066	144,739
3817	Graphic Artist	3	3.00	3	3.00	96,409	101,046
3818	Graphic Supervisor	1	1.00	1	1.00	35,814	37,038
3819	Mapping Supervisor	2	2.00	2	2.00	79,656	82,388
5970	Sign Painter	1	1.00	1	1.00	31,716	32,803
9999	Extra Help	5	2.50	6	3.00	44,440	73,704
Total		107	104.50	105	102.00	\$4,140,403	\$4,234,315
Salary Adjustments:						\$52,183	\$163,259
Premium/Overtime Pay:						0	9,600
Employee Benefits:						1,354,475	1,274,524
Salary Savings:						(115,528)	(107,445)
VTO Reductions:						(0)	(23,574)
Total Adjustments						\$1,291,130	\$1,316,364
Program Totals		107	104.50	105	102.00	\$5,431,533	\$5,550,679

PROGRAM #: 30000
MANAGER: David S. SolomonORGANIZATION #: 5751
REFERENCE: 1996-97 Proposed Budget - Pg. 29-20

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).

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,110,971	\$5,887,799	\$6,243,479	\$6,190,909	\$6,444,310	4.1
Services & Supplies	11,987,998	12,989,448	19,688,682	47,180,571	50,086,269	6.2
Other Charges	848,602	1,665,806	3,030,840	11,796,500	12,715,650	7.8
Fixed Assets	34,385	80,224	151,487	145,704	133,951	(8.1)
Cost Applied	0	0	(6,925)	0	0	0.0
Operating Transfers	0	2,364	113,609	7,700	0	(100.0)
TOTAL DIRECT COST	\$18,981,956	\$20,625,641	\$29,221,172	\$65,321,384	\$69,380,180	6.2
PROGRAM REVENUE	(18,981,956)	(20,625,641)	(29,221,172)	(65,321,384)	(69,380,180)	6.2
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	111.00	102.25	108.50	107.50	109.00	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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actual expenditures for FY 1995-96 were \$36,100,212 less than budget due to construction contracts (\$27,491,889) and right-of-way acquisition (\$8,765,660) projects not being awarded during the year. There were \$14,260,000 of contract carryovers and \$164,000 of right-of-way carryovers encumbered at year end.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Partially achieved the goal to process 100% of budgeted major road and construction projects, by advertising 57% of those contracts for bid.

Achieved the goal to inspect 100% of budgeted road and bridge construction projects, by inspecting an average of 17 road and bridge projects per month.

Exceeded the goal of responding to 100% of assigned road project environmental service requests, by completing 69 assigned road project environmental service requests or 132% of planned projects.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Advertise 100% of assigned major road and bridge construction contracts.
 - a. Process 56 major construction contracts for bid.
2. Inspect 100% of assigned road and bridge construction projects.
 - a. Inspect an average of 18 road and bridge projects per month.
3. Respond to 100% of assigned road project environmental service requests.
 - a. Complete 70 road project environmental service requests.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Environmental Services [14.50 SY; E = \$910,575; R = \$910,575] 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.
 - Unchanged with respect to total staffing.
 - Increasing \$45,312 in total expenditures.

There is no Net General Fund Contribution in this activity.

2. Engineering Design [42.50 SY; E = \$2,977,390; R = \$2,977,390] 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.
 - Increasing 2.00 staff years.
 - Increasing \$109,653 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Construction Engineering [52.00 SY; E = \$3,532,065; R = \$3,532,065] 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 0.50 staff year.
 - Increasing \$145,881 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Construction Contracts/Materials/Right-of-Way [0.00 SY; E = \$61,960,150; R = \$61,960,150] including right-of-way acquisition and construction contract costs for road betterments, rehabilitation, and new construction of road and bridge projects in the Roads Detailed Work Program. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Increasing \$3,757,950 in total project expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
TAXES:				
Sales and Use Tax-TDA	\$76,677	\$1,066,000	\$1,529,000	\$463,000
TransNet Sales Tax	10,731,732	40,247,999	34,003,153	(6,244,846)
TransNet Exchange	810,332	5,973,000	5,310,000	(663,000)
Sub-Total	\$11,618,741	\$47,286,999	\$40,842,153	\$(6,444,846)
LICENSES, PERMITS & USE OF PROPERTY:				
Licenses & Permits	\$36,393	\$44,000	\$44,000	\$0
Sub-Total	\$36,393	\$44,000	\$44,000	\$0
INTERGOVERNMENTAL REVENUE:				
Clean Air & Transportation Improvement Act	\$687,203	\$407,500	\$0	\$(407,500)
Federal Aid - Highways	0	0	140,854	140,854
Federal Aid - Bridges/FHWA	227,554	549,760	8,174,799	7,625,039
Federal Aid - Rain Damage	1,431,531	0	0	0
Federal Construction - Other	0	1,477,206	32,050	(1,445,156)
Federal Construction - Hazard Elimination/Safety	0	0	1,049,401	1,049,401
State Grants - Other	317,397	0	0	0
Other Governmental Agencies	296,658	202,342	33,314	(169,028)
Aid from Other Cities	102,799	200,000	0	(200,000)
CDBG	468,769	1,515,500	1,265,000	(250,500)
Sub-Total	\$3,531,911	\$4,352,308	\$10,695,418	\$6,343,110
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$1,818,410	\$874,379	\$4,879,578	\$4,005,199
Other County Departments & Funds	1,236,132	1,302,483	875,598	(426,885)
Enterprise Funds	604,410	481,851	439,248	(42,603)
Sub-Total	\$3,658,952	\$2,658,713	\$6,194,424	\$3,535,711
OTHER REVENUE/FUNDING SOURCES:				
Other Revenues	\$(311,416)	\$0	\$0	\$0
Allocated Road Fund Revenues	10,686,591	10,979,364	11,604,185	624,821
Sub-Total	\$10,375,175	\$10,979,364	\$11,604,185	\$624,821
Total	\$29,221,172	\$65,321,384	\$69,380,180	\$4,058,796

* No County General Fund match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

In general, budgeted revenues increased by \$4,058,796 between FY 1995-96 and FY 1996-97. Revenues are budgeted based on anticipated funding sources for specific projects, and can fluctuate year to year.

Some major changes to budgeted revenues for FY 1996-97 as compared to FY 1995-96 include five bridge projects that are funded with Federal Aid Bridge/FHWA monies (\$8,174,799), three road projects that are funded from Fees/Services to Property Owners (\$4,160,000) and fewer TransNet funds being allocated to projects (-\$6,244,846).

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$17,550
Data Processing Equipment	69,075
Laboratory/Medical/Institute Instruments & Furniture	47,326
<hr/> Total	<hr/> \$133,951

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: ENGINEERING DESIGN					
% OF RESOURCES: 4.3%					
<u>OUTCOME (Planned Result)</u>					
% of major road and bridge construction contracts advertised	N/A	N/A	57.1%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to advertise 100% of major road and bridge construction contracts	N/A	N/A	\$261,819	\$177,084	\$220,364
<u>OUTPUT (Service or Product)</u>					
Number of major construction contracts processed	N/A	N/A	32	56	56
<u>EFFICIENCY (Output/Input)</u>					
Cost per major construction contract processed	N/A	N/A	\$8,181	\$3,162	\$3,935
ACTIVITY B: CONSTRUCTION ENGINEERING					
% OF RESOURCES: 5.1%					
<u>OUTCOME (Planned Result)</u>					
% of road and bridge construction projects inspected	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to inspect 100% of road and bridge construction projects	N/A	\$1,701,697	\$2,315,598	\$2,130,797	\$2,032,020
<u>OUTPUT (Service or Product)</u>					
Average number of road and bridge construction projects inspected per month	N/A	19	17	17	18
<u>EFFICIENCY (Output/Input)</u>					
Median cost per road and bridge project constructed	N/A	\$720,475	\$1,289,421	\$1,582,353	\$1,180,115
ACTIVITY C: ENVIRONMENTAL SERVICES					
% OF RESOURCES: 1.3%					
<u>OUTCOME (Planned Result)</u>					
% of assigned road project requests serviced	N/A	90%	132%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to service 100% of assigned road project requests	N/A	\$662,283	\$559,373	\$971,516	\$630,000
<u>OUTPUT (Service or Product)</u>					
Number of road project service requests completed	N/A	63	69	52	70

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<hr/>					
<u>EFFICIENCY (Output/Input)</u>					
Cost per road project service request completed	N/A	\$10,520	\$8,106	\$18,683	\$9,000

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2210	Deputy Director, Public Works	1	1.00	1	1.00	\$78,768	\$82,452
2303	Administrative Assistant II	1	1.00	2	2.00	41,678	71,037
2304	Administrative Assistant I	1	1.00	0	0.00	35,131	0
2412	Analyst II	2	2.00	2	2.00	75,489	79,447
2424	Public Works Program Coord. I	1	1.00	0	0.00	54,514	0
2700	Intermediate Clerk Typist	2	2.00	2	2.00	41,172	42,590
2730	Senior Clerk	4	4.00	4	4.00	92,214	98,692
2745	Supervising Clerk	1	1.00	1	1.00	27,660	28,611
2756	Administrative Secretary I	1	1.00	1	1.00	21,963	19,908
2757	Administrative Secretary II	1	1.00	1	1.00	25,372	26,246
3514	Environmental Mgmt. Spec. III	1	1.00	1	1.00	45,983	47,558
3515	Environmental Mgmt. Spec. II	5	5.00	6	6.00	198,835	229,749
3516	Environmental Mgmt. Spec. I	2	2.00	1	1.00	68,190	33,495
3517	Environmental Mgmt. Coordinator	1	1.00	1	1.00	51,603	53,368
3615	Assistant Engineer	16	16.00	16	16.00	705,762	729,639
3635	Civil Engineer	14	14.00	14	14.00	703,038	726,965
3695	Junior Engineer	1	1.00	3	3.00	37,853	103,200
3700	Principal Civil Engineer	4	4.00	4	4.00	275,452	284,872
3720	Senior Civil Engineer	11	11.00	11	11.00	656,194	661,151
3735	Senior Structural Engineer	1	1.00	1	1.00	62,481	64,617
3750	Public Works Program Coord. II	1	1.00	1	1.00	54,533	56,397
3795	Construction Technician	6	6.00	6	6.00	303,252	313,602
3801	Drafting Technician II	1	1.00	1	1.00	30,383	31,424
3810	Engineering Aide	1	1.00	0	0.00	26,205	0
3812	Engineering Technician III	12	12.00	12	12.00	473,304	494,113
3813	Engineering Technician II	7	7.00	6	6.00	227,255	199,768
3814	Engineering Technician I	3	3.00	3	3.00	91,149	90,185
5524	Assistant Real Property Agent	0	0.00	1	1.00	0	29,320
5585	Supervising Real Property Agent	1	1.00	1	1.00	41,101	52,775
6003	Right-of-Way/Utility Coordinator	1	1.00	1	1.00	56,803	58,750
9999	Extra Help	7	3.50	10	5.00	101,092	172,191
Total		111	107.50	114	109.00	\$4,704,429	\$4,882,122
Salary Adjustments:						\$10,470	\$192,414
Premium/Overtime Pay:						55,000	95,000
Employee Benefits:						1,549,708	1,423,388
Salary Savings:						(128,698)	(121,956)
VTO Reductions:						(0)	(26,658)
Total Adjustments						\$1,486,480	\$1,562,188
Program Totals		111	107.50	114	109.00	\$6,190,909	\$6,444,310

PROGRAM: Management Services

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 40000
 MANAGER: Doug Isbell

ORGANIZATION #: 5789, 5950
 REFERENCE: 1996-97 Proposed Budget - Pg. 29-27

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,596,869	\$3,043,793	\$3,372,308	\$3,380,255	\$3,676,586	8.8
Services & Supplies	5,756,754	6,362,315	5,504,590	7,800,583	7,844,034	0.6
Fixed Assets	196,890	80,023	356,511	376,145	140,100	(62.8)
Operating Transfers	0	47,218	1,732	0	0	0.0
TOTAL DIRECT COST	\$9,550,513	\$9,533,349	\$9,235,141	\$11,556,983	\$11,660,720	0.9
PROGRAM REVENUE	(9,550,513)	(9,533,349)	(9,235,141)	(11,556,983)	(11,660,720)	0.9
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	72.00	61.00	67.75	68.00	69.50	2.2

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

FY 1995-96 actuals are under budget primarily in Services and Supplies due to delays in Special Aviation Fund projects planned but not started this FY.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Department Administration and External Support [18.00 SY; E = \$7,056,221; R = \$7,056,221] 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.
- Decreasing 0.50 staff years.
- Increasing \$309,227 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 *	1995-96 Actual	1995-96 Budget	1996-97 Budget
Equipment Usage	\$ 0	\$ 76	\$ 76
Space Costs	0	47,754	48,727
EOMO	17,880	17,880	14,343
GS Record Management	0	99,604	86,536
CAO Executive	36,709	36,709	33,483
Civil Service Commission	11,428	11,428	11,259
A-87 Roll Forward	0	(568,163)	181,285
GS Real Property	0	566,515	674,455
DIS Communications	111,198	46,010	43,563
Auditor & Controller	298,343	458,437	471,656
Purchasing	284,354	143,291	154,525

Non-Allocation Plan Costs	36,335	0	0
GS Facilities Services/Maintenance	120,577	826,780	718,512
Telephone Services/Utilities	110,492	759,876	747,629
DIS Data Processing	64,464	381,915	256,031
Human Resources	126,475	126,475	105,622
County Counsel	306,235	379,022	358,780
Rents and Leases	0	274,249	277,342
Liability Insurance Premium	2,818,440	2,915,127	2,760,825
Total	\$4,342,930	\$6,522,985	\$6,944,649

* All A-87 allocated costs are shown here. Some A-87 expenses are budgeted in other Road Fund programs.

There is no Net General Fund Contribution in this activity.

2. Computer Services [17.00 SY; E = \$1,850,638; R = \$1,850,638] 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 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.
- Increasing 1.00 staff year.
- Decreasing \$57,400 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Project Services/Communications [7.50 SY; E = \$470,549; R = \$470,549] 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 0.50 staff years for temporary extra help.
- Increasing \$54,626 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Personnel/Payroll/Training [15.00 SY; E = \$930,011; R = \$930,011] including personnel, payroll, training, and safety functions. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Increasing 0.50 staff years for temporary extra help.
- Increasing \$36,048 in total expenditures.

There is no Net General Fund Contribution in this activity.

5. Financial Services [12.00 SY; E = \$677,092; R = \$677,092] 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.
- Unchanged with respect to staffing.
- Decreasing \$18,467 in total expenditures.

There is no Net General Fund Contribution in this activity.

6. Special Aviation Fund [0.00 SY; E = \$676,209; R = \$676,209] 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.
- Decreasing \$220,297 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1994-95 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
FINES AND INTEREST:				
Vehicle Code Fines	\$9,225	\$7,500	\$11,000	\$3,500
Interest (Road Fund)	359,932	397,230	350,000	(47,230)
Interest (Special Aviation Fund)	4,966	13,990	23,423	9,433
Sub-Total	\$374,123	\$418,720	\$384,423	\$(34,297)
INTERGOVERNMENTAL REVENUE:				
Aid From Other Governments	\$254,542	\$2,712	\$8,815	\$6,103
Fed Aid - Airports (ADAP)	0	68,400	68,400	0
State Aid For Aviation	135,475	651,420	495,920	(155,500)
Sub-Total	\$390,017	\$722,532	\$573,135	\$(149,397)
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$183,868	\$251,185	\$176,452	\$(74,733)
Other County Departments & Funds	33,006	106,754	15,000	(91,754)
Enterprise Funds	1,204,897	1,602,232	1,397,125	(205,107)
Sub-Total	\$1,421,771	\$1,960,171	\$1,588,577	\$(371,594)
OTHER REVENUE/FUNDING SOURCES:				
Other Taxable Sales/Miscellaneous	\$4,530	\$0	\$0	\$0
Fund Balance required (Road Fund)	2,044,520	3,089,227	3,718,385	629,158
Fund Balance required (Special Aviation Fund)	5,574	88,516	11,786	(76,730)
Allocated Road Fund Revenues	4,994,606	5,277,817	5,384,414	106,597
Sub-Total	\$7,049,230	\$8,455,560	\$9,114,585	\$659,025
Total	\$9,235,141	\$11,556,983	\$11,660,720	\$103,737

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1996-97 program revenues are budgeted to increase by \$103,737 (0.9%) overall. A larger portion of the Road Fund Fund Balance will be required as a result of increases to A-87 External Support Cost payments.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$18,000
Modular Furniture & Equipment	4,000
Data Processing Equipment	116,100
Electronic Equipment - Audio/Video	2,000
Total	\$140,100

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2113	Director, Public Works	1	1.00	1	1.00	\$99,649	\$103,057
2211	Assistant Director, Public Works	1	1.00	1	1.00	86,631	92,390
2303	Administrative Assistant II	2	2.00	2	2.00	83,356	86,218
2312	Departl Personnel & Trng Admin	1	1.00	1	1.00	57,261	59,219
2320	Personnel Aide	1	1.00	1	1.00	27,512	28,457
2328	Dept. Personnel Officer II	1	1.00	1	1.00	45,983	47,558
2331	Loss Prevention Analyst	0	0.00	1	1.00	0	32,795
2337	Public Information Specialist	3	3.00	3	3.00	107,504	112,236
2338	Public Works Safety Coordinator	1	1.00	1	1.00	41,678	43,109
2364	Senior Personnel Analyst	1	1.00	1	1.00	45,983	47,558
2367	Principal Admin. Analyst	2	2.00	2	2.00	97,937	101,293
2405	Assistant Accountant	1	1.00	1	1.00	33,609	34,761
2411	Analyst I	1	1.00	1	1.00	35,131	36,338
2412	Analyst II	3	3.00	3	3.00	112,926	122,556
2413	Analyst III	3	3.00	3	3.00	130,864	135,499
2424	Public Works Program Coord. I	4	4.00	4	4.00	215,553	222,926
2425	Associate Accountant	1	1.00	1	1.00	36,979	38,248
2426	Assistant Systems Analyst	2	2.00	1	1.00	73,603	38,651
2427	Associate Systems Analyst	6	6.00	5	5.00	281,451	254,084
2441	Risk Analyst I	1	1.00	0	0.00	31,866	0
2461	Departmental Sys Engineer II	0	0.00	2	2.00	0	81,738
2468	Departmental LAN Sys Supervisor	0	0.00	1	1.00	0	48,512
2471	EDP Systems Manager	1	1.00	1	1.00	64,664	66,879
2485	Distributed Network Tech II	1	1.00	1	1.00	27,973	28,935
2510	Senior Account Clerk	1	1.00	1	1.00	20,655	19,913
2511	Senior Payroll Clerk	2	2.00	2	2.00	46,592	48,281
2525	Senior Systems Analyst	2	2.00	2	2.00	96,211	112,794
2550	Chief, Public Works Rev & Budget	1	1.00	1	1.00	57,261	59,219
2658	Storekeeper II	1	1.00	1	1.00	24,686	25,530
2660	Storekeeper I	1	1.00	1	1.00	19,403	23,169
2700	Intermediate Clerk Typist	4	4.00	4	4.00	76,959	76,971
2725	Principal Clerk I	1	1.00	1	1.00	31,139	32,419
2730	Senior Clerk	1	1.00	1	1.00	23,853	23,616
2745	Supervising Clerk	1	1.00	1	1.00	24,957	25,815
2757	Administrative Secretary II	2	2.00	2	2.00	47,335	52,492
2758	Administrative Secretary III	2	2.00	2	2.00	56,496	63,406
2759	Administrative Secretary IV	1	1.00	1	1.00	33,005	34,140
3009	Word Processor Operator	1	1.00	1	1.00	23,646	24,455
3050	Offset Equipment Operator	1	1.00	1	1.00	23,064	23,857
3120	Departmental Computer Spec III	2	2.00	2	2.00	79,622	79,981
9999	Extra Help	12	6.00	13	6.50	132,815	222,778
Total		74	68.00	76	69.50	\$2,555,812	\$2,811,853
Salary Adjustments:						\$66,649	\$93,639
Premium/Overtime Pay:						19,000	20,000
Employee Benefits:						807,332	829,871
Salary Savings:						(68,538)	(67,922)
VTO Reductions:						(0)	(10,855)
Total Adjustments						\$824,443	\$864,733
Program Totals		74	68.00	76	69.50	\$3,380,255	\$3,676,586

PROGRAM: Public Services

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 45000
MANAGER: Larry Watt

ORGANIZATION #: 5780
REFERENCE: 1996-97 Proposed Budget - Pg. 29-32

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).

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$701,625	\$715,156	\$665,840	\$710,437	\$694,861	(2.2)
Services & Supplies	30,726	50,836	28,691	119,648	106,367	(11.1)
Fixed Assets - Equipment	13,323	48,708	14,297	11,500	0	(100.0)
TOTAL DIRECT COST	\$745,674	\$814,700	\$708,828	\$841,585	\$801,228	(4.8)
PROGRAM REVENUE	(745,674)	(814,700)	(708,828)	(841,585)	(801,228)	(4.8)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	11.75	12.00	11.25	12.00	11.00	(8.3)

PROGRAM MISSION

To provide transit services through operations of bus routes and development of transit centers by planning, writing, awarding, managing and monitoring contracts.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

FY 1995-96 actual Salaries and Benefits were lower than budget due to staff changes and short term vacancies. Services and Supplies were much lower than budget as the three largest items were not expended.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Achieved the goal to increase public transit ridership on the San Diego County Transit System by 5% by reaching an actual increase of 8.2%. Forty-six bus contracts for transit services were monitored along with 21 transit center contracts.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Increase public transit ridership on the San Diego County Transit System by 5%.
 - a. Monitor 29 bus contracts for transit services.
 - b. Monitor 17 transit center contracts.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Transit Services [11.00 SY; E = \$801,228; R = \$801,228] including contract administration of transit services in suburban and unincorporated areas; contract support and administration for commuter express; County Employee Transportation Coordinator and 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.
 - Decreasing 1.00 staff year.
 - Decreasing \$40,357 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
TAXES:				
TransNet Sales Tax	\$10,995	\$143,900	\$55,588	\$(88,312)
Sub-Total	\$10,995	\$143,900	\$55,588	\$(88,312)
CHARGES FOR CURRENT SERVICES:				
Other County Departments & Funds	\$217,606	\$321,466	\$260,437	\$(61,029)
Enterprise Funds	602,562	609,611	561,086	(48,525)
Sub-Total	\$820,168	\$931,077	\$821,523	\$(109,554)
OTHER REVENUE/FUNDING SOURCES:				
Allocated Road Fund Revenues	\$(122,335)	\$(233,392)	\$(75,883)	\$157,509
Sub-Total	\$(122,335)	\$(233,392)	\$(75,883)	\$157,509
Total	\$708,828	\$841,585	\$801,228	\$(40,357)

* No County General Fund match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Reduced budget in FY 1996-97 for TransNet reflects staffing reduction from 1.00 staff year to 0.25 staff year and attendant lower level of project supplies. Charges for Current Services has been reduced by lower overhead rates, 0.25 less staff year charging the Transit Enterprise Fund and tighter budgeting of transit center operations and maintenance costs.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
TRANSIT SERVICES					
% OF RESOURCES:	100.0%				
<u>OUTCOME (Planned Result)</u>					
% increase in public transit ridership	5.6%	8.5%	8.2%	5%	5%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to administer public transit service	\$34,352	\$50,837	\$50,122	\$30,169	\$29,100
<u>OUTPUT (Service or Product)</u>					
Number of bus contracts monitored	30	35	46	30	29
<u>EFFICIENCY (Output/Input)</u>					
Cost per bus contract monitored	\$19,936	\$17,918	\$13,288	\$20,320	\$13,475
<u>OUTPUT (Service or Product)</u>					
Number of transit center contracts monitored	19	22	21	22	17
<u>EFFICIENCY (Output/Input)</u>					
Cost per transit center contract monitored	\$18,682	\$11,599	\$9,841	\$14,612	\$15,900

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2303	Administrative Assistant II	1	1.00	1	1.00	\$41,678	\$36,603
2337	Public Information Specialist	1	1.00	0	0.00	37,813	0
2412	Analyst II	1	1.00	1	1.00	41,678	43,109
2756	Administrative Secretary I	1	1.00	1	1.00	21,963	22,719
3654	Assistant Transportation Spec.	1	1.00	1	1.00	43,220	44,699
3655	Associate Transportation Spec.	3	3.00	3	3.00	148,198	155,346
3700	Principal Civil Engineer	1	1.00	1	1.00	68,863	71,218
3740	Senior Transportation Spec.	2	2.00	2	2.00	119,308	123,384
9999	Extra Help	2	1.00	2	1.00	21,631	34,441
Total		13	12.00	12	11.00	\$544,352	\$531,519
Salary Adjustments:						\$1,001	\$19,028
Premium/Overtime Pay:						14,000	10,000
Employee Benefits:						165,439	149,750
Salary Savings:						(14,355)	(12,579)
VTO Reductions:						(0)	(2,857)
Total Adjustments						\$166,085	\$163,342
Program Totals		13	12.00	12	11.00	\$710,437	\$694,861

PROGRAM #: 50000
MANAGER: Tom GaribayORGANIZATION #: 5850
REFERENCE: 1996-97 Proposed Budget - Pg. 29-36

AUTHORITY: This program was developed for the purpose of complying with the provisions of the following California statutes and authorities: Government Code, Section 25210 (County Service Areas); Streets and Highways Code, Section 10000 (The Municipal Improvement Act of 1913); 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).

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Services & Supplies	\$979,819	\$1,382,610	\$1,288,564	\$1,402,669	\$1,473,425	5.0
Fixed Assets	0	0	46,429	29,400	41,900	42.5
TOTAL DIRECT COST	\$979,819	\$1,382,610	\$1,334,993	\$1,432,069	\$1,515,325	5.8
PROGRAM REVENUE	(763,336)	(693,670)	(803,064)	(995,560)	(1,098,816)	10.4
NET GENERAL FUND CONTRIBUTION	\$216,483	\$688,940	\$531,929	\$436,509	\$416,509	(4.6)
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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Total DPW General Fund expenditures were \$97,076 (6.8%) under budget primarily due to contract encumbrances carried over to FY 1996-97.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Achieved the goal to respond to 90% of initial requests for special district formations within five working days, by responding to 19 requests for formation services and budgeting and monitoring 73 Special Districts and Service Areas after formation.

Achieved the goal to respond to 97% of initial requests for cartography services within one working day, by responding to 16,112 public contacts for mapping and graphics services.

Achieved the goal to operate sewer treatment and water systems at detention facilities with a spillage rate of less than two spills per year, by cleaning and repairing 28,996 linear feet of sewer lines, and treating 26.1 million gallons of wastewater.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Respond to 95% of initial requests for special district formations within five work days.
 - a. Process 15 requests for formation services.
 - b. Budget and monitor 71 Special Districts and Service Areas after formation.
2. Respond to 97% of initial requests for cartography services within one work day.
 - a. Process 18,000 public requests for mapping and graphics services.
3. Operate sewer line systems at detention facilities with a spillage rate of less than two spills per year.
 - a. Clean and repair 20,000 linear feet of sewer line.
4. Operate sewer treatment facilities at detention facilities with a treatable constituent permit violation rate of less than five violations per year.
 - a. Treat 20 million gallons of wastewater.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Roads Support [0.00 SY; E = \$115,577; R = \$62,217] 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 53.8% by program revenue.
 - Increasing \$22,961 in total expenditures and increasing \$27,961 in total revenues.
 - Increasing 0.25 in Road Fund SY equivalents for Roads support to the General Fund.

There is a Net General Fund Contribution of \$53,360 in this activity, a decrease of \$5,000 from the \$58,360 Net General Fund Contribution budgeted in FY 1995-96.

2. Land Development Support [0.00 SY; E = \$173,575; R = \$173,575] 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% by program revenue.
 - Increasing \$24,339 in total expenditures and increasing \$24,339 in total revenues.
 - Increasing 0.10 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 1995-96.

3. Public Services Support [0.00 SY; E = \$848,024; R = \$848,024] 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 \$35,956 in total expenditures and increasing \$35,956 in total revenues.
 - Unchanged in 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 1995-96.

4. Wastewater Management Support [0.00 SY; E = \$378,149; R = \$15,000] including sewer treatment operations, sewer line cleaning and water system operations at Rancho Del Campo and at Descanso Detention Facility. This activity is:
 - Discretionary/Discretionary Service Level.
 - Offset 4.0% by program revenue.
 - Unchanged in total expenditures and increasing \$15,000 in total revenues.
 - Unchanged in Liquid Waste Enterprise Fund SY equivalents for Wastewater Management support to the General Fund.

There is a Net General Fund Contribution of \$363,149 in this activity, a decrease of \$15,000 from the \$378,149 Net General Fund Contribution budgeted in FY 1995-96.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
TAXES AND USE OF PROPERTY:				
Sales & Use Tax - TDA	\$521,074	\$747,068	\$748,024	\$956
Rents & Concessions	57,306	65,000	100,000	35,000
Sub-Total	\$578,380	\$812,068	\$848,024	\$35,956
CHARGES FOR CURRENT SERVICES:				
Fees & Services to Property Owners	\$26,688	\$30,000	\$45,000	\$15,000
Other County Departments & Funds	89,482	48,656	89,117	40,461
State Grants - Other	8,651	0	0	0
Sub-Total	\$124,820	\$78,656	\$134,117	\$55,461
OTHER REVENUE/FUNDING SOURCES:				
Other Sales - Taxable	\$99,863	\$104,836	\$116,675	\$11,839
Sub-Total	\$99,863	\$104,836	\$116,675	\$11,839
Total	\$803,063	\$995,560	\$1,098,816	\$103,256

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$531,929	\$436,509	\$416,509	\$(20,000)
Sub-Total	\$531,929	\$436,509	\$416,509	\$(20,000)
Total	\$531,929	\$436,509	\$416,509	\$(20,000)

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1996-97 program revenues are increasing by \$103,256 (10.4%) primarily due to increases in Rents and Concessions and Charges for Current Services.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$7,500
Engineering/Industrial Equipment & Instruments	16,900
Laboratory/Medical/Institute Instruments & Furniture	17,500
Total	\$41,900

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: ROADS SUPPORT					
% OF RESOURCES:	7.6%				
<u>OUTCOME (Planned Result)</u>					
% of initial requests processed within five work days	100%	100%	100%	90%	95%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process 100% of formation requests	\$106,245	\$75,903	\$34,270	\$87,616	\$85,912
<u>OUTPUT (Service or Product)</u>					
Number of formation requests processed	20	25	19	17	15
<u>EFFICIENCY (Output/Input)</u>					
Cost per formation request processed	\$3,396	\$1,990	\$1,804	\$3,176	\$2,599
<u>OUTPUT (Service or Product)</u>					
Number of Special Districts budgeted and monitored	90	91	73	102	71
<u>EFFICIENCY/(Output/Input)</u>					
Cost per Special District budgeted and monitored	\$426	\$287	\$740	\$189	\$660
ACTIVITY B: LAND DEVELOPMENT SUPPORT					
% OF RESOURCES:	11.5%				
<u>OUTCOME (Planned Result)</u>					
% of public requests processed within one work day	97%	97%	98%	97%	97%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process 100% of public requests within one work day	\$124,810	\$158,813	\$112,486	\$107,836	\$162,000
<u>OUTPUT (Service or Product)</u>					
Number of public requests processed	19,262	19,779	16,112	20,000	18,000
<u>EFFICIENCY (Output/Input)</u>					
Cost per public request processed	N/A	\$9.02	\$7.00	\$9.00	\$9.00

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C:					
WASTEWATER MANAGEMENT SUPPORT					
% OF RESOURCES: 25.0%					
OUTCOME (Planned Result)					
Number of sewer line spills at detention facilities	N/A	N/A	1	<2	<2
EFFECTIVENESS (Outcome/Input)					
Cost to maintain spillage rate at <2	N/A	N/A	\$72,949	\$68,757	\$72,808
OUTPUT (Service or Product)					
Number of linear feet of sewer line cleaned and repaired	N/A	N/A	28,996	20,000	20,000
EFFICIENCY (Output/Input)					
Cost per foot of sewer line cleaned and repaired	N/A	N/A	\$2.50	\$3.40	\$3.60
OUTCOME (Planned Result)					
Number of treatable constituent permit violations at detention facilities	N/A	N/A	1	<5	<5
EFFECTIVENESS (Input/Output)					
Cost to maintain treatable constituent permit violation rate at <5	N/A	N/A	\$220,233	\$206,667	\$191,000
OUTPUT (Service or Product)					
Number of gallons of wastewater treated (millions)	N/A	N/A	26.1	20.0	20.0
EFFICIENCY (Output/Input)					
Cost per million gallons of wastewater treated	N/A	N/A	\$7,918	\$11,000	\$10,760

REGISTRAR OF VOTERS

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Registration	\$897,425	\$993,611	\$1,083,819	\$1,131,338	\$1,095,405	(35,933)	(3.2)
Elections	4,840,875	3,267,087	4,229,280	4,362,438	3,831,928	(530,510)	(12.2)
Administration	342,488	400,943	369,340	414,853	459,455	44,602	10.8
TOTAL DIRECT COST	\$6,080,788	\$4,661,641	\$5,682,439	\$5,908,629	\$5,386,788	\$(521,841)	(8.8)
PROGRAM REVENUE	(1,872,782)	(3,228,011)	(2,393,810)	(1,748,340)	(1,503,500)	244,840	(14.0)
NET GENERAL FUND COST	\$4,208,006	\$1,433,630	\$3,288,629	\$4,160,289	\$3,883,288	\$(277,001)	(6.7)
STAFF YEARS	104.29	83.11	91.90	100.79	97.90	(2.89)	(2.9)

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.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES ARE LISTED UNDER THE REGISTRATION, ELECTIONS, AND ADMINISTRATION 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	.50

(Including Administration)
8 Permanent Positions
8.50 Staff Years

Voter Services

- ⇒ Voter Registration
- ⇒ Absentee Voting
- ⇒ Petitions
- ⇒ Public Records
- ⇒ Voter Outreach
- ⇒ Campaign Services

Division Chief, ROV	1.00
Elec Proc Supervisor	3.00
Supervising Clerk	3.00
Senior Clerk	6.00
Inter Clerk Typist	9.00
Data Entry 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	.98

6 Permanent Positions
6.98 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	11.84

17 Permanent Positions
28.84 Staff Years

AUTHORITY: The Registration Program is authorized by Article II, Section 3 of the California State Constitution, and the California Elections Code sections 2000 - 2241.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$509,124	\$668,166	\$680,768	\$695,859	\$727,827	4.6
Services & Supplies	350,758	278,335	351,645	367,380	342,174	(6.9)
Other Charges	37,543	42,457	28,133	37,599	25,404	(32.4)
Fixed Assets	0	4,653	23,273	30,500	0	(100.0)
TOTAL DIRECT COST	\$897,425	\$993,611	\$1,083,819	\$1,131,338	\$1,095,405	(3.2)
PROGRAM REVENUE	(81,570)	(137,658)	(94,354)	(110,000)	(140,000)	27.3
NET GENERAL FUND CONTRIBUTION	\$815,855	\$855,953	\$989,465	\$1,021,338	\$955,405	(6.5)
STAFF YEARS	15.27	20.14	23.79	24.58	24.58	0.0

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The estimated net cost of the Registration program is less than the budgeted amount due to two factors. The department expenditures in all accounts were lower than budgeted and the department received better than expected recovery of costs from the State for current year and prior year activities.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. The net effect of new, canceled and changed voter transactions was within 1% of the budget estimate, however, increases in the State-provided general eligible population were 4% less than estimated six months earlier by the Registrar. As a result, the percentage of registered voters to the voting-eligible population of San Diego County was 6% lower than the budget estimate.
 - a. Provided ongoing supplies and registration materials at 817 fixed public locations county-wide, 62% of the objective.
 - b. Provided 327 campaigns and candidates with training, materials and supplies to conduct voter registration drives, 105% of the objective.
2. Accurately maintained a registered voter data base of 1,258,756.
 - a. Entered 296,931 new voter registrations, 99% of the objective.
 - b. Changed and canceled 188,057 voter registrations, 99% of the objective.
3. Processed signatures on all petitions and incoming absentee ballots for four major and two minor elections.
 - a. Verified 113,824 state and local, nomination and in lieu petition signatures, 99% of the objective.
 - b. Verified 205,651 signatures on voted absentee ballots, 101% of the objective.
4. Daily provided timely election and voter registration information.
 - a. Responded to 146,684 telephone, counter and correspondence inquiries from the public and provided 1,186 copies of voter registration information as authorized by law, 95% of the objective.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Increase registration of the voting-eligible population of San Diego County by 5% from the 1995-96 estimated actual.

- a. Provide ongoing supplies and registration materials at 800 fixed public locations county-wide and to 600 campaigns and candidates with training, materials and supplies to conduct voter registration drives.
2. Accurately maintain a registered voter data base of 1,400,000.
 - a. Enter 305,000 new voter registrations.
 - b. Change and cancel 320,000 voter registrations.
3. Verify 35% of petition signatures and 100% of absentee ballot signatures for one major election.
 - a. Verify 70,000 state and local, nomination and in lieu petition signatures.
 - b. Verify 283,500 signatures on voted absentee ballots.
4. Daily provide timely election and voter registration information for 1,770,691 citizens eligible to be registered voters.
 - a. Respond to 150,000 telephone, counter and correspondence inquiries from the public.
 - b. Provide 2,100 copies of voter registrations to the individuals and/or organizations authorized by law to receive such information.

The CAO's budget for the year-round Registration program, summarized below, reflects increased costs for Salaries and Benefits due to negotiated salary increases. Decreased costs for Services and Supplies are due to the anticipated decrease in petition activity which typically occurs in the even/odd fiscal year, requiring less labor and supplies. Most local and state petitions for the November 1996 General Election were filed and verified during the 1995-96 fiscal year.

The activities of this program are summarized as follows:

1. Registration of Eligible Population and Community Development [2.26 SY; E = \$100,720; R = \$60,000] including distribution and receipt of voter registration affidavits, is:
 - o Mandated/Mandated Service Level.
 - o Offset 59.6% by program revenue.
 - o Able to distribute 500,000 and receive 305,000 new affidavits of registration; and provide registration drive services to 600 candidates and campaigns.
2. Processing Affidavits [14.45 SY; E = \$643,959; 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 9.3% by program revenue.
 - o Able to process 305,000 new affidavits, and update 320,000 address changes to voters' registrations.
3. Signature Verification [5.50 SY; E = \$245,549; 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 revenue).
 - o Able to verify 283,500 absentee signatures; receive and count 200,000 petition signatures; and verify 35% of petition signatures.
4. Public Record Activity [2.37 SY; E = \$105,177; 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 19.0% by program revenue.
 - o Able to respond to 150,000 public inquiries and provide 2,100 certified copies of affidavits.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Outreach and Community Development	0	30,000	60,000	30,000
Recovered Postal Expenditures	78,231	60,000	60,000	0
Sale of Certified Copies of Affidavits of Registration	16,123	20,000	20,000	0
Signatures in Lieu of Filing Fees	0	0	0	0
Sub-Total	\$94,354	\$110,000	\$140,000	\$30,000
Total	\$94,354	\$110,000	\$140,000	\$30,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$989,465	\$1,021,338	\$955,405	(65,933)
Sub-Total	\$989,465	\$1,021,338	\$955,405	\$(65,933)
Total	\$989,465	\$1,021,338	\$955,405	\$(65,933)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The budgeted 1995-96 state claim revenue for Outreach and Community Development activity during 1994-95 was \$30,000. A claim was submitted to the State and approved for payment, however payment was not received. Payment is expected during this fiscal year.

As expected, the state continues to suspend reimbursement funding for the post election registration verification ("purge") mandate. In FY 1995-96, the Registrar conducted a National Change of Address (NCOA) residency confirmation at County expense because the cost of doing the purge was significantly less than the costs of printing extra sample ballots, added postage, and additional polls locations for an inflated registered voter roll for the presidential primary election. For the same reasons, the Registrar anticipates continuing the annual purge of the voter files in FY 1996-97.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: REGISTERING THE ELIGIBLE POPULATION					
% OF RESOURCES: 9%					
<u>OUTCOME (Planned Result)</u>					
Increase Registration of Eligibles by 5%	74.3%	75.1%	70.7%	77.1%	75.7%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Increase	\$82,563	\$68,204	\$102,961	\$104,015	\$100,720
<u>OUTPUT (Service or Product)</u>					
Provide Supplies to Fixed Locations and Campaigns	763	1,083	1,144	1,310	1,400
<u>EFFICIENCY (Input/Output)</u>					
Cost per Location/Campaign Supplied	\$108.21	\$62.98	\$90.00	\$79.40	\$71.94

Comment:

The Secretary of State annually provides figures on the voter-eligible population to Counties. This information is compiled from various State data-bases and Federal census information. The Registrar uses estimates of these figures to calculate the percentage of resistered voters to eligible voters. In the 1995-96 Proposed Budget, voter-eligible population estimates used to determine the percentage increase in registered voters was inaccurate. The actual figures resulted in a decrease in the percentage of registered voters.

**ACTIVITY B:
PROCESSING AFFIDAVITS****% OF RESOURCES: 59%**OUTCOME (Planned Result)

Maintain Voter Registration Files	1,289,608	1,344,733	1,258,756	1,290,000	1,400,000
-----------------------------------	-----------	-----------	-----------	-----------	-----------

EFFECTIVENESS (Input/Outcome)

Cost per Voter File	\$.37	\$.40	\$.52	\$.52	\$.46
---------------------	--------	--------	--------	--------	--------

OUTPUT (Service or Product)

# of Add & Change File Transactions	335,250	334,714	484,988	490,000	625,000
-------------------------------------	---------	---------	---------	---------	---------

EFFICIENCY (Input/Output)

Net Cost per Transaction	\$1.43	\$1.63	\$1.35	\$1.36	\$1.03
--------------------------	--------	--------	--------	--------	--------

**ACTIVITY C:
VERIFY SIGNATURES****% OF RESOURCES: 22%**OUTCOME (Planned Result)

Comply with State Law Regarding Petition and Absentee Signature Verification	100%	100%	100%	100%	100%
--	------	------	------	------	------

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost for Compliance	\$204,613	\$193,754	\$242,514	\$253,594	\$245,549
<u>OUTPUT A (Service or Product)</u>					
Petition Signatures Verified	69,165	75,685	113,824	115,000	70,000
<u>OUTPUT B (Service or Product)</u>					
AV Signatures Verified	325,749	228,046	205,651	204,150	283,500
<u>TOTAL OUTPUT (Services and Products)</u>					
All Signatures Verified	394,914	303,731	319,475	319,150	353,500
<u>EFFICIENCY (Input/Output)</u>					
Cost per Signature Verified	\$.52	\$.64	\$.76	\$.79	\$.69

ACTIVITY D:
PUBLIC RECORDS

% OF RESOURCES: 10%

OUTCOME (Planned Result)

Population Eligible to Register & Vote *	1,955,557	1,734,930	1,780,296	1,850,000	1,770,691
--	-----------	-----------	-----------	-----------	-----------

EFFECTIVENESS (Input/Outcome)

Cost per Eligible Registrant for Phone, Counter, Correspondence and Copy Services	\$.04	\$.05	\$.06	\$.06	\$.06
---	-------	-------	-------	-------	-------

OUTPUT (Service or Product)

Phone, Counter, Correspondence, Copies	107,654	78,145	147,870	155,230	152,100
--	---------	--------	---------	---------	---------

EFFICIENCY (Input/Output)

Cost per Contact/Transaction	\$.81	\$1.14	\$.70	\$.70	\$.69
------------------------------	-------	--------	-------	-------	-------

* Estimates Provided by the Secretary of State

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2426	Assistant Systems Analyst	0.50	0.50	0.50	0.50	20,839	21,554
2427	Associate Systems Analyst	0.50	0.50	0.50	0.50	24,741	25,590
2525	Senior Systems Analyst	0.50	0.50	0.50	0.50	27,267	28,198
2700	Intermediate Clerk Typist	6.00	6.00	6.00	6.00	115,663	123,967
2730	Senior Clerk	2.00	2.00	2.00	2.00	45,633	48,912
2745	Supervising Clerk	1.00	1.00	1.00	1.00	27,660	28,611
3020	Computer Operator	1.00	1.00	1.00	1.00	24,030	24,498
3021	Election Processing Spvr	1.00	1.00	1.00	1.00	32,944	33,533
3030	Data Entry Operator	2.00	2.00	2.00	2.00	38,654	42,590
3035	Data Entry Supervisor	1.00	1.00	1.00	1.00	24,767	25,615
3072	Senior Computer Operator	0.50	0.50	0.50	0.50	13,986	14,467
3100	Div. Chief, Reg. of Voters	1.00	1.00	1.00	1.00	45,983	47,558
9999	Non-Permanent	60.00	7.58	60.00	7.58	90,672	88,389
Total		77	24.58	77	24.58	\$532,839	\$553,482
Salary Adjustments:						0	0
Premium/Overtime Pay:						6,000	4,720
Employee Benefits:						172,357	188,592
Salary Savings:						(15,337)	(16,241)
VTO Reductions:						(0)	(2,726)
Total Adjustments						\$163,020	\$174,345
Program Totals		77	24.58	77	24.58	\$695,859	\$727,827

PROGRAM: Elections

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 04102

ORGANIZATION #: 4230

MANAGER: David Lonsdale

REFERENCE: 1996-97 Proposed Budget - Pg. 30-9

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,978,136	\$1,550,414	\$1,765,252	\$1,793,218	\$1,755,539	(2.1)
Services & Supplies	2,825,195	1,671,968	2,403,370	2,505,121	2,050,985	(18.1)
Other Charges	37,544	42,458	28,133	37,599	25,404	(32.4)
Fixed Assets	0	2,247	32,525	26,500	0	(100.0)
TOTAL DIRECT COST	\$4,840,875	\$3,267,087	\$4,229,280	\$4,362,438	\$3,831,928	(12.2)
PROGRAM REVENUE	(1,791,212)	(3,090,353)	(2,299,456)	(1,638,340)	(1,363,500)	(16.8)
NET GENERAL FUND CONTRIBUTION	\$3,049,663	\$176,734	\$1,929,824	\$2,724,098	\$2,468,428	(9.4)
STAFF YEARS	82.30	56.07	60.80	67.38	64.82	(3.8)

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The department realized some savings over budgeted amounts in all accounts. The major improvement over budgeted amounts occurred in Revenue, with Election Services and the state Absentee Ballot claim accounting for most of the benefit.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Provided election information and materials to all candidates, campaigns and government agencies eligible to run for 838 elective offices in San Diego County.
 - a. Accurately maintained and provided political jurisdiction boundary lines for 157 local, 5 county, 4 judicial, 24 state, and 8 federal elective offices; and 246 political party central committee seats.
 - b. Provided new candidates and campaign committees with candidate filing and campaign disclosure information.
2. Printed 1,816,213 sample ballots for four major and two minor elections.
 - a. Mailed Sample Ballot pamphlets to 1,504,927 registered voters in the September and March elections, 91% of the objective.
 - b. Assembled and mailed 249,635 absentee ballot packets to requestors, 93 % of the objective.
 - c. Provided 2,033 polls with 19,686 sample ballots, 110% of the objective
 - d. Maintained an emergency stock of 65,717 sample ballots for the primary election, 109% of the objective.
3. Conducted four major and two minor elections.
 - a. Provided 2033 voting poll locations, 7920 poll officers, and supplies for 1,816,213 eligible registered voters, 112%, 93%, and 110% of the respective objectives.
 - b. Received and counted 659,550 voted ballots, 86% of the objective.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Provide election information and materials to all candidates, campaigns and government agencies eligible to run for 295 elective offices in San Diego County.
 - a. Provide 900 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 one major election.

- a. Provide Sample Ballot pamphlets to 1,400,000 registered voters for the November election.
 - b. Assemble and mail 296,940 absentee ballot packets to declared and requesting voters.
3. Conduct a major election in compliance with the California Elections Code; and count ballots from 100% of Precincts by 2 a.m. election night.
 - a. Provide 1650 voting poll locations.
 - b. Receive and count an estimated 1,050,000 voted ballots.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The Elections Program summarized below reflects decreased costs compared with last year due to reduction from two to one scheduled major* election. The main election program activities are summarized as follows:

1. Information to Candidates and Campaigns [12.24 SY; E = \$216,201; 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 23% by program revenue.
 - o Able to provide ballot access for all federal, state, county and all 138 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 = \$1,203,627; 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 1,400,000 sample ballots and 296,940 absentee ballots to the voters.
3. Conduct of Elections [41.63 SY; E = \$2,412,100; R = \$1,263,500] 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 52% by program revenue.
 - o Able to supply and staff 1,650 polls locations for the November Presidential general; collect, process, and count 1,050,000 ballots; and canvass and certify the results of the election.

* Definition of a Major Election

1. A Primary or General Election in the even-numbered years.
2. Any special Federal, State or County election.
3. Any election involving more than 100,000 registered voters.

- a. Provide Sample Ballot pamphlets to 1,400,000 registered voters for the November election.
 - b. Assemble and mail 296,940 absentee ballot packets to declared and requesting voters.
3. Conduct a major election in compliance with the California Elections Code; and count ballots from 100% of Precincts by 2 a.m. election night.
- a. Provide 1650 voting poll locations.
 - b. Receive and count an estimated 1,050,000 voted ballots.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The Elections Program summarized below reflects decreased costs compared with last year due to reduction from two to one scheduled major* election. The main election program activities are summarized as follows:

1. Information to Candidates and Campaigns [2.24 SY; E = \$216,201; 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 23% by program revenue.
 - o Able to provide ballot access for all federal, state, county and all 138 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 = \$1,203,627; 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 1,400,000 sample ballots and 296,940 absentee ballots to the voters.
3. Conduct of Elections [41.63 SY; E = \$2,412,100; R = \$1,263,500] 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 52% by program revenue.
 - o Able to supply and staff 1,650 polls locations for the November Presidential general; collect, process, and count 1,050,000 ballots; and canvass and certify the results of the election.

* Definition of a Major Election

- 1. A Primary or General Election in the even-numbered years.
- 2. Any special Federal, State or County election.
- 3. Any election involving more than 100,000 registered voters.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Permanent Absentee Ballot Claim	\$0	\$2,500	\$2,500	0
Election Materials Claim	0	2,500	0	(2,500)
Election Services to Other Gov't. Agencies	1,677,979	1,140,080	1,005,000	(135,080)
Special Elections - Chapter 39	0	162,260	0	(162,260)
Candidate Statements	51,970	50,000	50,000	0
Candidate Filing Fee	71,730	50,000	50,000	0
Non-Taxable Sales	16,124	20,000	20,000	0
Taxable Sales	22,868	30,000	30,000	0
Ballot Recount	0	0	0	0
Absentee Ballot Claim	449,291	175,000	200,000	25,000
Election Central Media Reimbursement	9,494	6,000	6,000	0
Sub-Total	\$2,299,456	\$1,638,340	\$1,363,500	\$(274,840)
Total	\$2,299,456	\$1,638,340	\$1,363,500	\$(274,840)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$1,929,824	\$2,724,098	\$2,468,428	(255,670)
Sub-Total	\$1,929,824	\$2,724,098	\$2,468,428	\$(255,670)
Total	\$1,929,824	\$2,724,098	\$2,468,428	\$(255,670)

EXPLANATION/COMMENT ON PROGRAM REVENUES

A revenue decrease will occur in FY 1996-97 over the actual revenue in FY 1995-96 due to the reduction from two to one major election.

The State did not provide the usual advance payment on the estimate for the Permanent Absentee Ballot Claim this year, however the payment is expected to be received during the 1996-97 fiscal year.

The claim to the state for the Special Election conducted in 1994-95 was not paid timely during the 1995-96 fiscal year, but will be received during FY 1996-97.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: BALLOT ACCESS					
% OF RESOURCES: 6%					
<u>OUTCOME (Planned Result)</u>					
Elective Positions on County Ballots	293	282	339	245	295
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Elective Position	\$1,586	\$1,309	\$749	\$1,005	\$733
<u>OUTPUT (Service or Product)</u>					
Candidate Papers Issued	443	663	479	440	900
<u>EFFICIENCY (Input/Output)</u>					
Cost per Candidate Served	\$943.21	\$490.30	\$456.81	\$470.73	\$205.17
<u>OUTPUT (Service or Product)</u>					
Maintain Candidate/Campaign Disclosures	1,314	1,229	1,248	1,350	1,350
<u>EFFICIENCY (Input/Output)</u>					
Cost per File Maintained	\$35.68	\$35.89	\$28.00	\$28.88	\$23.37
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	\$1,494,399	\$993,738	\$1,311,077	\$1,370,179	\$1,203,627
<u>OUTPUT A (Service or Product)</u>					
Number of Voters Receiving Information	3,534,375	1,419,051	1,816,213	1,648,000	1,400,000
<u>EFFICIENCY (Input/Output)</u>					
Cost of Sample Ballot/Elec. Elig. Voter	\$.32	\$.32	\$.60	\$.66	\$.65
<u>OUTPUT B (Service or Product)</u>					
Number of Absentee Ballot Requests	434,241	267,854	249,635	267,000	296,940
<u>EFFICIENCY (Input/Output)</u>					
Cost per Absentee Request	\$1.09	\$.97	\$.89*	\$.89	\$.97
Cost per Absentee Request**	\$2.17	\$1.92	\$2.37	\$2.00	\$2.00

** The "Cost per Absentee Request", formerly based on labor charges only, will be replaced in the future with the total cost as derived from the claim covering all costs as submitted to the State of California for reimbursement.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C: ELECTIONS					
% OF RESOURCES: 63%					
<u>OUTCOME (Planned Result)</u>					
Comply with Elections Code for Each Election Conducted	100% 6	100% 2	100% 6	100% 2	100% 1
Provide 100% Precinct Report for Two Major Elections by 2 am of Day Following Election	1:09am	1:04am	12:51am	2:00am	2:00am
<u>EFFECTIVENESS (Input/Outcome)</u>					
Conduct of Elections Cost	\$2,882,606	\$1,902,605	\$2,664,446	\$2,746,141	\$2,412,100
<u>OUTPUT (Service or Product)</u>					
Number of Polls	3,550	1,554	2,033	1,850	1,650
<u>EFFICIENCY (Input/Output)</u>					
Cost per Polls	\$812	\$1,224	\$1,311	\$1,484	\$1,462
OR					
<u>OUTPUT (Service or Product)</u>					
Ballots Counted	1,142,922	803,787	654,550	758,800	1,050,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Ballot Counted	\$2.52	\$2.37	\$4.07	\$3.62	\$2.30

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2426	Assistant Systems Analyst	0.50	0.50	0.50	0.50	20,839	21,555
2427	Associate Systems Analyst	0.50	0.50	0.50	0.50	24,740	25,589
2525	Senior Systems Analyst	0.50	0.50	0.50	0.50	27,266	28,199
2660	Storekeeper I	1.00	1.00	1.00	1.00	22,401	23,169
2700	Intermediate Clerk Typist	3.00	3.00	3.00	3.00	57,832	61,984
2730	Senior Clerk	9.00	9.00	9.00	9.00	210,531	220,104
2745	Supervising Clerk	3.00	3.00	3.00	3.00	82,980	85,833
3020	Computer Operator	1.00	1.00	1.00	1.00	24,030	24,497
3021	Election Processing Spvr	3.00	3.00	3.00	3.00	98,832	100,599
3072	Senior Computer Operator	0.50	0.50	0.50	0.50	13,987	14,468
3100	Div. Chief, Reg. of Voters	1.00	1.00	1.00	1.00	45,983	47,558
3103	Election Technician Coord.	1.00	1.00	1.00	1.00	37,981	39,110
3104	Precinct Planning Tech I	2.00	2.00	2.00	2.00	44,586	46,118
3105	Precinct Planning Tech II	2.00	2.00	2.00	2.00	51,664	54,210
3106	Precinct Planning Tech III	1.00	1.00	1.00	1.00	34,341	35,520
3801	Drafting Technician II	1.00	1.00	1.00	1.00	30,383	31,424
3802	Drafting Technician I	1.00	1.00	1.00	1.00	26,205	27,105
9999	Non-Permanent	980.00	36.38	980.00	33.82	577,470	536,550
Total		1,011	67.38	1,011	64.82	\$1,432,051	\$1,423,592
Salary Adjustments:						0	1
Premium/Overtime Pay:						18,160	19,440
Employee Benefits:						373,497	347,372
Salary Savings:						(30,490)	(29,863)
VTO Reductions:						(0)	(5,003)
Total Adjustments						\$361,167	\$331,947
Program Totals		1,011	67.38	1,011	64.82	\$1,793,218	\$1,755,539

PROGRAM: Administration

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 92101

ORGANIZATION #: 4230

MANAGER: Judy Nelson

REFERENCE: 1996-97 Proposed Budget - Pg. 30-15

AUTHORITY: San Diego County Charter and County Administrative Code provides for management services to direct department programs including the Registrar of Voters.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$329,733	\$388,372	\$355,496	\$402,590	\$447,960	11.3
Services & Supplies	12,755	9,800	13,844	12,263	11,495	(6.3)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	2,771	0	0	0	0.0
TOTAL DIRECT COST	\$342,488	\$400,943	\$369,340	\$414,853	\$459,455	10.8
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$342,488	\$400,943	\$369,340	\$414,853	\$459,455	10.8
STAFF YEARS	6.72	6.90	7.31	8.83	8.50	(3.7)

PROGRAM MISSION

To provide leadership, planning, direction, and administrative services to the Registration and Elections programs of the Registrar of Voters department. To provide and process the nearly 350 temporary staff and procure supplies needed to accomplish the objectives of the department's Registration, Elections, and Administration programs.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The difference between the 1995-96 budget and estimated actual is salary savings accrued due to the unpaid leave of absence of the Registrar for the first six months of FY 95-96 and subsequent Assistant Registrar position vacancy for the remainder of the fiscal year.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Provided leadership, planning and direction to the department.
 - a. Established quantifiable goals and objectives for the department, 100% of the objective.
 - b. Developed policy to meet the goals and objectives of the department, 100% of the objective.
 - c. Communicated the department's mission through personal appearances and written communications with community and service groups, and the news media, 100% of the objective.
2. Provided administrative support to the department.
 - a. Processed personnel actions and bi-weekly payroll for 56 permanent and 364 temporary positions, 103% of the objective.
 - b. Prepared and accounted for a \$3.3 million net county cost budget, 127% of the objective.
 - c. Ordered, received, stored and paid for \$2.9 million in program supplies and contracts, 100% of the objective.

1996-97 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 to implement the goals and objectives of 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 \$3.9 million net county cost budget.
 - c. Order, receive, store and pay for \$2.5 million in program supplies and contracts.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The Administration program reflects an increase in Salaries and Benefits due to the half year unpaid leave of the Registrar being fully funded for FY 1996-97. Services and supplies remain relatively constant year by year.

1. Administration and Management of the Department [3.00 SY; E = \$237,438; 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 [5.50 SY; E = \$222,017; 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	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2163	Registrar of Voters	1.00	1.00	1.00	1.00	\$76,894	\$79,530
2233	Assistant Registrar of Voters	1.00	1.00	1.00	1.00	70,261	72,664
2302	Administrative Assistant III	1.00	1.00	1.00	1.00	45,983	47,558
2320	Personnel Aid	1.00	1.00	1.00	1.00	27,512	28,457
2425	Associate Accountant	1.00	1.00	1.00	1.00	36,979	38,248
2493	Intermediate Acct Clerk	1.00	1.00	1.00	1.00	18,468	20,024
2756	Administrative Secretary I	1.00	1.00	1.00	1.00	21,963	22,719
2758	Administrative Secretary III	1.00	1.00	1.00	1.00	28,687	31,104
9999	Non-Permanent	4.00	0.83	4.00	0.50	14,791	6,999
Total		12	8.83	12	8.50	\$341,538	\$347,303
Salary Adjustments:						\$(45,213)	\$0
Premium/Overtime Pay:						0	0
Employee Benefits:						116,404	112,887
Salary Savings:						(10,139)	(11,366)
VTO Reductions:						(0)	(864)
Total Adjustments						\$61,052	\$100,657
Program Totals		12	8.83	12	8.50	\$402,590	\$447,960

GENERAL GOVERNMENT

ASSESSOR/RECORDER/CLERK

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Property Valuation/ Identification	\$14,097,585	\$12,762,053	\$12,709,108	\$13,049,827	\$13,057,363	7,536	0.1
Recording Services	2,295,680	1,893,227	1,618,031	1,815,832	1,801,773	(14,059)	(0.8)
County Clerk Services	579,446	707,909	587,354	707,909	716,228	8,319	1.2
Micrographics	117,920	299,706	391,369	449,623	396,083	(53,540)	(11.9)
Modernization	939,353	2,306,498	2,518,579	2,711,619	2,391,267	(320,352)	(11.8)
Property Tax Administration	0	0	2,196,900	0	4,448,056	4,448,056	100.0
Department Administration	444,681	489,401	889,109	489,401	484,164	(5,237)	(1.1)
TOTAL DIRECT COST	\$18,474,665	\$18,458,794	\$20,910,450	\$19,224,211	\$23,294,934	\$4,070,723	21.2
PROGRAM REVENUE	(6,015,955)	(10,207,310)	(13,331,116)	(11,218,092)	(15,250,664)	(4,032,572)	36.0
NET GENERAL FUND COST	\$12,458,710	\$8,251,484	\$7,579,334	\$8,006,119	\$8,044,270	\$38,151	0.5
STAFF YEARS	390.55	399.00	400.5	403.50	450.00	46.50	11.5

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.

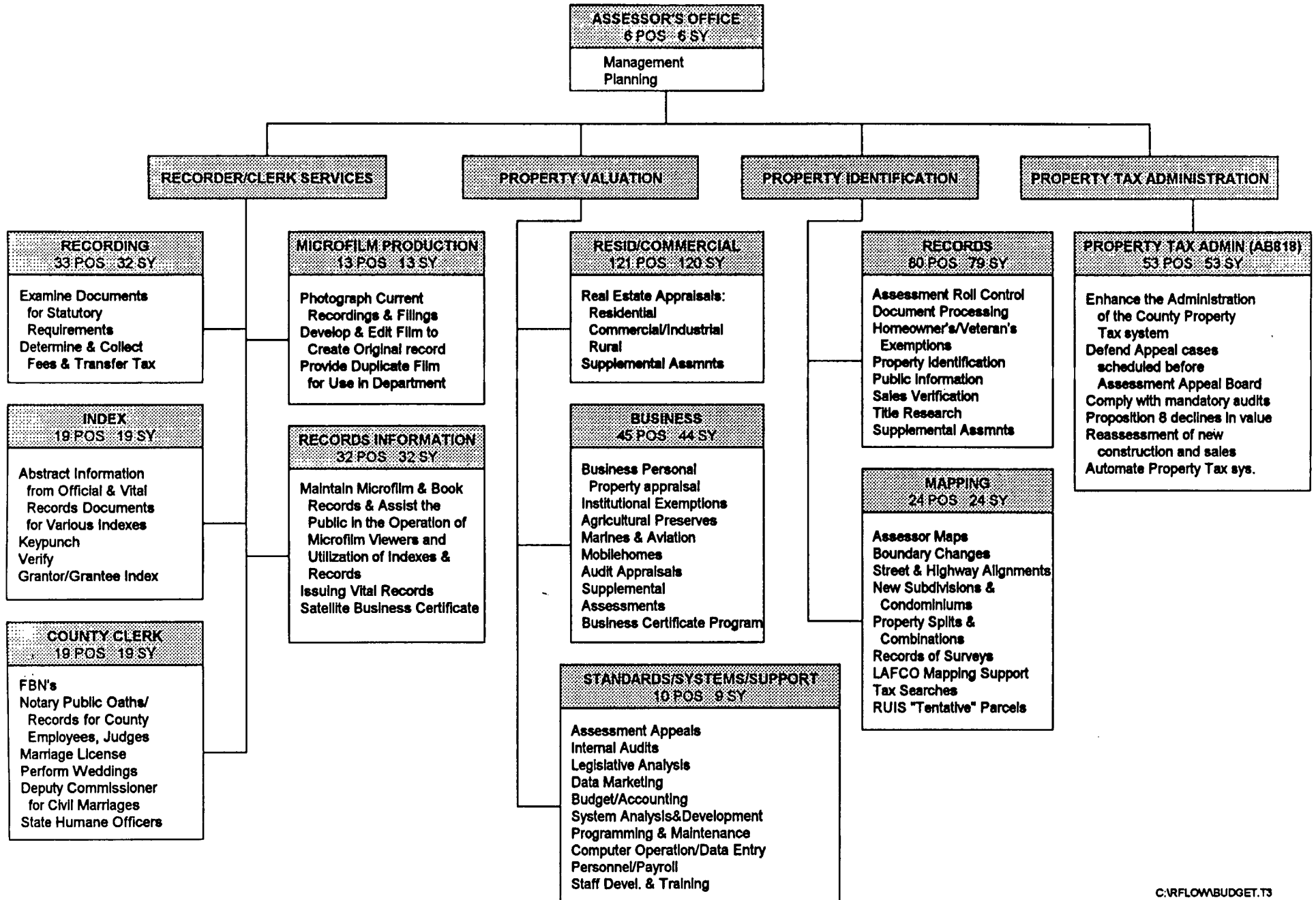
It is the goal of the Assessor's Office to have fair and uniform assessments of all property, identify and assess all taxable property in San Diego County, obey and fully implement all property tax laws, provide prompt and courteous treatment to the public, increase productivity and efficiency through 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.

1996-97 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. Continue implementation of the Automated 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.
4. Participate in the County-State Property Tax Administration Program.
 - a. Defend each appeal case scheduled by the Assessment Appeals Board.
 - b. Comply with mandatory audit program.
 - c. Maximize value enrollment capabilities by expeditiously reassessing new construction and sales.
 - d. Apply for 2nd option year agreement to provide \$5.4 million in additional assessment function resources through participation in the State-County Property Tax Administration Program.

OFFICE OF THE ASSESSOR / RECORDER / COUNTY CLERK

FY 1996-97 ADOPTED BUDGET



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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$12,491,971	\$12,211,599	\$11,967,102	\$12,432,505	\$12,442,041	0.1
Services & Supplies	913,399	550,454	704,171	617,322	615,322	(0.3)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	692,215	0	37,835	0	0	0.0
TOTAL DIRECT COST	\$14,097,585	\$12,762,053	\$12,709,108	\$13,049,827	\$13,057,363	0.1
PROGRAM REVENUE	(5,539,955)	(245,238)	(190,587)	(239,035)	(239,035)	0.0
NET GENERAL FUND CONTRIBUTION	\$8,557,630	\$12,516,815	\$12,518,521	\$12,810,792	\$12,818,328	0.1
STAFF YEARS	269.50	272.00	273.00	274.00	269.5	(1.6)

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Estimated salary & benefit costs are within budgeted allocations. Services and Supply costs are projected slightly below budgeted figures due to cost containment measures initiated by the Assessor/Recorder/Clerk.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. The public information systems at all the Assessor/Recorder/Clerk branch offices have been enhanced to provide as many public information records as is automated in the Department.
2. All the Assessor's maps have been scanned and stored in a digitized format. Work is still in progress on the area/district mapping for the Regional Information System (R.U.I.S.).
3. The homeowners exemption process has been studied and is scheduled for inclusion into the Assessor/Recorder/Clerk's imaging program.
4. Appraisal staff is currently utilizing laptop computers for field work where appropriate. All appraisal staff have LAN access and are currently operating custom appraisal software to perform appraisals.

1996-97 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: Process all assessment appeal cases and maximize assessed value within the statutory two year time frame.

OUTCOME: Automate the business Audits Division to maximize captured assessed value while reducing staff years by attrition.

OUTPUT: Provide needed laptop personal computers to Business Auditors at a reasonable cost.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Property Valuation: [170.5 SY; E = \$8,952,778; 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 329 local taxing jurisdictions.
- o Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating more than \$210 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. Approximately 498,658 public inquiries via mail, phone or walk in customers, will be responded to during 1996-97 fiscal year.

2. Property Identification [99.00 SY; E = \$4,104,585; 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. In fiscal year 1995-96, approximately 805,044 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).

2. Property Identification (cont.)

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 329 local taxing jurisdictions.
- o Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating in excess of \$210 million annually for the County which is our largest single source of discretionary revenue.
- o Responsible for maintaining more than 24,797 assessor maps delineating over 840,670 parcels in San Diego County.
- o Responsible for providing property tax information and related services to the citizens of San Diego County. More than 486,504 public inquiries will be responded to by this department 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
Witness Fees	\$0	\$1,500	\$1,500	0
Property Tax System Administration (SB2557/SB1559)	0	0	0	0
Sale of Records	179,557	225,920	225,920	0
Supplemental Property Tax Admin. (AB 2890)	0	0	0	0
Miscellaneous	11,030	11,615	11,615	0
Reserve Designation Decreases (8999)	0	0	0	0
Recording Fee Modernization	0	0	0	0
Sub-Total	\$190,587	\$239,035	\$239,035	\$0
Total	\$190,587	\$239,035	\$239,035	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$12,518,521	\$12,810,792	\$12,818,328	7,536
Sub-Total	12,518,521	\$12,810,792	12,818,328	\$7,536
Total	\$12,518,521	\$12,810,792	\$12,818,328	\$7,536

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1996-97 revenue for this program reflects the Auditor and Controller's recommendation that all Property Tax Administration revenue (SB 2557, SB 1559, AB 2890) be budgeted as General County Revenues and not reflected in the various departmental program budgets providing property tax services.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: ASSESSMENT APPEALS					
% OF RESOURCES: 40%					
<u>OUTCOME (Planned Result)</u>					
AUTOMATE ASSESSMENT APPEALS					
<u>EFFECTIVENESS (Input/Outcome)</u>					
COST OF AUTOMATION	0	0	\$997,115	\$997,115	\$980,000
<u>OUTPUT (Service or Product)</u>					
ASSESSMENT APPEAL CASES	0	0	28,129	29,000	29,000
<u>EFFICIENCY (Input/Output)</u>					
AVERAGE AUTOMATION COST PER APPEAL	0	0	\$35.45	\$34.38	\$33.79
<u>EFFECTIVENESS (Input/Outcome)</u>					
PROPERTY TAX REVENUE AT RISK FOR ALL APPEALS	0	0	\$142,447,341	\$182,387,416	\$135,000,000
<u>EFFICIENCY (Input/Output)</u>					
AVERAGE PROPERTY TAX REVENUE AT RISK PER APPEAL	0	0	\$5,064	\$6,289	\$4,655
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	\$38,374	\$23,240	\$164,333
<u>OUTPUT (Service or Product)</u>					
BUSINESS AUDITS PERFORMED	0	623	610	800	950
<u>EFFICIENCY (Input/Output)</u>					
AUTOMATION COST PER BUSINESS AUDIT	0	0	\$62.91	\$29.05	\$172.98
<u>OUTPUT (Service or Product)</u>					
ADDITIONAL ASSESSED VALUE FROM BUSINESS AUDITS PERFORMED	\$0	\$327,112,000	\$343,591,516	\$300,000,000	\$450,000,000
<u>EFFICIENCY (Input/Output)</u>					
ADDITIONAL ASSESSED VALUE PER BUSINESS AUDIT PERFORMED	0	\$525,059	\$563,265	\$375,000	\$473,684

COMMENTS

Automation for the Business Audits Division defined as annual cost of laptops over the useful life of the automation equipment per audit is \$62.91. This automation will assist audit personnel to maximize assessed value return currently estimated on the average of \$563,265 per audit. 1996-97 Cost of automation for both assessment appeals and business audits reflects one time only automation purchases associated with the availability of additional resources from the State-County Property Tax Administration Program.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0211	Chief of Valuation	1	1.00	1	1.00	\$79,557	\$65,306
5514	Assessor Div. Chief II	3	3.00	3	3.00	189,429	186,043
5515	Assessor Div. Chief I	4	4.00	4	4.00	229,044	236,725
2499	Principal Systems Analyst	0	0.00	0	0.00	0	0
2525	Sr. Systems Analyst	2	2.00	2	2.00	109,066	112,794
2427	Associate Systems Analyst	4	4.00	5	5.00	197,924	242,809
2487	EDP Dist. Network Coord.	0	0.00	0	0.00	0	0
5529	Supv. Audit - Appraiser	2	2.00	2	2.00	108,152	101,773
5513	Supervising Appraiser II	3	3.00	3	3.00	162,228	167,808
5512	Supervising Appraiser I	9	9.00	9	9.00	438,853	460,581
5516	Assessor's Field Asst.	1	1.00	1	1.00	45,860	47,431
5530	Audit Appraiser Spec.	2	2.00	2	2.00	89,270	92,129
5502	Appraiser IV	10	10.00	10	10.00	469,984	471,512
5526	Audit Appraiser III	9	9.00	9	9.00	381,147	386,647
5503	Appraiser III	26	26.00	26	26.00	1,121,065	1,160,490
3602	Asst. Div. Chief, Assessor	1	1.00	1	1.00	41,891	43,329
5527	Audit Appraiser II	7	7.00	7	7.00	276,451	275,327
5504	Appraiser II	51	50.00	47	46.00	1,793,112	1,775,844
5518	Property Assessment Spec. III	5	5.00	5	5.00	126,376	131,305
5517	Property Assessment Spec. II	6	6.00	6	6.00	146,787	156,101
2426	Asst. Systems Analyst	1	0.50	0	0.00	20,836	0
2432	Systems Support Analyst II	1	1.00	1	1.00	38,409	39,461
3820	Cadastral Supervisor	4	4.00	4	4.00	159,312	164,776
3823	Sr. Cadastral Technician	9	9.00	9	9.00	301,153	306,860
3822	Cadastral Technician	13	13.00	13	13.00	386,803	386,633
2725	Principal Clerk I	0	0.00	0	0.00	0	0
2514	Supervising Assm't. Clerk	6	6.00	6	6.00	166,403	168,741
3020	Computer Operator	0	0.00	0	0.00	0	0
2508	Sr. Assessment Clerk	22	19.75	23	20.75	475,252	520,004
3035	Data Entry Supv.	1	1.00	0	0.00	24,462	0
3069	Sr. Data Entry Operator	1	1.00	1	1.00	22,167	22,930
3030	Data Entry Operator	5	5.00	5	5.00	92,983	101,692
2509	Assessment Clerk	65	61.75	65	61.75	1,300,615	1,325,605
2726	Principal Clerk	1	1.00	1	1.00	29,341	35,987
2730	Senior Clerk	1	1.00	1	1.00	22,447	24,673
2494	Payroll Clerk	1	1.00	0	0.00	18,778	0
2510	Senior Account Clerk	1	1.00	1	1.00	23,853	24,673
2511	Senior Payroll Clerk	1	1.00	2	2.00	24,957	47,584
5534	Exemptions Specialist	1	1.00	1	1.00	38,732	39,902
9999	Seasonal - Extra Help	0	1.00	0	0.00	3,500	3,500
Total		280	274.00	276	269.50	\$9,156,199	\$9,326,975
Salary Adjustments: (9007)						\$26,496	\$3,429
Premium/Overtime Pay:						0	0
Bilingual Pay:						0	0
Employee Benefits:						3,249,810	3,166,079
Salary Savings:						0	(0)
VTO Reductions:						0	(54,442)
Total Adjustments						\$3,276,306	\$3,115,066
Program Totals		280	274.00	276	269.50	\$12,432,505	\$12,442,041

AUTHORITY:

Government Code 24000 and Charter Section 13 provide for an elected County Recorder. Government Code Sections 27201 - 27383 describe the duties.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,098,726	\$1,760,792	\$1,456,616	\$1,583,360	\$1,626,868	2.7
Services & Supplies	195,626	132,435	161,415	192,472	174,905	(9.1)
Fixed Assets	1,328	0	0	40,000	0	(100.0)
TOTAL DIRECT COST	\$2,295,680	\$1,893,227	\$1,618,031	\$1,815,832	\$1,801,773	(0.8)
PROGRAM REVENUE	(4,825,346)	(4,789,276)	(5,014,537)	(6,415,924)	(4,981,161)	(22.4)
NET GENERAL FUND CONTRIBUTION	\$(2,529,666)	\$(2,896,049)	\$(3,396,506)	\$(4,600,092)	\$(3,179,388)	(30.9)
STAFF YEARS	89.5	49.00	48.5	50.5	48.5	(4.0)

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Salaries and benefits expenditures remained within budgeted allocations. Estimated revenues are below budgeted levels due to a slow economic recovery and a decline in real estate activity.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Examined, recorded or filed all documents submitted to this Office for Recordation or Filing.
 - A. Maintained the best document per recording staff ratio in the State.
 - B. Collected and accounted for all fees upon recordation/filing.
2. Provided abstracts, copies or certified copies upon request or within one working day.
 - a. Maintained instant or at a minimum same day service for providing records upon request.
 - b. Collected and accounted for all fees when furnishing copies.

1996-97 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.
3. Prepare to collect the District Attorney Fraud Investigation Fee on specified recorded documents. Senate Bill 537 was approved by the Legislature to be effective January 1, 1996.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Examining and Recording Documents [16.00 SY; E = \$666,656; R = \$3,542,214] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Offset 100% by revenue.
 - o Able to examine and record 642,135 documents, for a total of 1,808,465 pages examined and recorded during the fiscal year.
 - o Able to determine and collect fees of \$108,900 for the Public Works Monument Preservation Survey Fund.
 - o Able to collect fees of \$10,417,705 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 = \$57,657; R = \$57,657] 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 all lien notifications as required by law.
3. Preliminary Notice Procedure [1.00 SY; E = \$16,216; R = \$16,216] 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 = \$252,248; R = \$252,248] 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 2,417,623 official index records, for a total of 642,135 instruments indexed.
5. Microfilm Production [8.00 SY; E = \$322,517; R = \$322,517] 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 701,930 documents recorded for a total of 2,037,463 photographic images.
6. Records Information [13.5 SY; E = \$486,479; R = \$790,309] 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 \$314,330 for the County Battered Women and Battered Children fund; \$344,186 for the State Department of Health; and \$120,166 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 index approximately 651 confidential marriage records; 14,559 public marriages; 19,740 death certificate records; and 46,237 birth records during the 1995-96 fiscal year.

- o Able to key approximately 24,235 proof of publications for fictitious business name filings during the 1995-96 fiscal year.

- o Able to data enter approximately 692 confidential marriage records; 19,740 death certificate records; and 5,162 birth affidavits, adoptions and delayed records sent from Sacramento during the 1995-96 fiscal year.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Recording Fees	\$4,504,286	\$4,790,556	\$3,388,522	(1,402,034)
Copy Fees	844,094	1,961,245	1,921,245	(40,000)
Administration/Travel Contribution	(333,843)	(335,877)	(328,606)	7,271
Sub-Total	\$5,014,537	\$6,415,924	\$4,981,161	\$(1,434,763)
Total	\$5,014,537	\$6,415,924	\$4,981,161	\$(1,434,763)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS	\$(3,396,506)	\$(4,600,092)	\$(3,179,388)	1,420,704
Sub-Total	\$(3,396,506)	\$(4,600,092)	\$(3,179,388)	\$1,420,704
Total	\$(3,396,506)	\$(4,600,092)	\$(3,179,388)	1,420,704

EXPLANATION/COMMENT ON PROGRAM REVENUES

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 1996-97 are budgeted at a lower level due to a Title Co. access fee that was scheduled to commence in January 1995, but did not. Negotiations are ongoing.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 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	723,655	595,438	666,656
<u>OUTPUT (Service or Product)</u>					
NUMBER OF DOCUMENTS EXAMINED/RECORDED	0	0	642,135	695,865	661,248
<u>EFFICIENCY (Input/Output)</u>					
COST PER DOCUMENT EXAMINED/RECORDED	0	0	1.13	.86	1.01
<u>OUTPUT (Service or Product)</u>					
TOTAL REVENUE RECEIVED ON MANDATED EXAMINATION/RECORDING	0	0	5,348,380	4,670,792	3,647,560
<u>EFFICIENCY (Input/Output)</u>					
REVENUE PER DOCUMENT EXAMINED/RECORDED	0	0	8.33	7.84	5.52
 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	695,952	491,062	486,479
<u>OUTPUT (Service or Product)</u>					
REVENUE RECEIVED TO PROVIDE RECORD	0	0	1,095,344	949,556	790,309
<u>EFFICIENCY (Input/Output)</u>					
REVENUE RETURN ON MANDATED EXPENDITURE	0	0	1.57/1	1.93/1	1.62/1

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	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2525	Senior Systems Analyst	1	1.00	1	1.00	54,533	47,885
2542	Records Information Service Manager	1	1.00	1	1.00	58,713	60,727
2726	Principal Clerk II	1	1.00	1	1.00	29,341	35,987
2745	Supervising Clerk	1	1.00	1	1.00	27,660	28,611
2906	Legal Procedures Clerk III	3	3.00	3	3.00	77,748	79,228
3071	Senior Index Clerk	1	1.00	1	1.00	23,853	24,673
3053	Photo Reduction Technician	2	2.00	2	2.00	49,656	51,370
2730	Senior Clerk	1	1.00	1	1.00	23,853	24,673
2907	Legal Procedures Clerk II	1	1.00	1	1.00	23,978	24,799
2903	Legal Procedures Clerk I	7	7.00	7	7.00	142,198	148,831
3040	Microfilm Operator	6	6.00	6	6.00	127,667	134,434
2700	Intermediate Clerk Typist	16	15.50	16	15.50	307,151	317,020
3030	Data Entry Operator	2	2.00	2	2.00	39,104	41,379
2710	Junior Clerk Typist	6	6.00	6	6.00	89,163	92,936
9999	Temporary Extra Help	0	2.00	0	0.00	4,100	4,100
Total		49	50.50	49	48.50	\$1,078,718	\$1,116,653
Salary Adjustment						(2,011)	0
Integrated Leave Savings:						0	0
VTO Reductions:						0	(6,464)
Premium/Overtime Pay:						94,000	94,000
Employee Benefits:						412,653	422,679
Salary Savings:						(0)	(0)
Total Adjustments						\$504,642	\$510,215
Program Totals		49	50.50	49	48.50	\$1,583,360	\$1,626,868

PROGRAM: County Clerk Services

DEPARTMENT: ASSESSOR/RECORDER/CLERK

PROGRAM #: 31504
MANAGER: GREGORY J. SMITH

ORGANIZATION #: 1150
REFERENCE: 1996-97 Proposed Budget - Pg. 31-14

AUTHORITY: Government Code Section 26800 ET SEQ. Mandates all activities of the County Clerk.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$575,180	\$621,857	\$557,995	\$659,032	\$667,351	1.3
Services & Supplies	4,266	40,377	29,359	48,877	48,877	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$579,446	\$662,234	\$587,354	\$707,909	\$716,228	1.2
PROGRAM REVENUE	\$(1,012,323)	\$(1,045,796)	\$(1,095,344)	\$(920,981)	\$(660,440)	(28.3)
NET GENERAL FUND CONTRIBUTION	\$(432,877)	\$(383,562)	\$(507,990)	\$(213,072)	\$55,788	(126.2)
STAFF YEARS	23.00	19.00	19.00	19.00	19.00	0.0

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actual expenditures for all categories of expenditures were within budgeted levels.

ACHIEVEMENT OF 1995-96 OBJECTIVES

- I. Have provided 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. Implemented the Assessment Appeal System and insured all operations can access the Wide Area Network.
 - B. Provided 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. Have implemented transition plan and workflow design of Courthouse Clerk operations moving into the newly remodeled Marriage Office at the Central County Administration Center room 296.
3. Implemented Automated Fictitious Business Name Filing System at the Central Administration Center and are currently planning for branch remote access to the automated system.

1996-97 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. Implement Automated Fictitious Business Name Filing System at all Branch Offices.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

1. Central Administration Center [5.00 SY; E = \$214,868; R = \$159,080] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing the following County Clerk Services:

Fictitious Business Name filings - Proof of Publications; issuing copies of Fictitious Business Names (FBN) & proof of publications; Issuing confidential marriage licenses to notaries; recording confidential licenses; issuing copies of confidential marriages; performing marriage ceremonies; filing Notice of Determinations; filing Environmental Impact Reports and Notices of Exemption; filing all environmental documents; roster of public agencies, State Humane Officers, 721 filings, oaths of office for Superior Court judges - court referees and applicable County employees; indexing of FBN and proof of publications.
2. Central Marriage Facility [6.00 SY; E = \$289,356; R = \$289,356] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing the following County Clerk Services:

Issue public and confidential marriage licenses; perform ceremonies; train qualified notaries to issue marriage licenses; notary public sworn and filed; notary bonds; authenticate notaries; process servers; photocopiers; make copies of confidential marriage licenses 1972 - 1991.
3. San Marcos Branch [4.00 SY; E = \$103,136; R = \$103,136] 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 [1.00 SY; E = \$27,217; R = \$27,217] 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
5. Kearney Mesa Branch [2.00 SY; E = \$54,434; R = \$54,434] 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
6. Chula Vista Branch [1.00 SY; E = \$27,217; R = \$27,217] 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Filing fees (FBN & Notary)	\$63,446	\$42,000	\$42,000	0
Sub-Total	\$63,446	\$42,000	\$42,000	\$0
LICENSES:				
Marriage Licenses	\$359,577	\$350,000	\$350,000	0
Sub-Total	\$359,577	\$350,000	\$350,000	\$0
OTHER REVENUE:				
Micrographics Fee	49,402	49,400	49,400	0
Other - copy	429,015	409,581	149,040	(260,541)
Other - Misc.	193,904	70,000	70,000	0
Sub-Total	\$672,321	\$528,981	\$268,440	\$(260,541)
Total	\$1,095,344	\$920,981	\$660,440	\$(260,541)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
NET GENERAL FUND COST:				
General Fund	\$(507,990)	\$(213,072)	\$55,788	\$268,860
Sub-Total	\$(507,990)	\$(213,072)	\$55,788	\$268,860
Total	\$(507,990)	\$(213,072)	\$55,788	\$268,860

EXPLANATION/COMMENT ON PROGRAM REVENUES

Program revenue amounts for FY 1996-97 Proposed Budget reflect the projected level of demand for County Clerk services. Copy revenue is budgeted at a reduced level due to reduced demand for document copies and a correction to reverse an over estimation of copy fees associated with a copy fee increase in fiscal year 1993-94.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
MAINTAIN PUBLIC SERVICES AT REASONABLE COST					
% OF RESOURCES: 21%					
<u>OUTCOME (Planned Result)</u>					
Avoid adding staff to issue or track Fictitious Business Name Filings					
<u>EFFECTIVENESS (Input/Outcome)</u>					
Number of Fictitious Business Name Filings	0	0	32,214	24,800	25,500
<u>OUTPUT (Service or Product)</u>					
# of staff performing FBN's	0	0	4	4	4
<u>EFFICIENCY (Input/Output)</u>					
# of FBN's performed per staff	0	0	8,053	6,200	6,375
<u>OUTPUT (Service or Product)</u>					
Revenue for annual Fictitious Business Name Filings	0	0	\$426,333	\$410,100	\$420,100
<u>EFFICIENCY (Input/Output)</u>					
Revenue per staff issuing Fictitious Business Names	0	0	\$106,583	\$102,525	\$105,025
<u>EFFICIENCY (Input/Output)</u>					
Average cost per staff issuing Fictitious Business Names	0	0	\$26,966	\$26,298	\$27,223

Comments:

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	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0230	Chief Deputy County Clerk	1	1.00	1	1.00	63,143	65,306
2906	Legal Procedures Clerk III	2	2.00	2	2.00	53,917	56,098
2758	Administrative Secretary III	1	1.00	1	1.00	30,653	31,703
2757	Administrative Secretary II	1	1.00	1	1.00	26,562	26,246
2403	Accounting Technician	1	1.00	1	1.00	25,372	23,894
2907	Legal Procedures Clerk II	1	1.00	1	1.00	23,978	24,799
2430	Cashier	1	1.00	1	1.00	19,236	19,604
2903	Legal Procedures Clerk I	8	8.00	8	8.00	165,326	169,629
2700	Intermediate Clerk Typist	3	3.00	3	3.00	61,758	58,349
9999	Temporary/Extra Help	0	0.00	0	0.00	1,700	1,700
Total		19	19.00	19	19.00	\$471,645	\$477,328
Integrated Leave Savings:						0	0
VTO Reductions:						0	(2,520)
Salary Adjustment						(7,799)	0
Premium/Overtime Pay:						13,900	13,900
Employee Benefits:						181,286	178,643
Salary Savings:						(0)	(0)
Total Adjustments						\$187,387	\$190,023
Program Totals		19	19.00	19	19.00	\$659,032	\$667,351

PROGRAM: MICROGRAPHICS

DEPARTMENT: ASSESSOR/RECORDER/CLERK

PROGRAM #: 31501
MANAGER: GREGORY J. SMITH

ORGANIZATION #: 1150
REFERENCE: 1996-97 Proposed Budget - Pg. 31-19

AUTHORITY: Government Code Section 27361.4 and San Diego County Ordinance #5950 authorizes the implementation of the program in this County.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$69,094	\$0	\$348,455	\$0	\$0	0.0
Services & Supplies	43,099	281,706	40,624	400,083	396,083	(1.0)
Fixed Assets	5,727	18,000	2,290	49,540	0	(100.0)
TOTAL DIRECT COST	\$117,920	\$299,706	\$391,369	\$449,623	\$396,083	(11.9)
PROGRAM REVENUE	(182,918)	(360,834)	(305,587)	(449,623)	(433,265)	(3.6)
NET GENERAL FUND CONTRIBUTION	\$(64,998)	\$(61,128)	\$85,782	\$0	\$(37,182)	(100.0)
STAFF YEARS	1.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To convert all documents/records in the County Recorder's document storage system to Microfilm.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Salary and benefit expenditures exceeded budgeted levels due to the temporary shift of microfilming personnel to this program. This was a net cost containment measure to reduce the impact that recording revenue shortfalls would have on the County General Fund. Actual expenditures for services and supplies for FY 1995-96 are below budgeted levels due to reduced expenditures and cost containment measures.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Converted all hard copy documents to microfilm.
 - A. Maintained all microfilm equipment in optimum operational condition to insure conversion to microfilm production is not altered by equipment down time.
 - B. Maintained and refined drop-shipment supply requisitions to insure optimum supply standards for quantity, freshness and environmental control guidelines were not compromised.
 - C. Continued current production schedules for silver master, silver master duplicate for disaster recovery and diazo public access duplicates.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Convert all hard copy 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.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Operations Management [0.00 SY; E = \$116,422; R = \$153,604] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset by the Micrographics Trust Fund.

- o Perform all required functions on 949 master reels containing 2,037,463 images of recorded documents.
 - o Prepare 3,544 public access duplicate rolls of master microfilm containing 7,706,652 images of recorded documents.
 - o Prepare 949 disaster recovery silver master duplicates containing 2,037,463 images of recorded documents.
2. MICROGRAPHIC EQUIPMENT MAINTENANCE/REPLACEMENT/PURCHASE [0.00 SY; E = \$279,661; R = \$279,661] 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.
 - o Replace micrographic equipment that is outdated or no longer economically advantageous to repair.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Micrographic Fees	\$342,769	\$563,723	\$470,447	(93,276)
Administration/Travel Contribution	(37,182)	(114,100)	(37,182)	76,918
Sub-Total	\$305,587	\$449,623	\$433,265	\$(16,358)
Total	\$305,587	\$449,623	\$433,265	\$(16,358)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$85,782	\$(0)	\$(37,182)	(37,182)
Sub-Total	\$85,782	\$0	\$(37,182)	\$(37,182)
Total	\$85,782	\$0	\$(37,182)	(37,182)

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.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 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	7	9	8
<u>OUTPUT (Service or Product)</u>					
NUMBER OF MICROFILM ROLLS PRODUCED	0	0	5,442	5,394	4,260
<u>EFFICIENCY (Input/Output)</u>					
AVERAGE NUMBER OF MICROFILM ROLLS PER STAFF	0	0	777.4	599.3	532.5

COMMENT:

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.

PROGRAM: MODERNIZATION

DEPARTMENT: ASSESSOR/RECORDER/CLERK

PROGRAM #: 31503
MANAGER: GREGORY J. SMITH

ORGANIZATION #: 1150
REFERENCE: 1996-97 Proposed Budget - Pg. 31-23

AUTHORITY: Government Code Section 27361 (State 1984 Ch 1156, Section 3) authorizes the implementation of the program in this County.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$657,020	\$1,270,188	\$1,580,454	\$1,872,124	\$1,988,607	6.2
Services & Supplies	181,492	473,067	642,073	398,661	373,660	(6.3)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	100,841	563,243	296,052	440,834	29,000	(93.4)
TOTAL DIRECT COST	\$939,353	\$2,306,498	\$2,518,579	\$2,711,619	\$2,391,267	(11.8)
PROGRAM REVENUE	(950,929)	(3,106,322)	(1,566,922)	(2,703,128)	(2,462,799)	(8.9)
NET GENERAL FUND CONTRIBUTION	\$(11,576)	\$(799,824)	\$951,657	\$8,491	\$(71,532)	(942.4)
STAFF YEARS	14.00	54.00	54.00	54.00	54.00	0.0

PROGRAM MISSION

To support, maintain, improve and provide for the full operation for modernized creation, retention, and retrieval of information in the County's system of recorded documents.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Recorder staffing costs have been shifted to this program to mitigate shortfalls in Recording revenue and decrease the impact to the County General Fund and Department operations. Services and supply expenditures exceeded budgeted levels due to increased maintenance/license costs and new maintenance contracts associated with new fixed assets and license requirements for computer software programs.

ACHIEVEMENT OF 1995-96 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.

1996-97 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 (61,823) 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 \$22,356,869.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Systems Analysis [5.00 SY; E = \$313,132; R = \$313,132] 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.
 - o Continue implementation of Automated DEC Recording System, now in final testing phase.
 - o Providing personal computer maintenance, training and assistance to department personnel.
2. Data Control [7.00 SY; E = \$252,397; R = \$252,397] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue collected for the Modernization Trust Fund.
 - o Able to process 208,550 entries and corrections to vital records annually.
3. Fee Collection [6.00 SY; E = \$219,521; R = \$219,521] 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 27 different revenue/trust accounts. In the 1995-96 fiscal year, the following are actual deposits and will either be retained or disbursed to State and other local public entities: Recording fee \$4,504,286; Modernization Trust \$2,174,942; Micrographics Trust \$628,855; Document Transfer Tax \$10,417,705; Battered Children \$224,834; Trial Court \$1,105,547; County Clerk fees \$1,250,403; Copy fees \$904,180; Fictitious Business Name filings \$426,333;
 - o Able to automate revenue/trust account tracking, disbursement, reporting and deposits.
4. Examining and Recording Documents [15.00 SY; E = \$661,353; R = \$732,885] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Offset 100% by Modernization Trust Fund.
 - o Examine, determine fees and record 646,912 documents presented for recording.
 - o Provide training for the automated County system of Document Recording.
 - o Research feasibility of incorporating barcode document tracking
5. Grantor-Grantee Index Production [17.00 SY; E = \$672,654; R = \$672,654] 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 2,417,623 official index records, for a total of 701,930 instruments indexed.
6. Equipment Maintenance and Acquisition [2.00 SY; E = \$170,150; R = \$170,150] 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 \$226,755 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 = \$102,060; R = \$102,060] 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.
 - o Initiate training on internal employee documentation and merit based performance appraisal review for all managers and front line supervisors.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Modernization	\$1,685,298	\$2,742,552	\$2,581,175	\$(161,377)
Administration/Travel Contribution	(118,376)	(39,424)	(118,376)	(78,952)
Sub-Total	\$1,566,922	\$2,703,128	\$2,462,799	\$(240,329)
Total	\$1,566,922	\$2,703,128	\$2,462,799	\$(240,329)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT	\$951,657	\$8,491	\$(71,532)	\$(80,023)
Sub-Total	\$951,657	\$8,491	\$(71,532)	\$(80,023)
Total	\$951,657	\$8,491	\$(71,532)	\$(80,023)

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.

FIXED ASSETS

Category	Total Cost
Office Equipment - General (4501)	\$29,000
Total	\$29,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 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	\$213,299	\$205,304	\$213,397
<u>OUTPUT (Service or Product)</u>					
NUMBER OF RECORDS DATA ENTERED	0	0	208,550	225,439	230,124
<u>EFFICIENCY (Input/Output)</u>					
AVERAGE COST PER RECORD DATA ENTERED	0	0	1.02	.91	.93
ACTIVITY B:					
FEE COLLECTION/ACCOUNTING					
% OF RESOURCES: 10%					
<u>OUTCOME (Planned Result)</u>					
AUTOMATE COLLECTION OF FEES					
<u>EFFECTIVENESS (Input/Outcome)</u>					
TOTAL ACCOUNTING STAFF COST	0	0	\$178,073	\$205,304	\$219,521
<u>OUTPUT (Service or Product)</u>					
TOTAL FEES COLLECTED/ACCOUNTED FOR	0	0	\$22,356,869	\$21,074,425	\$22,398,114
<u>EFFICIENCY (Input/Output)</u>					
AVG. COST OF COLLECTION/ACCOUNTING FOR FEE	0	0	.0080	.0097	.0098

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	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2526	Recorder, Program Dev. Specialist	1	1.00	1	1.00	49,314	51,007
2328	Dept. Personnel Officer III	0	0.00	1	1.00	0	44,217
2328	Dept. Personnel Officer II	1	1.00	0	0.00	42,894	0
2525	Senior System Analyst	0	0.00	0	0.00	0	0
2427	Associate System Analyst	1	1.00	1	1.00	31,715	51,179
2433	Systems Support Analyst III	0	0.00	1	1.00	0	56,397
3119	Dept. Computer Specialist II	1	1.00	2	2.00	30,206	62,069
2493	Intermediate Account Clerk	2	2.00	2	2.00	39,148	41,372
2494	Payroll Clerk	1	1.00	1	1.00	21,669	19,500
2710	Junior Clerk Typist	1	1.00	1	1.00	14,751	15,319
3030	Data Entry Operator	2	2.00	2	2.00	36,397	38,579
2403	Accounting Technician	1	1.00	1	1.00	24,762	26,848
2425	Assoc. Accountant	1	1.00	1	1.00	31,168	27,472
2487	EDP Dist. Network Coordinator	1	1.00	0	0.00	49,481	0
2499	Principal Systems Analyst	1	1.00	1	1.00	58,713	60,727
2505	Senior Accountant	1	1.00	1	1.00	37,868	46,442
2700	Intermediate Clerk Typist	3	3.00	3	3.00	56,344	56,251
2745	Supv. Clerk	1	1.00	0	0.00	27,770	0
2758	Admin. Secretary III	0	0.00	1	1.00	0	28,952
2907	Legal Procedures Clerk II	14	14.00	14	14.00	331,998	347,186
3020	Computer Operator	1	1.00	1	1.00	25,332	26,203
3023	Index Clerk Supervisor	1	1.00	1	1.00	28,493	29,473
3024	Index Clerk	15	15.00	15	15.00	320,882	328,992
3069	Senior Data Entry Operator	1	1.00	1	1.00	22,167	22,930
3071	Senior Index Clerk	1	1.00	1	1.00	24,828	25,685
3118	Dept. Computer Specialist I	1	1.00	0	0.00	25,660	0
2510	Senior Acct. Clerk	1	1.00	1	1.00	20,714	21,422
Total		54	54.00	54	54.00	\$1,352,274	\$1,428,222
Salary Adjustments:						(18,919)	5,727
Integrated Leave Program						(0)	(0)
Premium/Overtime Pay:						39,200	39,200
Employee Benefits:						499,569	523,432
Salary Savings:						(0)	(0)
VTD Reductions:						0	(7,974)
Total Adjustments						\$519,850	\$560,385
Program Totals		54	54.00	54	54.00	\$1,872,124	\$1,988,607

AUTHORITY:

This program was created with the passage of Assembly Bill 818 on October 14, 1995. This bill added Section 95.31 to the California Revenue and Taxation Code and provides funding for The State-County Property Tax Administration Program. In order to participate in the Property Tax Administration Program a State required resolution was adopted by the Board of Supervisors on November 14, 1995. An agreement with the State of California and the County of San Diego defining the provisions of this program was approved on December 5, 1995.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$473,142	\$0	\$2,453,589	100.0
Services & Supplies	0	0	582,859	0	887,727	100.0
Fixed Assets	0	0	1,140,899	0	1,106,740	100.0
TOTAL DIRECT COST	\$0	\$0	\$2,196,900	\$0	\$4,448,056	100.0
PROGRAM REVENUE	(0)	(0)	(4,269,030)	(0)	(5,989,800)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$(2,072,130)	\$0	\$(1,541,744)	(100.0)
STAFF YEARS	0.00	0.00	49.00	0.00	53.00	100.0

PROGRAM MISSION

This program was initiated for the purpose of carrying out California Revenue and Taxation Code, Section 95.31 and the State-County Property Tax Administration Program Contract approved by the Board of Supervisors December 5, 1995. The Assessor/Recorder/Clerk has recommended participation in the Property Tax Administration Program and accepts State resources to enhance the County of San Diego's Property Tax Administration System. Enhancement resources are provided by this program as a loan. Repayment of this loan shall be evaluated by the State, based on performance criteria enumerated in the State-County agreement. Included in this performance criteria are: provisions for the reduction in the backlog of new construction assessments, re-appraisable transfers of ownership and late and "no reply" property statements. The performance criteria also includes a provision for the preparation of a defense for all assessment appeal cases that are scheduled by the Assessment Appeals Board. It is the mission of the State-County Property Tax Administration Program to utilize all resources provided by the State to enhance the Property Tax Administration System, to perform, document and complete the contractual performance/outcome provisions, to computerize the current manual processes, and to re-apply for additional resources during the one additional option year provided for under this State-County Property Tax Administration Program.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Salary & benefit expenditures and services & supplies expenditures are below budgeted allocations due to the late, mid-year Board of Supervisor approval and subsequent implementation of the Property Tax Administration Program. Normal delays in recruitment, selection and hiring of qualified, technical personnel will reduce salary expenditures below budgeted levels. Accurately defining supplies, equipment and system specifications has limited acquisitions and corresponding expenditures below budgeted levels.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Defend each assessment appeal case scheduled by the Assessment Appeals Board.
 - a. Prepare a defense for each appeals case that is scheduled by the Appeals Board.
2. Enhance the Property Tax system within the County.
 - a. Automate manual procedures wherever possible.
 - b. Provide online access to internal assessment data to streamline and improve valuation and identification assessment operations.
3. Maximize value enrollment capabilities.
 - a. Reduce backlogs of new construction assessments.
 - b. Reduce backlogs of re-appraisable transfers of ownership.
 - c. Reduce backlogs of late and "no reply" property statements.

4. Continue compliance with Section 469 of the Revenue and Taxation Code and continue processing and monitoring Proposition 8 decline in value assessments.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Property Valuation: [40.00 SY; E = \$3,060,263; R = \$4,602,007] including support personnel.

This activity, through its Residential and Commercial/Business Property sections will be enhanced to meet or exceed the performance measures defined in the State-County Property Tax Administration Program Agreement. Continued determination and enrollment of the assessed value of all assessable business property, newly constructed real property and real property undergoing a change of ownership will reduce backlogs and augment roll value. Increases to all other real property by 2% if the rate of inflation so indicates will continue.

The Business Property Valuation System is designed to maintain personal property assessments at market value. The key systems that will be enhanced and 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.

2. Property Identification [13.00 SY; E = \$1,387,793; R = \$1,387,793] 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. In fiscal year 1995-96, approximately 805,044 annual property assessments must be illustrated on the Assessment Roll. Property Tax Administration Program resources will augment the identification and location functions that must be completed prior to the 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.

To accomplish the 2nd year contractual performance/outcome provisions and satisfy repayment obligations to the State, the Assessor/Recorder/Clerk will continue to enhance the core functions of the current Property Valuation/Identification Program. Additional staffing and sophisticated property identification, property assessment/appraisal tools along with system automation to streamline time consuming manual functions is proposed.

A new automated system for processing assessment appeals utilizing Client Server technology, allows appeals to be processed, scheduled and tracked in an accelerated manner enabling the Assessor personnel greater flexibility, control and time to prepare a defense for all cases.

A new automated roll correction system will streamline multiple labor intensive manual processes that exist within the global Property Tax System. This automation will bring online automation to functions that are initiated by the Assessor, Treasurer/Tax Collector, Auditor and Controller and the Clerk of the Board of Supervisors in response to a change related to property, the need to generate a property tax bill or provide a tax refund.

The multi-tier approach of providing system automation, elimination of manual/clerical labor intensive processes as well as additional technical staff with appropriate sophisticated working tools should suffice to meet all performance requirements and accomplish the goal of enhancing the County's Global Property Tax System.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
Property Tax System Admin. Fee	\$4,667,418	\$0	\$5,989,800	\$5,989,800
Property Tax (Admin. Support Offset)	\$(398,388)	\$0	\$0	\$0
Sub-Total	\$4,269,030	\$0	\$5,989,800	\$5,989,800
Total	\$4,269,030	\$0	\$5,989,800	\$5,989,800

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(2,072,130)	\$0	\$(1,541,744)	\$(1,541,744)
Total	\$(2,072,130)	\$0	\$(1,541,744)	\$(1,541,744)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Note: Estimated Revenue for the 1996-97 CAD Adopted Budget are contingent upon complying with the State-County Property Tax Administration Program Agreement.

FIXED ASSETS

Category	Total Cost
Office Equipment - General (4501)	\$45,807
Modular Furniture & Equipment (4502)	58,000
Data Processing Equipment (4503)	1,002,933
Total	\$1,106,740

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
5503	Appraiser III	0	0.00	5	5.00	\$0	\$186,245
5504	Appraiser II	0	0.00	0	0.00	0	0
5514	Assessor Division Chief II	0	0.00	1	1.00	0	53,737
3602	Assistant Division Chief	0	0.00	2	2.00	0	73,082
2427	Associate Systems Analyst	0	0.00	1	1.00	0	41,276
2514	Supervising Assessment Clerk	0	0.00	3	3.00	0	76,110
2508	Senior Assessment Clerk	0	0.00	3	3.00	0	64,002
2509	Assessment Clerk	0	0.00	13	13.00	0	241,244
5510	Appraiser Trainee	0	0.00	9	9.00	0	216,567
5518	Property Assessment Spec. III	0	0.00	3	3.00	0	88,380
5517	Property Assessment Spec. II	0	0.00	12	12.00	0	293,526
7516	Delivery Vehicle Driver	0	0.00	1	1.00	0	19,052
9999	Summary Extra Help	0	0.00	0	0.00	0	1,059,681
Total		0	0.00	53	53.00	\$0	\$2,412,902
Salary Adjustments: Sal. Adj. (9007)						\$0	\$(543,445)
Premium/Overtime Pay:						0	0
Employee Benefits:						0	584,132
Salary Savings:						(0)	(0)
VTO Reductions:						0	(0)
Total Adjustments						\$0	\$40,687
Program Totals		0	0.00	53	53.00	\$0	\$2,453,589

Note: Budgeted appropriations for 1995-96 includes a balancing adjustment due to the need to appropriate additional resources to offset current operating revenue shortfalls. The State-County Property Tax Administration Program was initiated mid-year 1995-96, therefore, exact allocation of all resources provided by this State-County Program was not known at the initial onset. Further refinement as to the exact allocation of appropriations will continue throughout this fiscal year.

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

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$438,354	\$416,314	\$815,055	\$475,183	\$467,596	(1.6)
Services & Supplies	6,327	8,272	74,054	14,218	16,568	16.5
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$444,681	\$424,586	\$889,109	\$489,401	\$484,164	(1.1)
PROGRAM REVENUE	(476,000)	(424,586)	(889,109)	(489,401)	(484,164)	(1.1)
NET GENERAL FUND CONTRIBUTION	\$(31,319)	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	6.55	7.00	6.00	6.00	6.00	0.0

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, archive 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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Salary & Benefit expenditures exceeded budgeted allocations due to contract expert professional assistance and the posting of support personnel in the executive administration program. Services and supply costs exceeded budgeted levels due to the incorrect posting of the department wide public liability insurance premium in the Administration program by the Auditor and Controller.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Completed the mandated annual Assessment Roll by the State Mandated July 1 deadline.
2. Responded to all constituent requests for information, complaints or job well done letters or statements.
 - a. Provided customer service and constituent relations training to insure all employees are providing prompt and courteous treatment to the public.
3. Applied and was successful in gaining participation in the State-County Property Tax Administration Program providing \$5.4 million in additional funds for assessment related functions.
4. Provided Interactive Management training to Department Supervisors.
5. Provided 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. Provided repetitive motion injury avoidance training.
6. Received an overall complementary survey of assessment practices from the California State Board of Equalization.

1996-97 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. Enhance the Property Tax system within the County. With the recent passage of AB-818, the Assessor/Recorder/Clerk in conjunction with the State Department of Finance has received additional resources to enhance and improve the County of San Diego's Property Tax System. This obligation will be satisfied by reducing backlogs in assessment appeals and other workload measures in an attempt to maximize roll value and generate additional Property Tax Proceeds wherever possible.
 - a. Apply for the 2nd option year to participate in the State-County Property Tax Administration Program providing \$5.4 million in additional resources for Assessment functions.
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.
4. Provide Interactive Management training to management and supervising personnel.
5. Provide Sexual Harassment training to management and supervising personnel.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Department Administration: [6.00 SY; E = \$484,164; R = \$484,164] 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.
- Coordinate and administer the State-County Property Tax Administration Program.

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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
Modernization Fee (Admin. Support Offset)	\$118,376	\$118,376	\$118,376	\$0
Micrographics (Admin. Support Offset)	37,182	37,182	37,182	0
Recording Svcs (Admin. Support Offset)	333,843	333,843	328,606	(5,237)
Property Tax (Admin. Support Offset)	399,708	0	0	0
Sub-Total	\$889,109	\$489,401	\$484,164	\$(5,237)
Total	\$889,109	\$489,401	\$484,164	\$(5,237)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

Note: Actual Revenue for 1995-96 FY and the 1996-97 FY CAO Adopted Budget reflect Administrative offset revenue from other programs within this department.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0110	Assessor/Recorder/County Clerk	1	1.00	1	1.00	\$97,225	\$99,991
0210	Chief Deputy County Assessor	1	1.00	1	1.00	88,396	91,422
0250	Chief Deputy County Recorder	1	1.00	1	1.00	71,029	73,459
2411	Analyst I	0	0.00	1	1.00	0	36,338
2759	Admin. Secretary IV	2	2.00	1	1.00	63,658	29,684
2758	Admin. Secretary III	1	1.00	1	1.00	30,653	28,952
9999	Summary Extra Help	0	0.00	0	0.00	500	500
Total		6	6.00	6	6.00	\$351,461	\$360,346
Salary Adjustments: ILP (9006) and Sal. Adj. (9007)						\$(0)	\$0
Premium/Overtime Pay:						400	400
Employee Benefits:						123,322	107,422
Salary Savings:						(0)	(0)
VTO Reductions:						0	(572)
Total Adjustments						\$123,722	\$107,250
Program Totals		6	6.00	6	6.00	\$475,183	\$467,596

AUDITOR AND CONTROLLER

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Auditing	\$1,566,599	\$1,433,159	\$1,399,877	\$1,524,026	\$1,512,896	(11,130)	(0.7)
County Budget Planning and Implementation	0	1,023,141	1,312,084	1,276,987	1,302,392	25,405	2.0
Accounting and Fiscal Control	6,743,247	5,246,328	5,467,878	5,568,640	5,620,242	51,602	0.9
Purchasing and Contracting	1,908,238	1,910,061	2,041,464	2,124,953	2,074,691	(50,262)	(2.4)
Revenue and Recovery	7,838,921	7,677,858	5,835,221	7,968,568	5,071,819	(2,896,749)	(36.4)
Administrative Support	1,036,350	1,529,609	1,749,649	1,453,199	1,420,323	(32,876)	(2.3)
TOTAL DIRECT COST	\$19,093,355	\$18,820,156	\$17,806,173	\$19,916,373	\$17,002,363	\$(2,914,010)	(14.6)
PROGRAM REVENUE	(4,360,670)	(3,471,742)	(3,096,096)	(2,895,742)	(3,032,742)	(137,000)	4.7
NET GENERAL FUND COST	\$14,732,685	\$15,348,414	\$14,710,077	\$17,020,631	\$13,969,621	\$(3,051,010)	(17.9)
STAFF YEARS	454.78	456.16	392.51	497.25	382.00	(115.25)	(23.2)

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

AUDITING		COUNTY BUDGET PLANNING AND IMPLEMENTATION		ACCOUNTING AND FISCAL CONTROL		PURCHASING AND CONTRACTING †		REVENUE AND RECOVERY		ADMINISTRATIVE	
EDP Audits		Budget Analysis and Review of Major County Issues		Accounting, Enterprise, Special Districts, Grant, Probation, Various COC		Centralized Purchasing and Contracting		Child and Spousal Support Collection, Enforcement, and Account Maintenance.		Executive/Administrative Supp. Auditor and Controller Department	
Efficiency and Effectiveness Audits		Capital Improvement Budget Preparation		Departments and Redevelopment		Inventory Maintenance of Common Use Items		Collection and Enforcement for Juvenile and Adult Probation, Welfare, Hospital, Mental Health and Various Other County Departments.		Other Departmental Support	
Fiscal and Compliance Audits		Coordinate Prog. Budget Preparation		Accounts Receivable		Property Redistribution and Disposal		Mental and Physical Health Care Billing, Payment Processing and Control, Fund Disbursement and Financial Reporting		Storeroom	
Special Request Audits		Financial and Economic Analysis for Program Budget Development		Board Letter Review						Controlled Financial Mailings	
<u>Permanent</u>	<u>Staff Years</u>			Capital Project Control		<u>Permanent</u>	<u>Staff Years</u>				
Senior A & C Manager	1.0			Cash Management		Purchasing & Contr. Director	1.0			<u>Permanent</u>	<u>Staff Years</u>
A & C Manager	1.0	<u>Permanent</u>	<u>Staff Years</u>	Contract Review & Fiscal Certification		Manager of Contracting	1.0			Chief Fin. Officer/ Auditor and Controller	1.0
EDP Audit Specialist II	2.0	County Budget Director	1.0	County Payroll Processing		Manager, Procurement Plng.	1.0			Ass't Auditor/Controller	1.0
EDP Audit Specialist I	3.0	Division Chief, County Budget Office	2.0	Financial Reporting		Material Manager	1.0	<u>Permanent</u>	<u>Staff Years</u>	Senior A&C Manager	1.0
Senior Auditor/Accountant	6.0	Senior County Budget Analyst	3.0	Fiscal Control of Real and Unsecured Property Tax System		Accounting Technician	1.0	Revenue & Recovery Director	1.0	Administrative Assistant III	1.0
Associate Accountant	14.0	County Budget Analyst	10.0	Fund Balance Projections		Analyst II	2.0	Admin. Services Mgr II	1.0	Administrative Assistant I	1.0
Word Processor Operator	1.0	Administrative Secretary IV	1.0	General Ledger Control		Intermediate Account Clerk	1.0	Division Chief, Revenue & Recovery	3.0	Administrative Secretary IV	1.0
Intermediate Clerk	1.0	Senior Clerk	1.0	Interest Apportionment		Senior Account Clerk	1.0	Administrative Assistant I	1.0	Sr. Word Proc. Operator	1.0
Total	29.0	Word Processor Operator	0.75	Line Item Budget Preparation		Buyer II	10.0	Personnel Aide	1.0	Word Processing Operator	1.0
		Total	16.75	Payment of County Claims		Procurement Contracting Off.	5.0	Departmental Personnel Off II	1.0	Mail Processing Technician	3.0
				Proposition 4 Compliance		Buyer III	3.0	Accounting Technician	1.0	Storekeeper II	1.0
				Revenue Analysis/Forecasting		Warehouse Materiel Handler	3.0	Cashier	3.0	Senior Clerk	1.0
				Tax Apportionment		Materiel Storekeeper I	2.0	Section Chief, Revenue & Recovery	7.0	Principal Clerk	1.0
				<u>Permanent</u>	<u>Staff Years</u>	Materiel Storekeeper III	2.0	Revenue & Recovery Off III	14.0	Admin. Secretary III	1.0
				Acctg. & Fis. Cont. Dir.	1.0	Supv. Materiel Storekeeper	1.0	Revenue & Recovery Off I	1.0	Intermediate Clerk Typist	2.0
				Senior A & C Manager	2.0	Intermediate Clerk Typist	2.0	Revenue & Recovery Off II	26.0	A&C Payroll Technician	1.0
				A & C Manager III	1.0	Senior Clerk	4.0	Officer Trainee	9.0	Debt. Mgt. Analyst	0.25
				A & C Manager II	3.0	Admin Secretary III	1.0	Intermediate Account Clerk	18.0	Total	18.25
				Compensation/Systems Coordinator	2.0	Data Entry Operator	2.0	Senior Accountant	1.0		
				A & C Compensation Specialist	1.0	Department Computer Specialist III	1.0	Senior Account Clerk	4.0		
				Revenue & Budget Accountant	2.0	Stores Delivery Driver	3.0	Senior Cashier	1.0		
				Senior Systems Analyst	1.0	Total	48.0	Storekeeper I	1.0		
				Senior Auditor/Accountant	13.0			Intermediate Clerk Typist	26.0		
				Associate Accountant	22.0			Departmental Clerk	1.0		
				Accounting Technician	18.0			Administrative Secretary III	1.0		
				A & C Payroll Technician	8.0			Legal Procedures Clerk III	1.0		
				Senior Account Clerk	23.0			Legal Procedures Clerk II	1.0		
				Senior Clerk	3.0			Mail Clerk Driver	1.0		
				Senior Data Entry Operator	1.0			Department Computer Specialist II	1.0		
				Intermediate Account Clerk	21.0			Total	126.0		
				Data Entry Operator	3.0						
				Intermediate Clerk	14.0						
				Cashier	2.0						
				Word Processing Operator	1.0						
				Total	142.0						

PROGRAM: Auditing

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81802

ORGANIZATION #: 1050

MANAGER: Robert Booker, Ed.D.

REFERENCE: 1996-97 Proposed Budget - Pg. 32-3

AUTHORITY: This program carries out Auditor responsibilities mandated in Government Code Sections 26883, 26900, 26909 and 26910 and County Charter Section 801.1

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,531,422	\$1,403,146	\$1,385,964	\$1,502,400	\$1,491,270	(0.7)
Services & Supplies	35,177	22,735	13,913	21,626	21,626	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	7,278	0	0	0	0.0
TOTAL DIRECT COST	\$1,566,599	\$1,433,159	\$1,399,877	\$1,524,026	\$1,512,896	(0.7)
PROGRAM REVENUE	(200,979)	(133,810)	(162,170)	(161,250)	(161,250)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,365,620	\$1,299,349	\$1,237,707	\$1,362,776	\$1,351,646	(0.8)
STAFF YEARS	29.01	25.4	24.60	29.0	29.00	0.0

PROGRAM MISSION

To audit the various accounting and financial systems of the County of San Diego and other governmental entities, as mandated.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Expenditures are estimated to be \$124,149 under budgeted appropriations.

ACHIEVEMENT OF 1995-96 OBJECTIVES

All 1995-96 objectives were achieved.

1996-97 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.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Audits [29.00 SY; E = \$1,512,896; 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Fees for Auditing Services	\$114,058	\$138,750	\$138,750	0
Interfund Charges	48,112	22,500	22,500	0
Sub-Total	\$162,170	\$161,250	\$161,250	\$0
Total	\$162,170	\$161,250	\$161,250	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$1,237,707	\$1,362,776	\$1,351,646	(11,130)
Sub-Total	\$1,237,707	\$1,362,776	\$1,351,646	\$(11,130)
Total	\$1,237,707	\$1,362,776	\$1,351,646	\$(11,130)

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
AUDIT PROJECTS/REPORTS					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Planned audit projects/reports	114	110	110	110	110
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of completion of planned audit projects/reports	100%	100%	100	100%	100%
<u>OUTPUT (Service or Product)</u>					
Completed audit projects/reports	114	111	114	110	110
<u>EFFICIENCY (Input/Output)</u>					
Fees/charges for Audits services collected	\$200,979	\$133,810	\$127,285	\$161,250	\$150,000

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0310	Senior Auditor & Controller Mgr	1	1.00	1	1.00	\$63,143	\$59,113
0311	Auditor & Controller Mgr	1	1.00	1	1.00	51,954	53,735
2507	EDP Audit Specialist II	2	2.00	2	2.00	118,550	122,612
2506	EDP Audit Specialist I	3	3.00	3	3.00	155,862	161,205
2501	Senior Auditor/Accountant	6	6.00	6	6.00	274,686	275,197
2425	Associate Accountant	14	14.00	14	14.00	473,166	458,705
2700	Intermediate Clerk Typist	1	1.00	1	1.00	17,837	18,845
3009	Word Processor Operator	1	1.00	1	1.00	23,646	24,455
Total		29	29.00	29	29.00	\$1,178,844	\$1,173,867
Salary Adjustments:						1	0
ILP						0	0
Premium/Overtime Pay:						22,089	22,089
Employee Benefits:						374,764	373,086
Salary Savings:						(73,298)	(71,481)
VTD Reductions:						0	(6,291)
Total Adjustments						\$323,556	\$317,403
Program Totals		29	29.00	29	29.00	\$1,502,400	\$1,491,270

AUTHORITY: This program carries out budgetary and economic oversight responsibilities in County Charter Sections 703.4 and 800 and Administrative Code Article VII.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$1,000,339	\$1,294,429	\$1,247,913	\$1,253,318	0.4
Services & Supplies	0	13,603	17,655	29,074	49,074	68.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	9,199	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$1,023,141	\$1,312,084	\$1,276,987	\$1,302,392	2.0
PROGRAM REVENUE	(0)	(81,825)	(52,034)	(70,289)	(81,289)	15.6
NET GENERAL FUND CONTRIBUTION	\$0	\$941,316	\$1,260,050	\$1,206,698	\$1,221,103	1.2
STAFF YEARS	0.00	15.85	18.85	18.75	18.75	0.0

PROGRAM MISSION

To provide program and financial decision-making support to the Board of Supervisors and the Chief Administrative Officer which is policy-based and advances the goals and vision of the Board of Supervisors.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Direct costs are \$35,097 over budgeted appropriations. Salaries and benefits are \$46,517 over appropriations due to the retirement payoff for staff. Services and supplies expenditures are \$11,419 under budget.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Developed a County Budget for FY 1995-96 that was fundamentally sound and was achievable in terms of resources and outputs approved. A positive variance between adopted and actual discretionary revenue was achieved which was only +2.3%. This means that actual revenue was slightly over realized. Also completed 8 major budget documents used to guide the County's budget process.
2. With reserves of less than 0.3% of the budget, provided management reports and recommendations necessary to successfully complete the fiscal year with a positive fund balance and meet 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. Comments among principal budget participants generally acknowledged improvement, especially related to the streamlined budget schedule. The quality of budget information provided in new special briefings for Board aids was generally commented on as being good, very useful, and a great improvement in the process.
4. Successful participation in the Government Finance Officer's Award Program for Distinguished Budget Presentation earning this award for the sixth year. Compiled and produced budget document for 60 County departments and 142 corresponding programs, including the reconciliation of line-item processes and totals to meet state requirements.

1996-97 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.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. County Budget Planning and Implementation [18.75 SY; E = \$1,302,392; R = \$81,289] 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 5.5% offset by program revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Interfund Charges	\$52,034	\$70,289	\$81,289	11,000
Sub-Total	\$52,034	\$70,289	\$81,289	\$11,000
Total	\$52,034	\$70,289	\$81,289	\$11,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND CONTRIBUTION:	\$1,260,050	\$1,206,698	\$1,221,103	14,405
Sub-Total	\$1,260,050	\$1,206,698	\$1,221,103	\$14,405
Total	\$1,260,050	\$1,206,698	\$1,221,103	\$14,405

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues in this program vary annually based on normal variations in the A-87 cost recovery program.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
BUDGET DEVELOPMENT					
% OF RESOURCES: 75%					
<u>OUTCOME (Planned Result)</u>					
Sound/Achievable Budget		1	1	1	1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Discretionary Revenue Variance		less than 2%	2.3%	2% or less	2% or less
<u>OUTPUT (Service or Product)</u>					
Major decision budget documents		7	8	7	7
<u>EFFICIENCY (Input/Output)</u>					
Decision documents/Staffing level		.39	.37	.37	.37
ACTIVITY B:					
BUDGET MANAGEMENT					
% OF RESOURCES: 25%					
<u>OUTCOME (Planned Result)</u>					
Successful Budget Management		1	1	1	1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Reserves as a % of total budget		0.261%	0.253%	0.253%	0.258%
<u>OUTPUT (Service or Product)</u>					
Major mgmt. documents/studies/reports		8	8	8	8
<u>EFFICIENCY (Input/Output)</u>					
Reports per staffing level		.44	.44	.42	.42

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2165	County Budget Office Director (2161)	1	1.00	1	1.00	\$86,570	\$89,180
0359	Div Chief, County Budget Office	2	2.00	2	2.00	124,923	129,195
2392	County Budget Analyst	10	10.00	10	10.00	493,149	510,070
2393	Senior County Budget Analyst	3	3.00	3	3.00	171,909	174,812
2759	Administrative Secretary IV	1	1.00	1	1.00	33,005	34,140
2730	Senior Clerk	1	1.00	1	1.00	22,530	24,339
3009	Word Processor Operator	1	.75	1	.75	15,382	15,932
Total		19	18.75	19	18.75	\$947,468	\$977,668
Salary Adjustments:						(677)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						323,219	302,333
Salary Savings:						(22,097)	(22,021)
VTO Reductions:						0	(4,662)
Total Adjustments						\$300,445	\$275,650
Program Totals		19	18.75	19	18.75	\$1,247,913	\$1,253,318

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,548,922	\$5,152,460	\$5,419,679	\$5,490,559	\$5,542,161	0.9
Services & Supplies	183,705	47,494	39,490	72,831	72,831	0.0
Other Charges	445	4,036	6,258	5,250	5,250	0.0
Fixed Assets	10,175	42,338	2,451	0	0	0.0
TOTAL DIRECT COST	\$6,743,247	\$5,246,328	\$5,467,878	\$5,568,640	\$5,620,242	0.9
PROGRAM REVENUE	(2,698,939)	(2,239,852)	(1,965,023)	(1,894,767)	(2,024,767)	6.9
NET GENERAL FUND CONTRIBUTION	\$4,044,308	\$3,006,476	\$3,502,855	\$3,673,873	\$3,595,475	(2.1)
STAFF YEARS	146.26	129.11	136.62	144.50	142.00	(1.7)

PROGRAM MISSION

To prescribe and control the various accounting and financial systems of the County of San Diego and other governmental entities, as mandated.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Little significant variance in the program. Staffing was under budgeted levels due to under filling positions until late in the fiscal year to achieve salary savings.

ACHIEVEMENT OF 1995-96 OBJECTIVES

All objectives were achieved.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Assure the County closes the fiscal year in a non-deficit condition by monitoring expenditures and revenues.
2. Achieve an Unqualified Opinion on the County's General Purpose External Financial Reports.
3. Conform to appropriation limitations as specified in Proposition 4.
4. Conform to fiscal and reporting requirements as specified in the Trial Court Funding Agreement.
5. Conform to fiscal and reporting requirements specified by the State Realignment of Programs.
6. 98% of Deposit Permits will be processed within 1 day of receipt.
7. Process and distribute bar-coded property tags for 100% of all assets purchased by the County in excess of \$1000.00.
8. Process 85% of General Claims within 9 days of receipt.
9. Achieve an accuracy rate of 100% for Property Tax Bills and the Assessment Roll produced.
10. Generate \$278,000 in revenues to offset the costs of processing Redevelopment Projects.
11. Issue 98% of warrants within 15 days of payment authorization.

12. Enable County departments to automatically collect inter-fund charges, bill outside customers, and assist in accounting for discrete cost centers or cost components.
13. Receive and deposit \$26,617,961, in Probation Department Program Revenue.
14. Maintain a 99% accuracy rate for all Revenue Claims prepared.
15. Achieve a 100% compliance with all statutory and budgetary requirements for all expenditures.
16. Maintain a 100% compliance with Court Orders and other statutory requirements.
17. Achieve a 100% accuracy rate of the individual account records.
18. Ensure accurate and complete disclosures pertaining to the County's financial condition are included in official statements for all debt issuances.
19. Maintain accounting records in conformance with State Controller accounting standards and procedures for counties.
20. Size short-term borrowing cash needs to maximize interest earnings consistent with IRS Arbitrage Regulations.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Budget Accounting Division [7.00 SY; E = \$405,521; 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 = \$878,104; R = \$495,000] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for preparation of property tax bills and apportionment of tax revenues.
 - o 56% offset by program revenues.
3. Controller Branch Office [37.00 SY; E = \$1,399,305; R = \$861,575] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for accounting services to several County departments, special districts and enterprise funds.
 - o 63% offset by program revenues.
4. Probation Accounting [18.00 SY; E = \$626,580; 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 [60.00 SY; E = \$2,310,732; R = \$595,381] 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES AND FEES:				
Fees for Various Accounting Services	\$1,137,933	\$927,091	\$1,055,491	128,400
Interfund Charges	827,090	967,676	969,276	1,600
Sub-Total	\$1,965,023	\$1,894,767	\$2,024,767	\$130,000
Total	\$1,965,023	\$1,894,767	\$2,024,767	\$130,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND CONTRIBUTION:	\$3,502,855	\$3,673,873	\$3,595,475	(78,398)
Sub-Total	\$3,502,855	\$3,673,873	\$3,595,475	\$(78,398)
Total	\$3,502,855	\$3,673,873	\$3,595,475	\$(78,398)

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: DEPOSIT PERMITS					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
98% of deposit permits will be processed within 1 day of receipt	98%	98.5%	98%	98%	98%
<u>OUTPUT (Service or Product)</u>					
Number of deposit permits processed	24,161	23,814	23,935	25,000	24,000
<u>EFFECTIVENESS</u>					
Cost to process 98% of Deposit Permits within 1 day of receipt:	26,840	26,631	26,463	31,000	31,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Deposit Permit processed:	1.11	1.12	1.11	1.30	1.30
ACTIVITY B: FIXED ASSET PROPERTY NUMBERS PROCESSED					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Process property deletions, transfers, location changes and distribute bar-coded property tags for 100% of all assets purchased by the County in excess of \$1000	100%	100%	100%	100%	100%
<u>OUTPUT (Service or Product)</u>					
Number of Fixed Asset transactions to be processed	19,628	13,253	16,014	13,000	14,000
<u>EFFECTIVENESS(Input/Output)</u>					
Cost to process fixed asset transactions	20,410	17,170	17,201	15,000	15,000
<u>EFFICIENCY</u>					
Cost per assigned fixed asset transaction	1.04	1.30	1.07	1.07	1.07
ACTIVITY C: PROBATION ACCOUNT TRANSACTIONS					
% OF RESOURCES: 100%					
<u>OUTCOME</u>					
Receive and deposit in Probation Department program revenue	26,046,116	26,103,356	31,499,750	26,600,000	26,617,961

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
OUTPUTS					
Prepare Probation Department Program Revenue Claims, Invoices and Referrals, (Federal, State, Local-Work Crew, Schools, Parental-Placement and Transportation).	5,127	8,721	20,866	9,023	9,023
EFFECTIVENESS					
Cost Per \$1,000 of revenue claimed:	4.32	4.53	4.16	4.94	4.72
EFFICIENCY					
Cost per Department Program Revenue claim prepared:	12.72	12.61	6.28	14.57	13.80
ACTIVITY D: PROPERTY TAX SERVICES TRANSACTIONS					
% OF RESOURCES: 100%					
OUTCOME					
Achieve an accuracy rate of 100% for Property Tax Bills roll and tax apportionments	100%	100%	100%	100%	100%
OUTPUT					
Number of Property Tax Services Transactions to be processed	4,432,796	4,543,470	4,738,213	4,700,000	4,700,000
EFFECTIVENESS					
Cost to achieve a 100% accuracy rate in the production of Property Tax Bills and tax apportionment	2,523,983	2,452,819	2,356,161	2,300,000	2,400,000
EFFICIENCY					
Cost per transaction produced by PTS	0.57	0.54	0.50	0.50	0.51
ACTIVITY E: ACCOUNTS PAYABLE WARRANTS ISSUED (COUNTY & SCHOOL DISTRICTS)					
% OF RESOURCES: 100%					
OUTCOME					
Issue 98% of Accounts Payable warrants within 15 days of payment authorization	96%	98%	97%	98%	98%
OUTPUT					
Number of payable warrants to be issued	254,966	272,535	265,269	273,000	273,000

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>EFFECTIVENESS</u>					
Cost to issue 98% of Accounts Payable warrants within 15 days of receipt of payment authorization:	817,889	863,697	930,925	893,750	893,750
<u>EFFICIENCY</u>					
Cost per warrant issued	3.21	3.17	3.51	3.27	3.27

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2168	Accounting and Fiscal	1	1.00	1	1.00	\$ 76,858	\$ 75,053
0310	Senior Auditor & Controller Mgr	2	2.00	2	2.00	135,194	139,824
2496	Auditor/Controller Mgr. II (0311)	3	3.00	3	3.00	171,115	173,047
2498	Auditor/Controller Mgr. III (0310)	1	1.00	1	1.00	66,312	65,306
2415	Auditor/Controller Comp Spec	1	1.00	1	1.00	49,481	51,179
2429	Revenue & Budget Accountant	2	2.00	2	2.00	98,628	102,014
2525	Senior Systems Analyst	1	1.00	1	1.00	54,533	56,397
2335	Compensation/Systems Coord.	2	2.00	2	2.00	98,962	102,358
2501	Senior Auditor/Accountant	13	13.00	13	13.00	593,216	608,592
2425	Associate Accountant	22	22.00	22	22.00	754,060	773,195
2480	A/C Payroll Technician	8	8.00	8	8.00	217,613	225,187
2403	Accounting Technician	18	18.00	18	18.00	470,863	490,520
2510	Senior Account Clerk	24	24.00	23	23.00	551,021	553,386
2730	Senior Clerk	3	3.00	3	3.00	69,434	72,962
2430	Cashier	1	1.00	2	2.00	19,236	41,516
3009	Word Processing Operator	1	1.00	1	1.00	20,489	21,295
2493	Intermediate Account Clerk	22	22.00	21	21.00	432,188	436,957
2700	Intermediate Clerk Typist	14	14.00	14	14.00	262,877	277,886
3030	Data Entry Operator	4	4.00	3	3.00	76,846	61,896
3069	Senior Data Entry Operator	1	1.00	1	1.00	22,167	22,930
9999	Extra Help	13	.50	0	0.00	4,725	4,725
Total		157	144.50	142	142.00	\$4,245,818	\$4,356,225
Salary Adjustments:						156	(2,381)
ILP						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						1,509,098	1,479,846
Salary Savings:						(264,513)	(267,223)
VTO Reductions:						0	(24,306)
Total Adjustments						\$1,244,741	\$1,185,936
Program Totals		157	144.50	142	142.00	\$5,490,559	\$5,542,161

Changes:

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,834,361	\$1,773,537	\$1,831,680	\$1,948,141	\$1,984,879	1.9
Services & Supplies	73,877	111,920	135,710	89,812	89,812	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	24,604	74,074	87,000	0	(100.0)
TOTAL DIRECT COST	\$1,908,238	\$1,910,061	\$2,041,464	\$2,124,953	\$2,074,691	(2.4)
PROGRAM REVENUE	(561,813)	(633,829)	(548,756)	(530,585)	(530,585)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,346,425	\$1,276,232	\$1,492,708	\$1,594,368	\$1,544,106	(3.2)
STAFF YEARS	44.01	48.00	43.88	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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The Purchasing program completed the year within the 1995-96 budgeted expenditure levels. Staffing was under budgeted levels due to underfilling positions and the delayed filling of positions to achieve salary savings.

ACHIEVEMENT OF 1995-96 OBJECTIVES

All 1995-96 objectives were achieved.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Reduce the use of hard copy Requests for Quotation (RFQ) and the associated FAX and mailing costs.
2. 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.
3. Achieve 92% effectiveness in warehouse issues and expand number of participating public agencies in cooperative auction.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Purchasing/Contracting [32.0 SY; E = \$1,290,959; 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.
2. Stores/Property Disposal [16.00 SY; E = \$783,732; 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 to offset the County's expense in hosting the auctions.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICE:				
Road Fund	\$161,073	\$184,838	\$184,838	0
Air Pollution Control District	46,783	57,830	57,830	0
Internal Service Fund	102,423	86,660	86,660	0
Airport Enterprise Fund	12,404	11,390	11,390	0
Liquid Waste Fund	35,376	45,560	45,560	0
Solid Waste Fund	44,363	0	0	0
Library Fund	14,154	15,032	15,032	0
Sub-Total	\$416,576	\$401,310	\$401,310	\$0
OTHER REVENUE:				
Purchasing fees from other government agencies	\$276	\$0	\$0	0
Recovered expenses (auction sales)	50,730	78,000	78,000	0
Sale of surplus/scrap material (nontaxable)	75,355	48,275	48,275	0
Sale of surplus/scrap material (taxable)	5,819	3,000	3,000	0
Total	\$548,756	\$530,585	\$530,585	0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$1,492,708	\$1,594,368	\$1,544,106	(50,262)
Sub-Total	\$1,492,708	\$1,594,368	\$1,544,106	\$(50,262)
Total	\$1,492,708	\$1,594,368	\$1,544,106	(50,262)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue projections for the 1996-97 Proposed Budget are based on prior experience. Actual amounts may vary based on quantity of surplus materials available for sale and normal annual variations in A-87 cost recovery. No fees from other government agencies are anticipated due to lack of participation.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: PURCHASING & CONTRACTING					
% OF RESOURCES: 74.5%					
<u>OUTCOME (Planned Result)</u>					
Number of purchase orders to be processed	18,194	13,410	13,011	14,500	12,050
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of requisitioned line items purchased within 21 days	67%	67%	49.63%	60%	75%
<u>OUTPUT (Service or Product)</u>					
Actual number of purchase orders	18,509	15,069	18,271	14,500	12,050
<u>EFFICIENCY (Input/Output)</u>					
Cost to operate Purchasing/Contracting per \$100 of purchases	1.16	1.36	1.33	1.61	1.04
ACTIVITY B: STORES/PROPERTY DISPOSAL					
% OF RESOURCES: 25.5%					
<u>OUTCOME (Planned Result)</u>					
Number of line items to be issued	54,600	50,600	33,633	40,000	35,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of orders filled from stock (no back orders)	86%	87%	92.95%	90%	90%
<u>OUTPUT (Service or Product)</u>					
Line items issued	59,803	37,780	33,633	40,000	35,000
<u>EFFICIENCY (Input/Output)</u>					
Cost to operate stores per \$100 in issues	7.02	8.39	8.43	8.70	8.70

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2166	Purchasing and Contracting Director	1	1.00	1	1.00	\$75,192	\$77,462
2621	Manager of Contracting (0285)	1	1.00	1	1.00	54,498	53,675
2618	Manager, Procurement Planning (0965)	1	1.00	1	1.00	48,297	49,947
2653	Materiel Manager (0964)	1	1.00	1	1.00	42,329	41,690
2403	Accounting Technician	1	1.00	1	1.00	26,562	27,472
2412	Analyst II	2	2.00	2	2.00	70,514	72,941
2493	Int. Acct. Clerk	1	1.00	1	1.00	17,960	19,508
2510	Senior Account Clerk	1	1.00	1	1.00	23,853	24,673
2610	Buyer II	10	10.00	10	10.00	302,486	312,742
2622	Procurement Contracting Officer	5	5.00	5	5.00	219,515	227,035
2640	Buyer III	3	3.00	3	3.00	103,201	105,937
2651	Warehouse Material Handler	3	3.00	3	3.00	63,385	61,394
2665	Materiel Storekeeper I	2	2.00	2	2.00	40,732	44,328
2667	Materiel Storekeeper III	2	2.00	2	2.00	50,466	55,926
2668	Supv. Materiel Storekeeper	1	1.00	1	1.00	27,021	28,058
2700	Intermediate Clerk Typist	2	2.00	2	2.00	40,287	42,590
2730	Senior Clerk	4	4.00	4	4.00	95,205	98,474
2758	Admin. Secretary III	1	1.00	1	1.00	30,653	31,703
3030	Data Entry Operator	2	2.00	2	2.00	41,172	42,590
3120	Dept. Computer Specialist III	1	1.00	1	1.00	41,678	43,109
7515	Stores Delivery Driver	3	3.00	3	3.00	69,362	76,241
9999	Temporary Extra Help	7	0.00	0	0.00	3,000	3,000
Total		55	48.00	48	48.00	\$1,487,368	\$1,540,495
Salary Adjustments:						1,160	0
ILP						0	0
Premium/Overtime Pay:						17,473	17,473
Employee Benefits:						519,235	512,266
Salary Savings:						(77,095)	(77,273)
VTO Reductions:						0	(8,082)
Total Adjustments						\$460,773	\$444,384
Program Totals		55	48.00	48	48.00	\$1,948,141	\$1,984,879

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).

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,477,093	\$7,209,332	\$5,213,313	\$7,653,985	\$4,406,215	(42.4)
Services & Supplies	358,709	436,635	588,384	314,583	665,604	111.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	3,119	31,891	33,524	0	0	0.0
TOTAL DIRECT COST	\$7,838,921	\$7,677,858	\$5,835,221	\$7,968,568	\$5,071,819	(36.4)
PROGRAM REVENUE	(898,939)	(382,426)	(368,113)	(213,851)	(234,851)	9.8
NET GENERAL FUND CONTRIBUTION	\$6,939,982	\$7,295,432	\$5,467,108	\$7,754,717	\$4,836,968	(37.6)
STAFF YEARS	219.81	217.83	151.02	238.50	126.00	(47.2)

PROGRAM MISSION

To provide professional collections and revenue recovery services to maximize recovery of monies due and owing the County of San Diego.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The Revenue and Recovery Program actual expenditures in salaries and benefits are less than budgeted due to the transfer of the Child Support Enforcement Program to the District Attorney's Office effective October 27, 1995. Services and Supplies and Fixed Asset expenditures exceeded budgeted levels due to the use of contract help to temporarily fill vacant positions, and the purchase of furniture and equipment required as part of the relocation of Revenue and Recovery's offices as approved by the Board of Supervisors.

ACHIEVEMENT OF 1995-96 OBJECTIVES

The Revenue and Recovery Program collected \$89,516,366 at a cost of \$0.098 cents per dollar collected. The amount collected was less than the 1995-96 objective of \$124 million due to the transfer of the Child Support Enforcement program to the District Attorney's office.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Collect \$62,000,000 in monies owed to the County and individuals for all types of collection accounts.
 - a. Mail 432,000 statements.
 - b. Process 175,000 receipts.
 - c. Record 12,000 liens.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Accounts Receivable Collections [126.00 SY; E = \$5,071,819; R = \$234,851] including support personnel is:
 - c. Mandated/Discretionary Service Level--State and Federal law mandates that 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.
 - c. Decreased \$3,266,404 and 96.50 staff years based on the transfer of the Child Support Enforcement Program to the District Attorney's Office.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Solid Waste Collection Fees	\$0	\$0	\$0	0
Adult Probation Restitution Administrative Fee	257,905	113,851	134,851	21,000
Collection Fees - Administrative Costs	0	0	0	0
Sub-Total	\$257,905	\$113,851	\$134,851	\$21,000
OTHER REVENUE:				
Court Fees and Costs - Court Appointed Attorneys	\$100,000	\$100,000	\$100,000	0
Return Check Fees	10,190	0	0	0
Other Miscellaneous	18	0	0	0
Sub-Total	\$110,208	\$100,000	\$100,000	\$0
Total	\$368,113	\$213,851	\$234,851	\$21,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$5,467,108	\$7,754,717	\$4,836,968	\$(2,917,749)
Total	\$5,467,108	\$7,754,717	\$4,836,968	\$(2,917,749)

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
Collections of Accounts Receivable					
% OF RESOURCES: 100.0%					
<u>WORKLOAD</u>					
County Receivable (Ending)	\$178,307,646	\$178,848,306	\$209,516,032	\$202,000,000	\$235,000,000
IV-D Receivable (Ending)	\$280,006,342	\$353,351,867	\$0	\$400,000,000	\$0
Ending Accounts (Number)	250,000	281,921	133,444	325,000	145,000
<u>EFFICIENCY/OUTPUT</u>					
Unit Cost (Total Costs with overheads/Collections)	\$0.089	\$0.087	\$0.098	\$0.100	\$0.100
<u>EFFECTIVENESS/OUTCOME</u>					
Collections	\$127,355,730	\$127,323,751	\$89,516,366	\$124,000,000	\$62,000,000

COMMENTS:

The IV-D receivables and the total collections decreased due to the transfer of the Child Support Enforcement Program to the District Attorney's Office. Also, the number of accounts changed to reflect the Child Support transfer as well as a change to reporting the number of debtors.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2167	Revenue and Recovery Director	1	1.00	1	1.00	\$87,007	\$89,642
2369	Administrative Services Mgr II	1	1.00	1	1.00	54,533	56,397
0900	Division Chief, Rev. & Recovery	4	4.00	3	3.00	201,193	155,925
2304	Administrative Assistant I	1	1.00	1	1.00	35,131	36,338
2320	Personnel Aide	1	1.00	1	1.00	27,512	28,457
2328	Departmental Personnel Off. II	1	1.00	1	1.00	45,983	47,558
2403	Accounting Tech.	0	0.00	1	1.00	0	23,154
2430	Cashier	6	6.00	3	3.00	129,356	68,859
2475	Section Chief, Rev. & Recov.	9	9.00	7	7.00	342,351	285,889
2477	Revenue and Recovery Off. III	22	22.00	14	14.00	657,279	440,594
2478	Revenue and Recovery Off. I	9	9.00	1	1.00	210,321	24,799
2479	Revenue and Recovery Off. II	47	47.00	26	26.00	1,219,757	708,787
2483	Rev. & Recov. Officer Trainee	17	17.00	9	9.00	352,599	184,436
2493	Intermediate Account Clerk	31	31.00	18	18.00	613,161	369,688
2505	Senior Accountant	1	1.00	1	1.00	44,905	46,442
2510	Senior Account Clerk	6	6.00	4	4.00	143,118	98,692
2511	Senior Payroll Clerk	1	1.00	0	0.00	24,957	0
2513	Senior Cashier	1	1.00	1	1.00	24,481	25,321
2660	Storekeeper I	1	1.00	1	1.00	22,401	20,149
2700	Intermediate Clerk Typist	50	48.50	26	26.00	955,196	535,554
2709	Departmental Clerk	2	2.00	1	1.00	31,138	15,475
2730	Senior Clerk	1	1.00	0	0.00	22,107	0
2745	Supervising Clerk	1	1.00	0	0.00	25,807	0
2758	Administrative Secretary III	1	1.00	1	1.00	30,653	31,703
2903	Legal Procedures Clerk I	1	1.00	0	0.00	20,762	0
2906	Legal Procedures Clerk III	2	2.00	1	1.00	54,234	28,049
2907	Legal Procedures Clerk II	4	4.00	1	1.00	89,518	24,799
3039	Mail Clerk Driver	1	1.00	1	1.00	20,629	21,339
3119	Dept. Computer Specialist II	1	1.00	1	1.00	30,429	30,852
5717	Senior Field Investigator	1	1.00	0	0.00	40,601	0
5719	Field Investigator	3	3.00	0	0.00	103,599	0
9999	Extra Help	52	12.00	0	0.00	195,129	0
Total		280	238.50	126	126.00	\$5,855,847	\$3,398,898
Salary Adjustments:						(171)	2,793
Premium/Overtime Pay:						4,770	4,770
Employee Benefits:						2,092,170	1,195,541
Salary Savings:						(298,631)	(176,457)
VTO Reductions:						0	(19,330)
Total Adjustments						\$1,798,138	\$1,007,317
Program Totals		280	238.50	126	126.00	\$7,653,985	\$4,406,215

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$864,395	\$862,283	\$846,885	\$891,162	\$849,458	(4.7)
Services & Supplies	148,579	433,876	712,007	349,037	401,215	14.9
Other Charges	0	0	0	0	64,650	100.0
Fixed Assets	23,376	233,450	190,757	213,000	105,000	(50.7)
TOTAL DIRECT COST	\$1,036,350	\$1,529,609	\$1,749,649	\$1,453,199	\$1,420,323	(2.3)
PROGRAM REVENUE	(0)	(0)	(0)	(25,000)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$1,036,350	\$1,529,609	\$1,749,649	\$1,428,199	\$1,420,323	(0.6)
STAFF YEARS	15.69	19.97	17.54	18.5	18.25	(1.4)

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Direct costs are \$296,450 over 1995-96 adopted appropriations. Salaries and benefits are \$44,277 under appropriations. Services and supplies expenditures are \$362,970 over budgeted amounts due to payments for extra help personnel that is a standard transfer expense from the salaries account, the requirement to include prior year expenditures with estimated actual expenditures and approved mid-year budget transfers.

ACHIEVEMENT OF 1995-96 OBJECTIVES

All 1995-96 objectives were achieved.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Provide the leadership and necessary support services to achieve the Auditor and Controller's program objectives.
 - a. Supply department-wide personnel management and payroll services.
 - b. Provide budget preparation and administration for the Auditor and Controller.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [18.25 SY; E = \$1,420,323; R = \$0] 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Proceeds - long term debt	\$0	\$25,000	\$0	(25,000)
Sub-Total	\$0	\$25,000	\$0	\$(25,000)
Total	\$0	\$25,000	\$0	\$(25,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND CONTRIBUTION:	\$1,749,649	\$1,428,199	\$1,420,323	(7,876)
Sub-Total	\$1,749,649	\$1,428,199	\$1,420,323	\$(7,876)
Total	\$1,749,649	\$1,428,199	\$1,420,323	\$(7,876)

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.

FIXED ASSETS

Category	Total Cost
Office Equipment	\$60,000
Data Processing Equipment	45,000
Total	\$105,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
TOTAL PIECES PROCESSED FOR CONTROLLED MAILING					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Total pieces processed for controlled mailing	6,380,225	6,478,999	7,174,550	7,574,360	6,671,326
<u>EFFECTIVENESS (Input/Outcome)</u>					
Daily average of pieces of controlled mailings on a 260 work day period	24,540	24,919	27,594	29,132	25,659
<u>OUTPUT (Service or Product)</u>					
Average cost of postage	\$0.19	\$0.27	\$0.28	\$0.29	\$0.249
<u>EFFICIENCY (Input/Output)</u>					
Cost of annual postage	\$1,208,293	\$1,728,309	\$2,035,968	\$2,157,543	\$1,659,108

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2106	Chief Financial Officer/ Auditor and Controller	1	1.00	1	1.00	110,510	114,290
2203	Ass't Auditor & Controller	1	1.00	1	1.00	96,943	100,260
0310	Sr. Auditor & Controller Mgr.	1	1.00	1	1.00	46,127	47,885
2302	Administrative Assistant III	1	1.00	1	1.00	45,983	40,383
2304	Administrative Assistant I	1	1.00	1	1.00	34,906	31,610
2759	Administrative Secretary IV	1	1.00	1	1.00	33,005	34,140
3008	Sr. Word Proc. Operator	1	1.00	1	1.00	25,502	26,373
3009	Word Processing Operator	1	1.00	1	1.00	22,833	24,455
3076	Mail Processing Technician	3	3.00	3	3.00	63,867	67,026
2658	Storekeeper II	1	1.00	1	1.00	24,686	25,530
2730	Senior Clerk	1	1.00	1	1.00	23,853	24,673
2758	Administrative Secretary III	1	1.00	1	1.00	25,843	31,104
2725	Principal Clerk	1	1.00	1	1.00	31,346	32,419
2700	Intermediate Clerk Typist	2	2.00	2	2.00	41,172	40,003
2480	A&C Payroll Technician	1	1.00	1	1.00	24,957	25,815
8850	Debt. Mgt. Analyst	0	0.0	1	.25	0	10,296
9999	Extra Help	7	.50	0	0	11,025	11,025
Total		25	18.50	19	18.25	\$662,558	\$687,287
Salary Adjustments:						38,244	2,544
ILP						0	0
Premium/Overtime Pay:						7,875	7,875
Employee Benefits:						253,821	223,180
Salary Savings:						(71,336)	(69,045)
VTO Reductions:						0	(2,383)
Total Adjustments						\$228,604	\$162,171
Program Totals		25	18.50	19	18.25	\$891,162	\$849,458

BOARD OF SUPERVISORS, DISTRICT 1

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
District #1	\$494,782	\$457,180	\$494,901	\$499,000	\$535,028	36,028	7.2
TOTAL DIRECT COST	\$494,782	\$457,180	\$494,901	\$499,000	\$535,028	\$36,028	7.2
PROGRAM REVENUE	(226)	(1,112)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$494,556	\$456,068	\$494,901	\$499,000	\$535,028	\$36,028	7.2
STAFF YEARS	7.40	6.37	7.28	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.

1996-97 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 1

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0010

MANAGER: Supervisor Greg Cox

REFERENCE: 1996-97 Proposed Budget - Pg. 33-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$488,596	\$424,013	\$463,491	\$484,000	\$520,028	7.4
Services & Supplies	6,186	23,741	31,410	15,000	15,000	0.0
Fixed Assets	0	9,426	0	0	0	0.0
TOTAL DIRECT COST	\$494,782	\$457,180	\$494,901	\$499,000	\$535,028	7.2
PROGRAM REVENUE	(226)	(1,112)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$494,556	\$456,068	\$494,901	\$499,000	\$535,028	7.2
STAFF YEARS	7.40	6.37	7.28	10.00	10.00	0.0

PROGRAM MISSION

See department mission on the green sheet.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Expenditures were within budget.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$78,192	\$80,862
0373	Confidential Investigator II	7	7.00	7	7.00	271,386	272,918
9999	Temporary Extra Help	2	2.00	2	2.00	21,140	28,934
Total		10	10.00	10	10.00	\$370,718	\$382,714
Salary Adjustments:						\$(4,279)	\$22,376
Employee Benefits:						117,561	114,938
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	0
Total Adjustments						\$113,282	\$137,314
Program Totals		10	10.00	10	10.00	\$484,000	\$520,028

BOARD OF SUPERVISORS, DISTRICT 2

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
District #2	\$467,128	\$432,496	\$459,919	\$518,740	\$518,740	0	0.0
TOTAL DIRECT COST	\$467,128	\$432,496	\$459,919	\$518,740	\$518,740	\$0	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$467,128	\$432,496	\$459,919	\$518,740	\$518,740	\$0	0.0
STAFF YEARS	7.19	6.85	7.22	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.

1996-97 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: 1996-97 Proposed Budget - Pg. 34-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$458,661	\$415,630	\$432,702	\$506,710	\$506,710	0.0
Services & Supplies	8,467	14,094	20,839	12,030	12,030	0.0
Fixed Assets	0	2,772	6,378	0	0	0.0
TOTAL DIRECT COST	\$467,128	\$432,496	\$459,919	\$518,740	\$518,740	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$467,128	\$432,496	\$459,919	\$518,740	\$518,740	0.0
STAFF YEARS	7.19	6.85	7.22	10.00	10.00	0.0

PROGRAM MISSION

See department mission on the green sheet.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Expenditures were within budget.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$78,192	\$80,862
0373	Confidential Investigator II	9	9.00	9	9.00	332,077	293,264
9999	Temporary Extra Help	0	0.00	0	0.00	0	0
Total		10	10.00	10	10.00	\$410,269	\$374,126
Salary Adjustments:						\$(39,732)	\$13,404
Employee Benefits:						136,173	119,180
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	0
Total Adjustments						\$96,441	\$132,584
Program Totals		10	10.00	10	10.00	\$506,710	\$506,710

BOARD OF SUPERVISORS, DISTRICT 3

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
District #3	\$445,281	\$517,205	\$538,756	\$540,388	\$588,713	48,325	8.9
TOTAL DIRECT COST	\$445,281	\$517,205	\$538,756	\$540,388	\$588,713	\$48,325	8.9
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$445,281	\$517,205	\$538,756	\$540,388	\$588,713	\$48,325	8.9
STAFF YEARS	7.59	8.30	8.35	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.

1996-97 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: 1996-97 Proposed Budget - Pg. 35-3

AUTHORITY: California Constitution Article XI, Section 4, Government Code Section 25000 - 26490; County Charter Section 500 & 501.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$435,120	\$488,903	\$521,431	\$529,717	\$557,717	5.3
Services & Supplies	10,161	28,302	17,325	10,671	30,996	190.5
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$445,281	\$517,205	\$538,756	\$540,388	\$588,713	8.9
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$445,281	\$517,205	\$538,756	\$540,388	\$588,713	8.9
STAFF YEARS	7.59	8.30	8.35	10.00	10.00	0.0

PROGRAM MISSION

See department mission on the green sheet.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Expenditures were within budget.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$78,192	\$80,862
0373	Confidential Investigator II	9	9.00	9	9.00	306,188	323,248
9999	Temporary Extra Help	0	0.00	0	0.00	0	9,289
Total		10	10.00	10	10.00	\$384,380	\$413,399
Salary Adjustments:						\$16,342	\$12,152
Employee Benefits:						128,995	132,166
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	0
Total Adjustments						\$145,337	\$144,318
Program Totals		10	10.00	10	10.00	\$529,717	\$557,717

BOARD OF SUPERVISORS, DISTRICT 4

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
District #4	\$505,520	\$508,722	\$518,930	\$537,864	\$533,764	(4,100)	(0.8)
TOTAL DIRECT COST	\$505,520	\$508,722	\$518,930	\$537,864	\$533,764	\$(4,100)	(0.8)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$505,520	\$508,722	\$518,930	\$537,864	\$533,764	\$(4,100)	(0.8)
STAFF YEARS	7.83	7.27	7.55	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.

1996-97 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: 1996-97 Proposed Budget - Pg. 36-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 24690; County Charter Sections 500 & 501.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$497,580	\$483,862	\$466,957	\$513,164	\$513,164	0.0
Services & Supplies	7,940	19,836	42,672	15,000	15,000	0.0
Other Charges	0	0	5,455	5,600	5,600	0.0
Fixed Assets	0	5,024	3,846	4,100	0	(100.0)
TOTAL DIRECT COST	\$505,520	\$508,722	\$518,930	\$537,864	\$533,764	(0.8)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$505,520	\$508,722	\$518,930	\$537,864	\$533,764	(0.8)
STAFF YEARS	7.83	7.27	7.55	10.00	10.00	0.0

PROGRAM MISSION

See department mission on the green sheet.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Expenditures were within budget.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$78,192	\$80,862
0373	Confidential Investigator II	9	9.00	9	9.00	303,460	305,803
9999	Temporary Extra Help	0	0.00	0	0.00	0	0
Total		10	10.00	10	10.00	\$381,652	\$386,665
Salary Adjustments:						\$1,047	\$6,854
Employee Benefits:						130,465	119,645
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	0
Total Adjustments						\$131,512	\$126,499
Program Totals		10	10.00	10	10.00	\$513,164	\$513,164

BOARD OF SUPERVISORS, DISTRICT 5

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
District #5	\$483,805	\$527,910	\$547,005	\$541,264	\$643,545	102,281	18.9
TOTAL DIRECT COST	\$483,805	\$527,910	\$547,005	\$541,264	\$643,545	\$102,281	18.9
PROGRAM REVENUE	(1,368)	(1,108)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$482,437	\$526,802	\$547,005	\$541,264	\$643,545	\$102,281	18.9
STAFF YEARS	7.69	7.82	8.19	10.00	11.00	1.00	10.0

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.

1996-97 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: 1996-97 Proposed Budget - Pg. 37-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$481,147	\$483,984	\$517,644	\$529,334	\$626,615	18.4
Services & Supplies	2,658	21,388	18,993	11,930	16,930	41.9
Fixed Assets	0	22,538	10,368	0	0	0.0
TOTAL DIRECT COST	\$483,805	\$527,910	\$547,005	\$541,264	\$643,545	18.9
PROGRAM REVENUE	(1,368)	(1,108)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$482,437	\$526,802	\$547,005	\$541,264	\$643,545	18.9
STAFF YEARS	7.69	7.82	8.19	10.00	11.00	10.0

PROGRAM MISSION

See department mission on the green sheet.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actual expenditure figures were greater than budgeted figures due to expenditure of prior year budgeted funds.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives on the green sheet.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$78,192	\$80,862
0373	Confidential Investigator II	9	9.00	10	10.00	308,475	331,165
9999	Extra Help	0	0.00	0	0.00	0	0
Total		10	10.00	11	11.00	\$386,667	\$412,027
Salary Adjustments:						\$8,202	\$81,300
Employee Benefits:						134,465	133,288
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	0
Total Adjustments						\$142,667	\$214,588
Program Totals		10	10.00	11	11.00	\$529,334	\$626,615

BOARD OF SUPERVISORS, GENERAL OFFICE

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
General Office	\$124,297	\$120,919	\$123,484	\$135,686	\$252,828	117,142	86.3
TOTAL DIRECT COST	\$124,297	\$120,919	\$123,484	\$135,686	\$252,828	\$117,142	86.3
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$124,297	\$120,919	\$123,484	\$135,686	\$252,828	\$117,142	86.3
STAFF YEARS	3.00	2.69	2.32	3.00	5.00	2.00	66.7

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.

1996-97 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: 1996-97 Proposed Budget - Pg. 38-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000-26490; County Charter Section 500 & 501.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$107,198	\$98,034	\$91,146	\$110,954	\$228,096	105.6
Services & Supplies	17,099	22,885	32,338	24,732	24,732	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$124,297	\$120,919	\$123,484	\$135,686	\$252,828	86.3
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$124,297	\$120,919	\$123,484	\$135,686	\$252,828	86.3
STAFF YEARS	3.00	2.69	2.32	3.00	5.00	66.7

PROGRAM MISSION

See Department Mission on the green sheet.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Expenditures were within budget.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See Department Objectives on the green sheet.

NOTE: The difference between the 1996-97 Proposed Budget and the 1996-97 Adopted Budget for the Board General Office occurred with the Change Letter, which augmented funding for an underfunded position, funded a vacant Senior Clerk position, and added an Independent Fiscal Analyst position pending Board of Supervisors final action. As a result of a reorganization authorized by the Board of Supervisors, three of these positions will be transferred to the Clerk of the Board during 1996-97.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0372	Confidential Investigator I	2	2.00	2	2.00	\$47,032	\$24,823
0373	Confidential Investigator II	1	1.00	1	1.00	31,423	37,101
2730	Senior Clerk	0	0.00	1	1.00	0	20,813
8801	Independent Fiscal Analyst	0	0.00	1	1.00	0	55,383
9999	Extra Help	0	0.00	0	0.00	0	0
Total		3	3.00	5	5.00	\$78,455	\$138,120
Salary Adjustments:						4,567	45,150
Employee Benefits:						27,932	44,826
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	0
Total Adjustments						\$32,499	\$89,976
Program Totals		3	3.00	5	5.00	\$110,954	\$228,096

CHIEF ADMINISTRATIVE OFFICE

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Central County Administration	\$4,452,776	\$4,627,482	\$5,865,455	\$5,751,787	\$7,373,068	1,621,281	28.2
CAO Special Projects	676,989	558,375	449,193	808,278	0	(808,278)	(100.0)
Disaster Preparedness	581,620	647,188	607,304	567,644	651,588	83,944	14.8
Memberships, Audits & Other Charges	919,127	1,023,350	560,246	648,201	1,173,201	525,000	81.0
Regional Urban Information System (RUIS)	388,219	341,568	300,312	363,697	445,756	82,059	22.6
Citizen's Law Enforcement Review Board	303,588	290,498	192,762	158,000	199,012	41,012	26.0
TOTAL DIRECT COST	\$7,322,319	\$7,488,461	\$7,975,272	\$8,297,607	\$9,842,625	\$1,545,018	18.6
PROGRAM REVENUE	(1,268,968)	(1,384,114)	(2,315,310)	(2,326,582)	(3,765,297)	(1,438,715)	61.8
NET GENERAL FUND COST	\$6,053,351	\$6,104,347	\$5,659,962	\$5,971,025	\$6,077,328	\$106,303	1.8
STAFF YEARS	76.96	71.50	71.92	75.00	73.00	(2.00)	(2.7)

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.

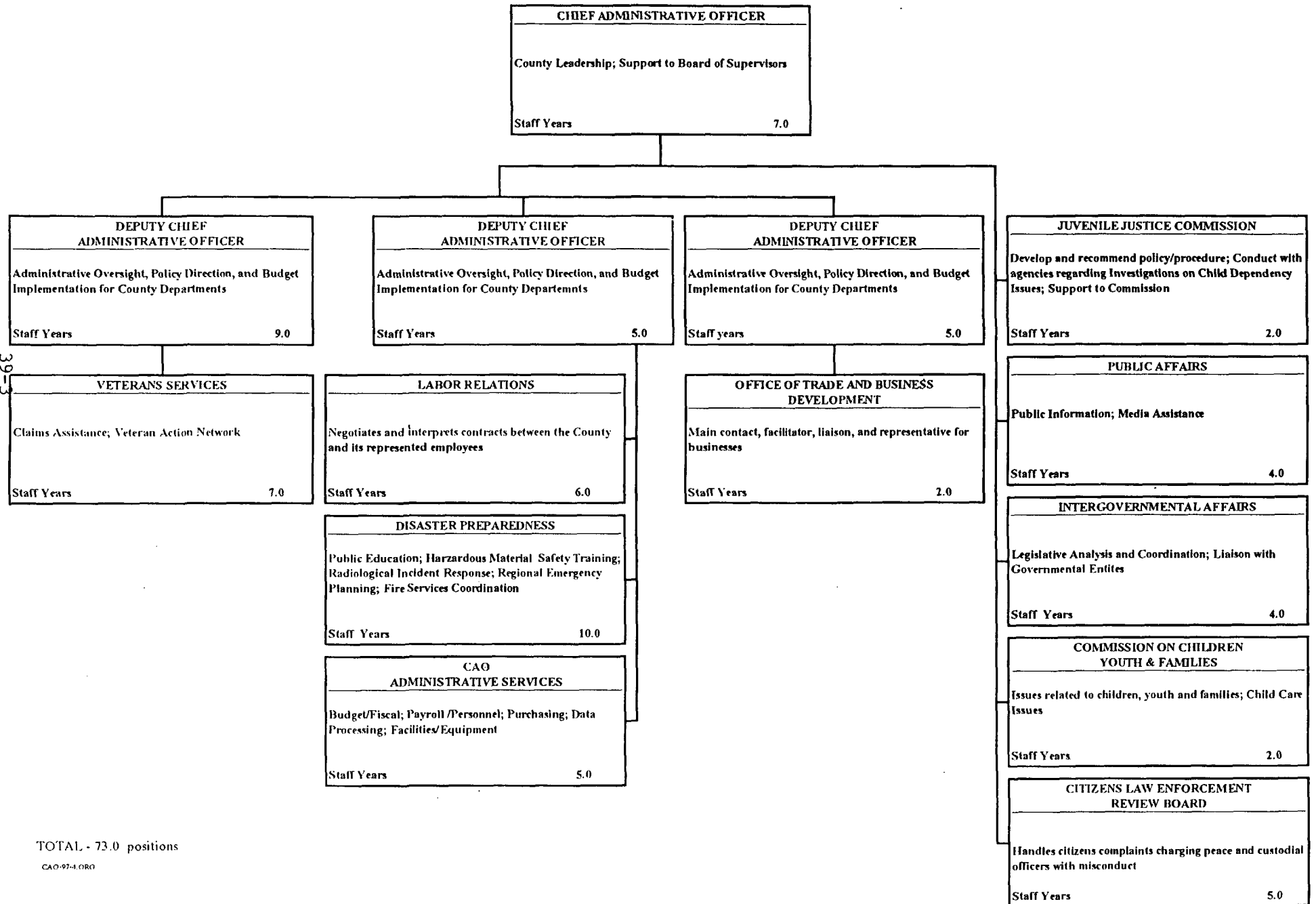
1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. The new Chief Administrative Officer will work with the Board of Supervisors to redefine and/or reaffirm the mission and purpose of the Chief Administrative Office. As needed, the office will be restructured to more effectively carry out the agreed upon mission and purpose. This objective will include:
 - a. Utilization of the April 1995, survey and evaluation of CAO staff as well as the August 1995 review of County's legislative program as source documents.
 - b. Work with Board of Supervisors to determine how to structure and carry out the public information function.
 - c. Establishment of the CAO's role relative to elected department heads.
 - d. Develop a statement of mission and purpose for the Office of the Chief Administrative Officer.

2. Review the operations and budgets of County support departments for efficiency, effectiveness and resource adequacy and develop a business plan for support services which includes:
 - a. Determination of what should be "basic core-level" County support services and what additional services should be secured through competitive process.
 - b. Involving County departments in this process so that meeting their needs is optimized and use of available revenues is maximized.
 - c. Involving the private and non-profit sectors in this process to assure the plan makes business sense.
 - d. Defining an equitable, rationale methodology to compare overhead and indirect costs between the County and private enterprises.

- e. Streamlining County requirements to the extent legally possible and operationally feasible to meet the goals a. through d. above.
3. Implement the performance based pay system for County executives, managers and classified employees.
 - a. County executive and management employees should have performance evaluation completed by October 1, 1996.
 - b. Implement the "Performance Based Steps Advancement Implementation" plan for classified employees.
 4. Programmatic evaluations and audits will be completed and implemented for as appropriate:
 - a. Department of Health Services (implementation only).
 - b. Public Defender Services (audit and implementation).
 5. Working with the Chief Financial Officer/Auditor-Controller, review and make recommendations to the Board of Supervisors on:
 - a. Consistent fee methodology in all land development programs.
 - b. Overhead and indirect cost charges for fee based programs, contract services and public benefit projects.
 - c. As part of a. and b. above, consider changes to the A-87 cost allocation methodology.
 6. Assist the Board of Supervisors in analyzing and implementing, as appropriate, interjurisdictional consolidations in areas such as: housing, information services and other support services.

**CHIEF ADMINISTRATIVE OFFICE
ORGANIZATION CHART
FY 1996-97**



39-3

TOTAL - 73.0 positions

CAO-97-1.080

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 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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,449,578	\$3,183,363	\$3,487,877	\$3,411,433	\$3,749,328	9.9
Services & Supplies	1,003,198	1,399,531	2,371,738	2,337,354	3,623,740	55.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	44,588	5,840	3,000	0	(100.0)
TOTAL DIRECT COST	\$4,452,776	\$4,627,482	\$5,865,455	\$5,751,787	\$7,373,068	28.2
PROGRAM REVENUE	(474,620)	(836,734)	(1,804,327)	(1,691,458)	(2,662,499)	57.4
NET GENERAL FUND CONTRIBUTION	\$3,978,156	\$3,790,748	\$4,061,128	\$4,060,329	\$4,710,569	16.0
STAFF YEARS	52.94	49.50	53.04	52.00	58.00	11.5

PROGRAM MISSION

1. To provide competent administrative leadership for all County operations; and to provide managerial direction and oversight of County programs run by appointed department heads.
2. To set goals, objectives and standards for the performance of appointed department heads; and to assure that the department heads are held accountable for such performance criteria through annual evaluation and salary changes based upon performance.
3. To take a leadership role in identifying and providing recommendations to address 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.
4. To implement the legislative program of the Board of Supervisors.
5. 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, Municipal, State and Federal agencies, while acting as a liaison and representative to and for businesses.
6. 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.
7. 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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The variance between 1995-96 Budget and Actual costs is due primarily to the mid-year addition of 1.0 Deputy Chief Administrative Officer.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Administered programs in seven AB1741 Youth Pilot sites; allowed each site to develop plans specific to the needs of their community.
 - a. Developed and monitored 7 contracts and contract amendments.
 - b. Held 96 meetings with community representatives.
 - c. Planned for and provided 6 trainings for pilot communities.
2. Advocated the Board of Supervisors' 1995 federal and state legislative program.
 - a. Prepared 18 issue papers and related background material for Board's legislative priorities and other issues of concern to the County; and provided logistical support for legislative travel to Washington, DC and Sacramento.
 - b. Pursued enactment of 8 State legislative sponsorship proposals.
 - c. Prepared analyses of and advocated the Board of Supervisors' position on 92 pending State and Federal bills and issues.
 - d. Screened 4,000 State bills and 1,000 amendments to identify important County issues for referral to departments.
3. Secured 4 letters of commitment from businesses for relocation into San Diego County or expansion of existing business in unincorporated area.
 - a. Distributed 800 flow charts relaying permit process through departments.
 - b. Developed and marketed an expanded Early Assistance Program and assisted 5 potential applicants.
 - c. Developed list of incentives for Board of Supervisors approval and subsequently marketed incentives to 200 people.
 - d. Trained 40 management staff to develop business friendly attitude.
4. Supported the Board of Supervisors at 75 public meetings.
 - a. Reviewed, revised and docketed 1,888 board letters/agenda items.
 - b. Assigned and coordinated 1,080 board/agenda referrals.
 - c. Attended 75 Board meetings.
5. Provided payroll, personnel services, purchasing, word processing to the Chief Administrative Office (CAO), Department of Human Resources (DHR) and Equal Opportunity Management Office (EOMO).
 - a. Processed payroll claims for 206 employees.
 - b. Processed 1,550 requisitions, sub-orders and claims.
6. Obtained a monetary or medical (USDVA or DOD) benefit for 340,000 veterans.
 - a. Processed 14,296 applications which converts to workload units.
7. Provided public information to 2.7 million citizens of San Diego County.
 - a. Produced and distributed 17,000 issues of "County News" monthly to employees.
 - b. Increased production of "News Conference" cable TV program to twice monthly, and taped production in-house to save money.
 - c. Processed 400 requests for photographic and audio-visual services.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Executive Office - Support the Board of Supervisors at 75 public meetings.
 - a. Review, revise and docket 1,888 board letters/agenda items.
 - b. Assign and coordinate 500 board/agenda referrals.
 - c. Attend 75 Board meetings.

2. Office of Intergovernmental Affairs - Advocate the Board of Supervisors' 1996 federal and state legislative program.
 - a. Prepare 12 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 10 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. Office of Public Affairs - Provide public information to 2.7 million citizens of San Diego County.
 - a. Produce and distribute 12 issues of "County News" to 17,000 County employees.
 - b. Increase production of "News Conference" cable TV program to twice monthly, and take production in-house to save money.
 - c. Process 550 requests for photographic and audio-visual services.
 - d. Coordinate with Public Information Officers in other County departments and agencies.

4. Veterans Service Office - Obtain a monetary or medical (USDVA, DOD or CDVA) benefit for 340,000 veterans.
 - a. Process 15,699 applications which converts to workload units.

5. Administrative Services - Provide payroll, personnel services, purchasing, travel and word processing to the Chief Administrative Office (CAO), Department of Human Resources (DHR) and Equal Opportunity Management Office (EOMO).
 - a. Process payroll claims for 215 employees.
 - b. Process 1,550 requisitions, sub-orders and claims.

6. Commission on Children and Youth - 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 11 contracts and contract amendments.
 - b. Hold 96 meetings with community representatives.
 - c. Administer programs in three Title V Delinquency Prevention Program sites according to contract requirements of Office of Criminal Justice Planning.

7. Trade and Business Development - Secure 5 letters of commitment from businesses for relocation into San Diego County or expansion of existing business in unincorporated area.
 - a. Assist 50 existing or start-up businesses.
 - b. Assist 6 potential applicants through the Early Assistance Program.
 - c. Distribute 100 marketing packages relaying business opportunities and industrial land in unincorporated area.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Executive Office [26.00 SY; E = \$2,551,470; R = \$233,103] 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 Administers overall County operations of appointed County department heads and their departmental operations;
 - providing programmatic information, evaluation of options and recommendations to the Board of Supervisors;
 - providing guidance and direction to departments on Board of Supervisors' policies, goals and directives;
 - assuring timely and adequate response to Board of Supervisors' referrals and requests for information
 - assuring the County executives and employees to receive adequate information and performing special projects as requested by the Board of Supervisors.

2. Office of Intergovernmental Affairs [4.00 SY; E = \$983,198; 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 1995-96 staffing level.
 - o Preparing the County legislative program and positions on legislation.

3. Office of Public Affairs [4.00 SY; E = \$275,745; R = \$102,200] assists citizens in dealing with County government and provides media assistance to the Board of Supervisors and County departments. This activity is:
 - o Discretionary Activity/Discretionary Service level.
 - o Offset 37.1% by revenue.
 - o Remaining at FY 1995-96 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 Service Office [7.00 SY; E = \$342,330; R = \$234,000] provides direct services to the veteran population in San Diego County. This activity is:
 - o Discretionary Activity/Discretionary Service level.
 - o Remaining at FY 1995-96 staffing level.
 - o Serving a veteran population of approximately 340,000 persons.
 - o Offset 68.4% by revenue.
 - o Earning revenue based on staffing level and performance, ascertained in an annual audit by the State of California Department of Veterans Affairs.

-
5. Administrative Services [5.00 SY; E = \$295,777; R = \$0] includes support personnel. This activity is:
- o Discretionary Activity/Discretionary Service Level.
 - o Remaining at FY 1995-96 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 = \$2,154,941; R = \$2,050,226] including an Executive Officer and clerical staff. This activity is:
- o Discretionary Activity/Discretionary Service Level.
 - o Remaining at FY 1995-96 staffing level.
 - o Planning, generating funding, consulting on land use and other issues related to child care.
 - o Administering programs through 11 community based and Countywide contracts.
 - o Advising on all issues related to children, youth and families.
 - o Includes Juvenile Delinquency Prevention Committee and Child Care Planning Council.
7. Trade and Business Development [2.00 SY; E = \$147,086; R = \$10,000] including a CAO Project Manager and a clerical staff. This activity is:
- o Discretionary Activity/Discretionary Service Level.
 - o Offset 6.8% by revenue.
 - o Serving as the main contact, facilitator, liaison and representative to and for business inquiring about business permitting in San Diego County.
8. Juvenile Justice Commission [2.00 SY; E = \$115,431; R = \$0] including administrative and clerical staff to the Commission. This activity is:
- o Discretionary Activity/Discretionary Service Level.
 - o Remaining at FY 1995-96 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.
9. Labor Relations [6.00 SY; E = \$507,090; R = \$32,970] including support personnel, this activity is:
- o Mandated Activity/Mandated Service Level.
 - o Remaining at 1995-96 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 Responsible for negotiating various special issues including:
 - Pre-Tax Treatment of retirement contributions
 - Employee Pre-Funding of Retiree Health Insurance
 - Safety Retirement for Probation Officer
 - Performance-Based Step Plan
 - Civil Service Reform
 - Voluntary Time Off Program

- o Coordinating all labor/management relations with nine different Unions/Associations encompassing 23 separate bargaining units.
- o Representing the County/department management in grievance arbitrations.
- o Offset 6.5% by revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund	\$36,709	\$36,709	\$33,483	(3,226)
Air Pollution Control District	9,735	9,735	9,623	(112)
Airport Enterprise Fund	1,411	1,411	1,435	24
Liquid Waste	4,335	4,335	4,187	(148)
Solid Waste	0	0	10,615	10,615
Library Fund	6,652	6,652	6,730	78
Other Mis.	1,685	0	0	0
Sub-Total	\$60,527	\$58,842	\$66,073	\$7,231
OTHER REVENUE:				
Miscellaneous - Prior Year	9,941	0	0	0
Miscellaneous - Recovered Expenditures	5,054	0	0	0
Sub-Total	\$14,995	\$0	\$0	\$0
OTHER FINANCING SOURCES:				
Operating Transfer from CATV	\$102,200	\$102,200	\$102,200	0
Operating Transfer from Other/SP District	\$0	\$0	\$190,000	190,000
Sub-Total	\$102,200	\$102,200	\$292,200	\$190,000
INTERGOVERNMENTAL REVENUE:				
State Aid for Veterans Affairs	\$212,850	\$198,000	\$234,000	36,000
Aid from Joint Powers Authority	65,152	78,428	0	(78,428)
Aid from Other Government Agency	9,859	59,593	10,000	(49,593)
Federal Aid - Community Block Grant	15,589	29,034	10,000	(19,034)
Federal Aid - Other Federal Grants	157,177	0	600,002	600,002
Federal Aid - Family Preservation	1,165,978	1,165,361	1,450,224	284,863
Sub-Total	\$1,626,605	\$1,530,416	\$2,304,226	\$773,810
Total	\$1,804,327	\$1,691,458	\$2,662,499	\$971,041

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$4,061,128	\$4,060,329	\$4,710,569	\$650,240
Total	\$4,061,128	\$4,060,329	\$4,710,569	\$650,240

EXPLANATION/COMMENT ON PROGRAM REVENUES

The increase in revenue between the 1995-96 budget and the 1996-97 CAO proposed budget is due to the 100% revenue offset contracts administered by the Commission on Children, Youth and Families.

Anticipated grants include the DHS Substance Abuse Prevention Block Grant, DSS Title IVB - Family Preservation Grant and the Office of Criminal Justice Planning (OCJP).

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: EXECUTIVE OFFICE					
% OF RESOURCES:					
<u>INPUT</u>	N/A	\$320,764	\$369,512	\$316,862	\$316,862
<u>OUTCOME (Planned Result)</u>					
Support the Board of Supervisors at public meetings	N/A	75	75	75	75
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per public meeting	N/A	\$4,277	\$4,927	\$4,225	\$4,225
<u>OUTPUT (Service or Product)</u>					
Board letters/agenda items	N/A	1,888	1,888	1,888	1,888
<u>EFFICIENCY (Input/Output)</u>					
Cost per Board letter/agenda item (CAO's Office Only)	N/A	\$118.93	\$195.72	\$117.48	\$117.48
<u>OUTPUT (Service or Product)</u>					
Board/agenda referrals	N/A	462	462	462	462
<u>EFFICIENCY (Input/Output)</u>					
Cost per Board/agenda referral	N/A	\$97.20	\$97.20	\$96.02	\$96.02
<u>OUTPUT (Service or Product)</u>					
Attend Board meetings	N/A	75	75	75	75
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	N/A	\$684.30	\$684.30	\$675.97	\$675.97
COMMENTS: 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.					
ACTIVITY B: INTERGOVERNMENTAL AFFAIRS					
NONE					
% OF RESOURCES: 14.9%					
<u>OUTCOME (Planned Result)</u>					
Advocate the Board's Legislative Program	1	1	1	1	1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Staff year to accomplish	4.0	4.0	4.0	4.0	4.0
<u>OUTPUT (Service or Product)</u>					
Issue Papers	13	15	18	10	12
<u>EFFICIENCY (Input/Output)</u>					
Staff year to accomplish	0.9	0.9	0.9	0.8	0.8
<u>OUTPUT (Service or Product)</u>					
Sponsorship proposals enacted	9	8	8	10	10
<u>EFFICIENCY (Input/Output)</u>					
Staff year to accomplish	0.8	0.8	0.8	0.9	0.9

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>OUTPUT (Service or Product)</u>					
Advocate Board's Position on Bills/Issues	79	75	92	75	75
<u>EFFICIENCY (Input/Output)</u>					
Staff year to accomplish	1.3	1.3	1.3	1.3	1.3
<u>OUTPUT (Service or Product)</u>					
Screen & Refer State Bill	3,000	3,000	4,000	3,000	3,000
<u>EFFICIENCY (Input/Output)</u>					
Staff year to accomplish	1.0	1.0	1.0	1.0	1.0

ACTIVITY C: VETERANS SERVICE OFFICE**% OF RESOURCES: 4.6%**OUTCOME (Planned Result)

Veteran population in San Diego County	310,000	310,000	340,000	340,000	340,000
--	---------	---------	---------	---------	---------

EFFECTIVENESS (Input/Outcome)

Cost/veteran	\$0.42	\$0.43	\$0.39	\$0.39	\$0.39
--------------	--------	--------	--------	--------	--------

OUTPUT (Service or Product)

Process applications/work load units	13,913	14,270	14,296	14,500	15,699
--------------------------------------	--------	--------	--------	--------	--------

EFFICIENCY (Input/Output)

Cost per application/work load units	\$9.44	\$9.26	\$8.95	\$9.08	\$8.39
--------------------------------------	--------	--------	--------	--------	--------

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, DOD or CDVA) benefit for a veteran, their dependent(s), widow/widower or survivor.

* 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 FY1995-96 to be \$12,523,800. Using the State Department of Finance estimating techniques, acquisition of these funds for use by eligible veterans created an increase in the County's tax revenue of over \$2.0 million.

* County Veteran Service Office FY1996-97 budget is \$342,330. Estimated revenue projection for FY 96-97 is \$234,000. This figure is based on projected workload units.

**ACTIVITY D: ADMINISTRATIVE SERVICES
PROVIDE INTERNAL SUPPORT TO CAO, DHR & EOMO****% OF RESOURCES: 4.8%**OUTCOME (Planned Result)

S&B/S&S appropriations	\$14,192,567	\$15,675,613	\$16,578,427	\$14,612,319	\$18,919,391
------------------------	--------------	--------------	--------------	--------------	--------------

EFFECTIVENESS (Input/Outcome)

Cost/service provided	\$216	\$238	\$252	\$222	\$235.49
-----------------------	-------	-------	-------	-------	----------

OUTPUT (Service or Product)

Process payroll claims	208	215	206	215	215
------------------------	-----	-----	-----	-----	-----

EFFICIENCY (Input/Output)

Cost/employee	\$68.95	\$66.71	\$68.29	\$66.71	\$66.71
---------------	---------	---------	---------	---------	---------

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>OUTPUT (Service or Product)</u>					
Process requisitions, sub-orders and claims	1,380	1,550	1,550	1,550	1,550
<u>EFFICIENCY (Input/Output)</u>					
Cost/requisition processed	\$37.29	\$33.20	\$33.20	\$33.20	\$33.20
ACTIVITY E: COMMISSION ON CHILDREN, YOUTH AND FAMILIES					
% OF RESOURCES: 32.7%					
<u>OUTCOME (Planned Result)</u>					
Administer Programs in AB1741 Youth Pilot Sites	N/A	6	7	7	7
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per program	N/A	5,089	4,359	4,359	4,359
<u>OUTPUT (Service or Product)</u>					
Develop/monitor contracts and contract amendments	N/A	6	7	7	7
<u>EFFICIENCY (Input/Output)</u>					
Cost per contract developed & monitored	N/A	\$1,696	\$1,453	\$1,453	\$1,453
<u>OUTPUT (Service or Product)</u>					
Meet w/ community representatives	N/A	96	96	96	96
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	N/A	106	106	106	106
<u>OUTPUT (Service or Product)</u>					
Plan for & provide training for pilot communities	N/A	2	6	6	N/A
<u>EFFICIENCY (Input/Output)</u>					
Cost per training	N/A	5,089	1,695	1,695	N/A
ACTIVITY F: TRADE AND BUSINESS DEVELOPMENT					
% OF RESOURCES: 2.2%					
<u>OUTCOME (Planned Result)</u>					
Secure letters of commitment for business retention/expansion	N/A	N/A	4	7	5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/business relocation/expansion	N/A	N/A	18,083	18,083	7,500
<u>OUTPUT (Service or Product)</u>					
Distribute 500 flow charts relaying permit process	N/A	N/A	800	500	0
<u>EFFICIENCY (Input/Output)</u>					
Cost/chart distributed	N/A	N/A	16.88	16.88	0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>OUTPUT (Service or Product)</u>					
Develop & market Early Assistance Programs & assist applicants	N/A	N/A	5	25	6
<u>EFFICIENCY (Input/Output)</u>					
Cost/assisted applicant	N/A	N/A	1,350	1,350	1,350
<u>OUTPUT (Service or Product)</u>					
Develop list of incentives for Board approval & market incentives	N/A	N/A	200	200	0
<u>EFFICIENCY (Input/Output)</u>					
Cost/materials distributed	N/A	N/A	169	169	0
<u>OUTPUT (Service or Product)</u>					
Distribute marketing packages	N/A	N/A	0	100	100
<u>EFFICIENCY (Input/Output)</u>					
Cost/marketing package distributed	N/A	N/A	0	421.96	421.96
<u>OUTPUT (Service or Product)</u>					
Train management staff	N/A	N/A	40	30	0
<u>EFFICIENCY (Input/Output)</u>					
Cost/staff trained	N/A	N/A	281.30	281.30	0
Assisted businesses	N/A	N/A	101	50	50

COMMENTS: The marketing package is in the final developmental stages. Several companies are presently looking to locate in San Diego and are working with the Office of Trade and Business Development but have not made final commitment.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
<u>Executive and Administrative Services</u>							
0347	CAO Project Manager	2	2.00	1	1.00	155,915	62,041
0348	CAO Staff Officer	10	10.00	13	13.00	552,539	721,267
2104	Deputy Chief Admin. Officer	2	2.00	3	3.00	219,542	328,841
2109	Chief Admin. Officer	1	1.00	1	1.00	134,928	139,540
2206	Asst. Chief Admin. Officer	1	1.00	1	1.00	108,578	116,461
2302	Administrative Assistant III	1	1.00	1	1.00	37,834	47,558
2303	Admin. Assistant II	1	1.00	1	1.00	41,678	28,457
2403	Accounting Technician	1	1.00	1	1.00	23,853	27,149
2413	Analyst III	0	0.00	1	1.00	0	38,553
2511	Senior Clerk	1	1.00	1	1.00	23,853	24,673
2745	Supervising Clerk	1	1.00	0	0.00	27,660	0
2758	Admin. Secretary III	0	0.00	1	1.00	0	26,332
2759	Admin. Secretary IV	2	2.00	3	3.00	66,010	96,638
3008	Sr. Word Processor Operator	2	2.00	2	2.00	49,148	50,828
3009	Word Processor Operator	1	1.00	1	1.00	20,586	21,295
9999	Extra Help	0	0.00	0	0.00	52,950	104,042
Sub-Total		26	26.00	31	31.00	\$1,515,074	\$1,833,675
<u>Office of Intergovernmental Affairs</u>							
2276	Dir, Intergovernmental Affairs	1	1.00	1	1.00	80,702	83,461
2309	Principal Legislative Coord.	1	1.00	1	1.00	54,533	56,397
2367	Principal Admin Analyst	0	0.00	1	1.00	0	53,735
2414	Analyst IV	1	1.00	0	0.00	42,742	0
2758	Admin. Secretary III	1	1.00	1	1.00	30,653	31,703
Sub-Total		4	4.00	4	4.00	\$208,630	\$225,296
<u>Juvenile Justice Commission</u>							
0368	Admin. Ofcr., Juv. Justice Com	1	1.00	1	1.00	48,294	49,947
2409	Juvenile Justice Com. Asst.	1	1.00	1	1.00	35,228	37,577
Sub-Total		2	2.00	2	2.00	83,522	\$87,524
<u>Commission on Children and Youth</u>							
0350	Coord, Com. on Children & Youth	1	1.00	1	1.00	48,047	49,692
2758	Admin. Secretary III	1	1.00	1	1.00	25,372	26,246
Sub-Total		2	2.00	2	2.00	\$73,419	\$75,938
<u>Office of Public Affairs</u>							
0349	Public Affairs Officer	1	1.00	1	1.00	67,661	55,618
2357	Photographic Audio Visual Spec.	1	1.00	1	1.00	39,644	41,001
2756	Admin. Secretary I	1	1.00	0	0.00	21,963	0
3816	Graphic Designer	1	1.00	1	1.00	39,644	41,001
2758	Admin. Secretary III	0	0.00	1	1.00	0	25,945
Sub-Total		4	4.00	4	4.00	\$168,912	\$163,565
<u>Trade and Business Development</u>							
0347	CAO Project Manager	1	1.00	1	1.00	72,863	53,778
2757	Administrative Secretary II	1	1.00	1	1.00	21,991	21,489
Sub-Total		2	2.00	2	2.00	\$94,854	\$75,267

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
<u>Veterans Affairs</u>							
0351	Veteran Service Officer	1	1.00	1	1.00	54,784	56,663
2342	Senior Veteran Services Rep.	1	1.00	1	1.00	37,517	38,805
2353	Veterans Services Rep.	3	3.00	3	3.00	100,455	103,905
2745	Supervising Clerk	0	0.00	1	1.00	0	24,140
2757	Administrative Secretary II	1	1.00	1	1.00	24,605	26,246
Sub-Total		6	6.00	7	7.00	\$217,361	\$249,759
<u>Labor Relations Office</u>							
0355	Labor Relations Manager	1	1.00	1	1.00	70,032	72,428
0356	Labor Relations Specialist	3	3.00	3	3.00	171,531	177,396
2746	Confidential Office Assistant	1	1.00	1	1.00	21,963	22,719
2758	Admin. Secretary III	1	1.00	1	1.00	26,957	29,239
Sub-Total		6	6.00	6	6.00	\$290,483	\$301,782
Total		52	52.00	58	58.00	\$2,652,255	\$3,012,806
Salary Adjustments:						(23,724)	(81,281)
Premium/Overtime Pay:						0	0
Employee Benefits:						860,018	915,811
ILP Reductions:						0	0
Salary Savings:						(77,116)	(93,192)
VTO Reductions:						0	(4,816)
Total Adjustments						\$759,178	\$736,522
Program Totals		52	52.00	58	58.00	\$3,411,433	\$3,749,328

PROGRAM: CAO Special Projects

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 87131

ORGANIZATION #: 0200

MANAGER: Lucy W. Franck (Acting)

REFERENCE: 1996-97 Proposed Budget - Pg. 39-17

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$617,915	\$511,518	\$409,288	\$570,288	\$0	(100.0)
Services & Supplies	59,074	45,376	39,905	237,990	0	(100.0)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	1,481	0	0	0	0.0
TOTAL DIRECT COST	\$676,989	\$558,375	\$449,193	\$808,278	\$0	(100.0)
PROGRAM REVENUE	(191,696)	(132,492)	(90,119)	(233,000)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$485,293	\$425,883	\$359,074	\$575,278	\$0	(100.0)
STAFF YEARS	8.31	7.33	5.93	8.00	0.00	(100.0)

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The actuals for expenditures are lower than budgeted due to the vacancy of the Director position and the reorganization of positions to other CAO divisions mid-year. Postponement of the EIR on the Edgemoor property pending completion of specific pre-development planning activities also reduced expenditures and offsetting revenue from the Edgemoor Development Fund.

ACHIEVEMENT OF 1995-96 OBJECTIVES

- Criminal Justice System: (a) The Food Service Feasibility Study was completed in July 1996. The Sheriff's Department is preparing a response to the report with a departmental proposal to assume full responsibility for meal service in Probation Department facilities. (b) The application for the Local Law Enforcement Block Grant was approved by the Board of Supervisors on August 6, 1996. (c) The Community Punishment Options Plan was completed in July 1996. It will be brought to the Board of Supervisors for approval in December 1996. (d) A plan to establish more local options for juvenile placements has been approved by the Board of Supervisors in 1996. Implementation is ongoing.
- Kettner/Cedar Block Interim Plan: (a) The clean-up of hydrocarbon contaminated soil on the Kettner/Cedar block has proceeded in accordance with work plans approved by the Department of Environmental Health. (b) A contractor to perform the restoration of the Star Builders Building was selected but final award of the contract is pending resolution of a bid dispute. Upon resolution of the dispute, the contract will be awarded and the construction work will begin.

3. Edgemoor Property Development/Disposition: (a) Worked with the City of Santee and the District 2 Supervisor to complete a Settlement Agreement with the City of Santee regarding the transfer of 55 acres of County owned land to the City for park purposes in return for approval to reoccupy the temporary facilities at the Las Colinas Detention Facility.
4. Redevelopment: (a) Represented the Chief Administrative Officer regarding city redevelopment issues with the goal of protecting the County's tax base by analyzing proposed new or amended redevelopment projects for legal compliance. Amended Board Policy A-109, Guidelines for Review of Cities Redevelopment Projects, to conform to AB 1290 known as the Community Redevelopment Law Reform Act of 1993. (b) Provided staff support to the County's Redevelopment Agency to insure that administrative requirements of State Redevelopment Law were met which included preparation of the Agency Budget, the Annual Report, and coordination of the Statements of Indebtedness.
5. Automated Space Management System: Completed implementation of the space management system. Provided staff training for County departments.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

The Office of Special Projects has been deleted as a separate program of the CAO with some functions either merged with Central County Administration or transferred to other County departments.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

1. Office of Special Projects - [0.00 SY; E = \$0; R = \$0]
 - o Program has been deleted as a separate program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
INTERGOVERNMENTAL REVENUE:				
Redevelopment Agency	\$36,387	\$23,000	\$0	(23,000)
Sub-Total	\$36,387	\$23,000	\$0	\$(23,000)
CHARGES FOR CURRENT SERVICES:				
Recovered Expenditures	\$25	\$0	\$0	0
Interfund Charges - Charges in Capital Outlay Fund	6,109	30,000	0	(30,000)
Sub-Total	\$6,134	\$30,000	\$0	\$(30,000)
OTHER FINANCING SOURCES:				
Operating Transfers from the Edgemoor Fund	\$47,598	\$180,000	\$0	(180,000)
Miscellaneous Revenue Prior Year	0	0	0	0
Work Authorization - Express Cost	0	0	0	0
Sub-Total	\$47,598	\$180,000	\$0	\$(180,000)
Total	\$90,119	\$233,000	\$0	\$(233,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$359,074	\$575,278	\$0	(575,278)
Sub-Total	\$359,074	\$575,278	\$0	\$(575,278)
Total	\$359,074	\$575,278	\$0	\$(575,278)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The reduction in revenue between the 1995-96 Budget and the 1995-96 Actual is due to the postponement of the EIR on the Edgemoor Property pending completion of specific pre-development planning activities of which costs are reimbursed from the Edgemoor Development Fund and the transfer of two other revenue offset capital projects to the Department of General Services.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0347	CAO Project Manager	1	1.00	0	0.00	\$57,904	\$0
0348	CAO Staff Officer	4	4.00	0	0.00	208,650	0
2136	Dir., Office of Special Proj.	1	1.00	0	0.00	88,125	0
2413	Analyst III	1	1.00	0	0.00	45,983	0
2758	Admin. Secretary III	1	1.00	0	0.00	30,653	0
Total		8	8.00	0	0.00	\$431,315	\$0
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						152,578	0
Salary Savings:						(13,605)	(0)
VTO Reductions:						0	(0)
Total Adjustments						\$138,973	\$0
Program Totals		8	8.00	0	0.00	\$570,288	\$0

PROGRAM: Disaster Preparedness

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 31519

ORGANIZATION #: 0200

MANAGER: Daniel J. Eberle

REFERENCE: 1996-97 Proposed Budget - Pg. 39-22

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).

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$548,790	\$524,315	\$541,993	\$517,085	\$555,448	7.4
Services & Supplies	32,830	119,483	55,332	40,559	86,640	113.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	3,390	9,979	10,000	9,500	(5.0)
TOTAL DIRECT COST	\$581,620	\$647,188	\$607,304	\$567,644	\$651,588	14.8
PROGRAM REVENUE	(402,624)	(414,880)	(420,864)	(402,124)	(470,739)	17.1
NET GENERAL FUND CONTRIBUTION	\$178,996	\$232,308	\$186,440	\$165,520	\$180,849	9.3
STAFF YEARS	10.75	10.41	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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The variance between 1995-96 budgeted and actual costs is due to:

1. Standby premium pay was inadvertently omitted from the budget;
2. Mid-year award from the Hazard Mitigation Grant Program.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Provide Standardized Emergency Management System (SEMS) Training as required by Senate Bill 1841.
 - a. Provided over 5,000 introductory course materials to students by January, 1996. Provided materials to 17 incorporated cities and various County departments.
 - b. Trained and certified 2,100 disaster cities personnel.
 - c. Conducted six Train-the-Trainer Standardized Emergency Management System courses.
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. Revised twenty-one hazard-specific annexes of the Emergency Plan after 192 meetings with County departments, public safety agencies and medical support groups.
 - b. Obtained 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. Prepared one master copy of the Emergency Plan for printing.
 - d. Printed 500 copies of the Emergency Plan.
3. Established 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. Attended 40 meetings to develop management and operational administration policies of the Regional Communication System. Policies have been developed. Additional meetings will be held on an as needed basis.
- b. Completed 52 Regional Community System Talk Group Plan meetings so that 52 Public Safety and Public Service agencies could talk to each other utilizing 16 communications frequencies.
- c. Design Development meetings are continuing and final plans are completed for the Emergency Operations Center/Communications Center.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

As indicated by Performance Measures, ODP will continue/complete the 3 program outcome and output objectives in FY 96-97. Activity B will be completed in October 1996. Outcome/Objective 3 (Activity C) will continue throughout FY 96-97 and into FY 97-98. Outcome/objective (Activity A) will be completed by June 1997.

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.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. SONGS [1.00 SY; E = \$132,000; R = \$132,000] 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 1995-96 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 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 1995-96 staffing level.

3. PLANNING [3.5 SY; E = \$173,580; R = \$98,369] 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 56.7% by revenue
- o Remaining at FY 1995-96 staffing level.

4. OPERATIONS [3.5 SY; E = \$169,479; R = \$103,370] 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 61.0% by revenue
- o Remaining at FY 1995-96 staffing level.

5. FIRE SERVICES [1.00 SY; E = \$102,529; R = \$63,000] including coordinating fire services in the County and resolving fire protection issues. This activity is:

- o Discretionary Activity/Discretionary Service Level
- o Offset 61.4% by revenue
- o Remaining at FY 1995-96 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Civil Defense Cities (44% match required)	\$90,298	\$90,299	\$92,556	2,257
Sub-Total	\$90,298	\$90,299	\$92,556	\$2,257
AID FROM OTHER GOV'T. AGENCIES:				
Civil Defense Administration (44% match required)	\$198,786	\$235,325	\$252,000	16,675
Hazard Mitigation Grant	\$0	\$0	\$44,683	44,683
Fed Aid - Rain Damage	7,999	0	0	0
State Grants - Other	48,720	2,500	0	(2,500)
Joint Powers Authority	74,000	74,000	74,000	0
Sub-Total	\$329,505	\$311,825	\$370,683	\$58,858
OTHER REVENUE:				
Recovered Expenditures	\$1,061	\$0	\$7,500	7,500
Sub-Total	\$1,061	\$0	\$7,500	\$7,500
Total	\$420,864	\$402,124	\$470,739	\$68,615

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$186,440	\$165,520	\$180,849	\$15,329
Sub-Total	\$186,440	\$165,520	\$180,849	\$15,329
Total	\$186,440	\$165,520	\$180,849	\$15,329

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1996-97 revenue increase was due to the award to ODP of a Fire Mitigation Grant from State of California and approximately 2.5% City's share increase from cities.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$9,500
Total	\$9,500

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: SEMS TRAINING					
% OF RESOURCES: 11.09%					
INPUT	N/A	N/A*	\$83,900	\$62,964	\$23,618
<u>OUTCOME (Planned Result)</u>					
Students Trained	N/A	N/A*	2,600	5,090	1,814
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/student	N/A	N/A*	\$32.26	\$12.38	\$13.02
<u>OUTPUT (Service or Product)</u>					
Provide Course Materials	N/A	N/A*	2,500	5,100	1,814
<u>EFFICIENCY (Input/Output)</u>					
Cost per Student	N/A	N/A*	\$2.76	\$2.76	\$2.76
<u>OUTPUT (Service or Product)</u>					
Train & certify county/cities personnel	N/A	N/A*	250	90	50
<u>EFFICIENCY (Input/Output)</u>					
Cost per personnel trained & certified	N/A	N/A*	\$200	\$349.80	\$223.00
<u>OUTPUT (Service or Product)</u>					
Conduct 3 Train-the-Trainer	N/A	N/A*	6	3	2
<u>EFFICIENCY (Input/Output)</u>					
Cost per Training Course	N/A	N/A*	\$4,500	\$5,802	\$5,802
Comment: * Data not available in FY 94-95.					
ACTIVITY B: UPDATE & REVISE SDC PLAN					
% OF RESOURCES: 3.51%					
<u>OUTCOME (Planned Result)</u>					
Update & Revise SDCE Plan	N/A	1	1	1	1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Project	\$N/A	\$2,310	\$17,850	\$19,950	\$11,070
<u>OUTPUT (Service or Product)</u>					
Meet with County departments	N/A	0	100	192	12
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	N/A	0	\$30	\$30	\$30

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>OUTPUT (Service or Product)</u>					
Meet w/ Disaster Council and Board of Supervisors	N/A	0	5	5	2
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	N/A	0	\$30	\$30	\$30
<u>OUTPUT (Service or Product)</u>					
Prepare Master for Printing (1 staff 40 hours)	N/A	0	40	40	40
<u>EFFICIENCY (Input/Output)</u>					
Cost per hour	N/A	0	\$30	\$30	\$30
<u>OUTPUT (Service or Product)</u>					
Print Plan	N/A	0	500	300	300
<u>EFFICIENCY (Input/Output)</u>					
Cost per Plan	N/A	0	\$27.00	\$31.50	\$31.50
ACTIVITY C: ESTABLISH 800 MHz SYSTEM					
% OF RESOURCES: 4.5%					
<u>OUTCOME (Planned Result)</u>					
Establish Reg. 800 MHz Sys	N/A	N/A*	1	1	1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Completed Project	N/A	N/A*	\$19,140	\$25,116	\$36,036
<u>OUTPUT (Service or Product)</u>					
Committee & Sub-Committee Meetings	N/A	N/A*	40	82	132
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	N/A	N/A*	\$78	\$78	\$42
<u>OUTPUT (Service or Product)</u>					
Talk group meetings	N/A	N/A*	37	52	20
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	N/A	N/A*	\$180	\$180	\$180
<u>OUTPUT (Service or Product)</u>					
Design development meetings	N/A	N/A*	52	52	123
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	N/A	N/A*	\$180	\$180	\$180

Comment: * Data not available in FY 94-95.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0380	Asst Dir, Ofc/Disaster Prep	1	1.00	1	1.00	\$48,748	\$50,423
0949	Fire Services Coordinator	1	1.00	1	1.00	41,493	42,915
2284	Dir, Ofc/Disaster Preparedness	1	1.00	1	1.00	70,302	72,704
2403	Accounting Technician	1	1.00	1	1.00	23,853	27,149
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,586	21,295
2757	Administrative Secretary II	1	1.00	1	1.00	22,951	24,673
5864	Disaster Prep. Oper. Off. III	1	1.00	1	1.00	41,678	43,109
5865	Disaster Prep Operations Off. II	3	3.00	3	3.00	114,687	118,614
Total		10	10.00	10	10.00	\$384,298	\$400,882
Salary Adjustments:						0	9,172
Premium/Overtime Pay:						0	15,000
Other Extraordinary Pay:						13,500	13,500
Employee Benefits:						131,623	130,600
Salary Savings:						(12,336)	(12,262)
VTO Reductions:						0	(1,444)
Total Adjustments						\$132,787	\$154,566
Program Totals		10	10.00	10	10.00	\$517,085	\$555,448

PROGRAM: Memberships, Audits, and Other Charges

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 00001

ORGANIZATION #: 0200

MANAGER: Gary R. Stephany, Acting

REFERENCE: 1996-97 Proposed Budget - Pg. 39-30

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	917,074	1,021,367	543,949	640,201	1,165,201	82.0
Other Charges	2,053	1,983	16,297	8,000	8,000	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$919,127	\$1,023,350	\$560,246	\$648,201	\$1,173,201	81.0
PROGRAM REVENUE	(200,000)	(0)	(0)	(0)	(550,000)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$719,127	\$1,023,350	\$560,246	\$648,201	\$623,201	(3.9)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actual memberships and management audit costs were less than amounts budgeted. Search and rescue costs (Other Charges) were higher than budgeted due to the unusual number of rescues conducted during the period.

ACHIEVEMENT OF 1995-96 OBJECTIVES

N/A

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

N/A

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

1. Memberships, Audits, and Other Charges - [0.00 SY; E = \$1,173,201; R = \$550,000]

- o Mandated Activity/Discretionary Service Level
- o Costs for this program are summarized as follows:

	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
<u>Services and Supplies</u>				
Independent Audit	\$ 128,596	\$125,000	\$130,000	\$ 5,000
County Department Audits	113,968	200,000	150,000	(50,000)
California State Association of Counties (CSAC)	152,000	161,385	161,385	0
San Diego Association of Governments (SANDAG)	81,849	86,210	86,210	0
McDougal - Legal Services	0	0	550,000	550,000
Urban County Caucus	0	0	20,000	20,000
San Dieguito Joint Powers Authority	67,536	67,606	67,606	0
Sub-Total	\$ 543,949	\$ 640,201	\$1,165,201	\$(525,000)

Other Charges

Search and Rescue	\$ 16,297	\$ 8,000	\$ 8,000	\$ 0
Sub-Total	\$ 16,297	\$ 8,000	\$ 8,000	\$ 0
Total	\$ 560,246	\$ 648,201	\$1,173,201	(\$525,000)

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Sub-Total	\$0	\$0	\$550,000	\$0
Total	\$0	\$0	\$550,000	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$560,246	\$648,201	\$623,201	\$(25,000)
Sub-Total	\$560,246	\$648,201	\$623,201	\$(25,000)
Total	\$560,246	\$648,201	\$623,201	\$(25,000)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Prop A residuals, authorized by the Board of Supervisors, were used to offset McDougal - Legal Service expenditures.

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	0	0	0	0	0	0.0
Services & Supplies	388,219	341,568	300,312	363,697	445,756	22.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$388,219	\$341,568	\$300,312	\$363,697	\$445,756	22.6
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(82,059)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$388,219	\$341,568	\$300,312	\$363,697	\$363,697	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

1995-96 actual services and supplies expenditures are less than budgeted due to the sales of RUIS products. Net revenues received were returned to the RUIS Central Development Account held by the San Diego Data Processing Corporation (SDDPC). SDDPC's billings were reduced by approximately \$63,000. In FY 1996-97, revenues will be recognized as directed by the Board of Supervisors. Actual expenditures for salary and benefits were applied to the Central County Administration program.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Completed the parcel layer update and validation.
2. Developed a zoning system and continue the conversion of the zoning map layer for the Assessor.
3. Developed a Tax Rate Area Mapping System for the Assessor and completed the conversion of the Tax Rate Areas.
4. The design of the replacement system for the Building Permit and Inspection System for DPLU is still in progress and on schedule. Procurement will occur in FY 1996-97.
5. The conversion of the Jurisdictional Boundary Layer is in progress; objectives have been achieved.
6. Developed a lower cost access to the RUIS data base using personal computers.
7. Completed the development and implementation of the enhanced data storage management system.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Complete the conversion of the zoning map layer for the Department of Planning and Land Use.
2. Develop a Tax Rate Area Mapping System and complete the conversion of the Tax Rate Areas.
 - a. Replace Assessor's manual Tax Rate maps and provide digital information to create various agency boundaries,

e.g., school and water districts, etc.

3. Design and implement a new Building Permit and Inspection System for the Department of Environmental Health (DEH).
 - a. Modernize the Building Permit and Inspection System while reducing operating costs.
4. Complete the conversion of the Jurisdictional Boundary Layer.
5. Continue to develop a lower cost access to the RUIS data base using personal computers.
 - a. Achieve more widespread use of RUIS applications throughout the County.
6. Complete the development and implementation of the Enhanced Data Storage Management System.
 - a. Increased efficiency of RUIS operations through improved organization of data.
7. Develop new RUIS Strategic Plan and begin implementation.
8. Continue to pursue the generation of revenue through development of a RUIS Marketing Plan.

1996-97 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 = \$445,756; R = \$82,059] 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Other Miscellaneous Ruis Data Sales	\$0	\$0	\$82,059	0
Total	\$0	\$0	\$82,059	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$300,312	\$363,697	\$363,697	0
Sub-Total	\$300,312	\$363,697	\$363,697	\$0
Total	\$300,312	\$363,697	\$363,697	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

Estimated revenues of \$82,059 result from the sales of RUIS data and services to outside organizations.

PERFORMANCE MEASURES

1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
-------------------	-------------------	-------------------	-------------------	-------------------

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.

PROGRAM #: 13004

ORGANIZATION #: 0200

MANAGER: Sue Quinn, Acting

REFERENCE: 1996-97 Proposed Budget - Pg. 39-35

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$264,995	\$255,527	\$155,887	\$150,837	\$155,849	3.3
Services & Supplies	38,593	34,971	36,875	7,163	43,163	502.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$303,588	\$290,498	\$192,762	\$158,000	\$199,012	26.0
PROGRAM REVENUE	(28)	(8)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$303,560	\$290,490	\$192,762	\$158,000	\$199,012	26.0
STAFF YEARS	4.96	4.24	2.54	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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Services and supplies actuals are higher than budgeted due to the Board of Supervisors approving a mid-year budget change which increased the retained attorney's contract by \$36,000.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Staff Intake/Investigation Function:
 - a. Processed and classified over 200 complaints received;
 - b. Investigated over 50% of Level I and/or II filed complaints;
 - c. Produced over 65 Investigative Reports and/or Supplemental Reports;
 - d. Conducted an average of 4 interviews per complaint investigated for a total of 440 interviews;
 - e. Obtained over 50 voluntary statements and/or issued 50 subpoenas to Investigative Interviews and/or Investigative Hearings.
2. Board Support
 - a. Conducted 12 monthly Regular Public Meetings;
 - b. Conducted 5 special Investigative Hearings;
 - c. Conducted Board member trainings as needed;
 - d. Held over 65 Board Summary/Investigative Hearings;
 - e. Implemented subpoena process; Litigated subpoena challenges if/as needed;
 - f. Produced over 60 Final Reports with findings and recommendations to the parties and the Subject Department Heads;
 - g. Reviewed department policies; developed and recommended policies for consideration by Subject Departments;
 - h. Prepared the mandated Annual Report on findings and trends.
3. Administrative Support
 - a. Maintained a cumulative register of filed complaints and their dispositions.
 - b. Produced monthly Reports of complaints received; filed and classified;
 - c. Prepared 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;

- d. Maintained liaison with other county departments;
- e. Conducted community outreach;
- f. Supervised investigations.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Intake
 - a. Process 280 complaints received to assess and assign for investigation.
2. Investigations - Conduct staff investigations on 160 complaints:
 - a. Conduct an average of 4 interviews per complaint investigated;
 - b. In 40% of investigations, review/summarize department records, reports and policies; review/summarize medical records; and /or research relevant law and case law; and/or investigate complaint site;
 - c. Produce 65 Investigative, Supplemental or Informational reports.
3. Board Support - Schedule, notice, conduct and provide Review Board pre and post meeting staff support for Regular and Special Meetings, Summary and Investigative Hearings in accordance with California Public Meetings Law and Review Board Rules and Regulations.
 - a. Hold 12 Regular Monthly Meetings;
 - b. Hold 60 Summary or Investigative Hearings; make findings on their allegations;
 - c. Issue 60 Preliminary or Final Reports; with findings and recommendations to the parties and the Subject Department Heads;
 - d. Dispose of 100 complaints;
 - e. Produce 12 reports of complaints received and classified.
4. Litigation - Litigate challenges to subpoena power, Review Board authority as needed.
5. Administrative/Office Overhead
 - a. Maintain a non-electronic register or complaints, investigations, findings and recommendations to Sheriff and Probation Departments.
 - b. Meet with subject departments re policy revisions, liaison and other issues as needed.
 - c. Prepare the mandated Annual Report on findings and trends.
 - d. Meet with and/or make presentations to non-County governmental entities, non-governmental agencies, media, colleges and public.
 - e. Oversee student internship program.
 - f. Provide training as needed (Board members, public, colleges).
 - g. Provide normal office administrative coverage.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

1. Citizens Law Enforcement Review Board [5.00 SY; E = \$199,012; R = \$0] including support personnel is:
 - o Mandated Activity/Discretionary Service Level
 - o Receive, review, classify and investigate citizen complaints alleging misconduct on the part of peace officers or custodial officers in the Sheriff and Probation Departments.
 - o Dispose of complaints by Board Hearings or Procedural Closings.
 - o Prepare an annual report to the Board of Supervisors, Chief Administrative Officer, Sheriff and Probation Officer summarizing the activities and recommendations of the Review Board; the report to address trends in respect to complaints received and investigated.
 - o Review departmental policies and procedures pursuant to a citizen complaint investigation and make recommendations to the Sheriff or Chief Probation Officer and to the Board of Supervisors.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: STAFF INTAKE/INVESTIGATION					
% OF RESOURCES: 6%					
<u>OUTCOME (Planned Result)</u>					
Process complaints received	137	187	263	200	280
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to process complaints received	\$30,358	\$30,858	\$11,941	\$15,800	\$11,941
<u>OUTPUT (Service or Product)</u>					
Review, classify, prioritized complaints	137	187	263	200	280
<u>EFFICIENCY (Input/Output)</u>					
Cost per complaint reviewed/classified/prioritized	\$222	\$165	\$42	\$79	\$43
ACTIVITY B: INVESTIGATIONS					
% OF RESOURCES: 40%					
<u>OUTCOME (Planned Result)</u>					
Conduct staff investigations of complaints	88	142	201	110	160
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to investigate complaints	N/A	N/A	\$79,600	\$79,600	\$79,600
<u>OUTPUT (Service or Product)</u>					
Conduct staff investigations (interview witnesses; review records, reports, policies, laws, caselaw; produce Investigative and Supplemental Reports)	N/A	N/A	201	110	160
<u>EFFICIENCY (Input/Output)</u>					
Cost per Investigative/Supplemental Report (output new in conformance with new methodology; historical data not required)	N/A	N/A	\$396	\$723	\$498
ACTIVITY C: BOARD SUPPORT					
% OF RESOURCES: 30%					
<u>OUTCOME (Planned Result)</u>					
Hold 12 public meetings at which complaints are reviewed	N/A	N/A	12	12	12

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of review Board Support	N/A	N/A	\$59,704	\$59,704	\$59,704
<u>OUTPUT (Service or Product)</u>					
Hold 12 regular month meetings and Special Meetings as needed; Schedule; Notice; Prepare Agendas, Minutes; Provide pre and post Meeting Support	N/A	N/A	12	12	12
<u>EFFICIENCY (Input/Output)</u>					
Cost per month to provide Board Support	N/A	N/A	\$4,975	\$4,975	\$4,975
ACTIVITY D: RETAINED COUNSEL CONTRACT					
% OF RESOURCES: 12%					
<u>OUTCOME (Planned Result)</u>					
Provide legal advice as needed; litigate for Review Board as needed (Used when County Counsel has conflict)	\$20,330*	\$7,046*	\$42,806*	\$38,000*	\$24,000*

COMMENTS:

1. Cases investigated and disposed of include cases received and classified in previous year on an on-going basis.
2. Remainder of Budget = 12% Administrative Support and overhead
3. Budgeted performance measures established to reflect revised activity level resulting from 50% budget reduction. Consequently, some indicators may not be comparable with prior year figures.

* Contract runs from February to February, thereby overlapping fiscal years.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0375	Special Investigator	2	2.00	2	2.00	86,584	89,784
0447	Executive Officer, CLERB	1	1.00	1	1.00	67,742	56,684
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,586	18,527
2757	Administrative Secretary II	1	1.00	1	1.00	23,853	22,836
9999	Extra Help	2	0.00	0	0.00	0	0
Total		7	5.00	5	5.00	\$198,765	\$187,831
Salary Adjustments:						\$(112,562)	\$(85,389)
Premium/Overtime Pay:						1,620	0
Employee Benefits:						69,296	59,943
Salary Savings:						(6,282)	(6,282)
VTO Reductions:						0	(254)
Total Adjustments						\$(47,928)	\$(31,982)
Program Totals		7	5.00	5	5.00	\$150,837	\$155,849

1996-97 Budget
 * * * CLERK BOARD OF SUPERVISORS (0130) * * *

ACCT	ACCOUNT NAME	1995-96 ADOPTED	1996-97 PROPOSED	1996-97 CHANGE LETTER	1996-97 ADOPTED
1000	SALARIES AND BENEFITS	1,303,004	1,355,230	424,299	1,779,529
2000	SERVICES AND SUPPLIES	117,375	115,724	564,354	680,078
3000	OTHER CHARGES				
4000	FIXED ASSETS				
4800	VEHICLE/COMM. EQUIP.				
6000	CONTINGENCY RESERVE				
TOTAL EXPENSE		1,420,379	1,470,954	988,653	2,459,607
9000	PROGRAM REVENUES	-82,966	-82,966	-190,000	-272,966
TOTAL NET COST		1,337,413	1,387,988	798,653	2,186,641
STAFF YEARS		31.00	31.00	12.00	43.00

SUMMARY OF PROPOSED ITEMS BY PROGRAM

		EXPENSE	REVENUE	NETCOST	STAFF YRS
REPORTING\STAFF SERVICES	80102 ** BASELINE **				
300	Worksheet Changes	26,089		26,089	
301	Board of Supervisors Changes	26,330		26,330	
399	Final salary and benefits adjustments	9,337		9,337	
	** REDUCTIONS **				
600	Reduction allocation	-11,181		-11,181	
TOTAL REPORTING\STAFF SERVICES		50,575		50,575	
TOTAL		50,575		50,575	

SUMMARY OF CHANGE LETTER ITEMS BY PROGRAM

		EXPENSE	REVENUE	NETCOST	STAFF YRS
REPORTING\STAFF SERVICES	80102				
700	Transfer of Staff and Service & Supplies for CAC complex	550,299		550,299	12.00
701	Establish appropriations for Maintenance of CAC complex	190,000	-190,000		
702	Security Services contract administration at CAC complex	27,422		27,422	
703	Custodial Services contract administration at CAC complex	220,932		220,932	
TOTAL REPORTING\STAFF SERVICES		988,653	-190,000	798,653	12.00
TOTAL		988,653	-190,000	798,653	12.00

COMMUNITY ENHANCEMENT PROGRAM

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Community Enhancement	\$1,324,005	\$1,426,044	\$1,894,917	\$1,900,000	\$2,300,000	400,000	21.1
TOTAL DIRECT COST	\$1,324,005	\$1,426,044	\$1,894,917	\$1,900,000	\$2,300,000	\$400,000	21.1
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$1,324,005	\$1,426,044	\$1,894,917	\$1,900,000	\$2,300,000	\$400,000	21.1
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.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Prepare and administer all contracts, as well as disburse 100% of program appropriations to Community Enhancement recipients, as determined by the Board of Supervisors.
 - a. Enter into agreements with approximately 136 non-profit or public agencies to provide tourist-related or economic development services in accordance with Board Policy B-58.

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	0	0	0	0.0
Other Charges	1,324,005	1,403,019	1,894,917	1,900,000	2,300,000	21.1
Operating Transfers	0	23,025	0	0	0	0.0
TOTAL DIRECT COST	\$1,324,005	\$1,426,044	\$1,894,917	\$1,900,000	\$2,300,000	21.1
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,324,005	\$1,426,044	\$1,894,917	\$1,900,000	\$2,300,000	21.1
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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actual expenditures for fiscal year 1995-96 are expected to equal that budgeted.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Entered into agreements with 91 non-profit and public agencies to provide tourist-related and deconomic development services. Disbursed over 99% of the allocated funds during the fiscal year.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to Department Summary page.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Community Enhancement [0:00 SY; E = \$2,300,000; R = \$0] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Budgeted level is \$400,000 higher than 1995-96.
 - o Provides funding for approximately 136 contractors for tourism and economic development activities.

PROGRAM: Community Enhancement Program

ORGANIZATION, PROJECT, or EVENT	1995-96 ADOPTED	1996-97 ADOPTED
Accessible San Diego	-	16,000
Alpha Phi Alpha - MLK Parade	4,500	5,500
Alpine COC - Information: Tourist, Commercial, Civic	25,000	25,000
Alpine Community Center	-	3,000
Antique Gas/Steam Engine Museum	60,000	21,000
Anza Borrego Desert Natural History Assoc.	28,000	5,000
Athenaeum Music and Arts Library	5,000	5,000
Bonita Business & Professional Association, Inc.	-	5,000
Bonita Historical Museum	2,000	3,000
Borrego Springs Airport Improvement Corp.	33,500	28,000
Borrego Springs Chamber of Commerce	90,000	57,000
Borrego Springs Community Association - Christmas Circle	36,000	28,000
Buena Vista Audubon Society	1,500	2,500
Cabrillo Festival	3,000	3,000
California Center for the Arts, Escondido (CCA)	100,000	50,000
California Surf Museum (CSM)	-	1,000
Cardiff Chamber of Commerce	-	10,000
Carlsbad Children's Museum	1,800	1,000
Carlsbad CONVIS	20,000	5,000
Children's Museum of San Diego/ Museo de los Ninos	8,300	34,000
Christian Community Theater (CCT)	10,000	10,000
Chula Vista Chamber of Commerce	-	18,000
City of Carlsbad Arts Office	1,000	1,000
City of Chula Vista	-	6,500
Coronado Community Theatre, Inc.	-	18,000
Cuyamaca Rancho St. Park Interpretive Association	-	1,000
Del Mar (Greater) Chamber of Commerce	11,000	10,000
East County Economic Development Council	35,000	35,000
East County Tourism	-	25,000
El Cajon Chamber of Commerce Foundation - Wieghorst Museum	-	5,000
Encinitas/ North Coast COC & Visitor's Center.	11,000	10,000
Ensemble Arts Theatre	-	5,000
Escondido Chamber of Commerce	-	16,500
Fallbrook Art Association, Inc.	5,500	3,000
Fallbrook Chamber of Commerce	98,000	66,000
Fallbrook Historical Society	2,000	3,000
Fallbrook Land Conservancy	1,800	1,000
Fallbrook Music Society	4,000	3,000
Fallbrook Village Association	-	16,000
Fern St. Circus	1,000	5,000
First Night, Escondido, Inc.	-	5,000
Friends of Chula Vista Library/CV Heritage Museum	-	2,000
Heritage of the Americas Museum, Inc.	25,000	20,000
I Love a Clean San Diego	1,000	6,000
I-15 Diamond Gateway Chamber of Commerce	-	10,000
Icarus Puppet Company	-	1,000
Imperial Beach COC	1,700	5,000
Isaacs/Mc Caleb Dancers	-	6,500
Julian Chamber of Commerce	35,000	35,000

PROGRAM: Community Enhancement Program

ORGANIZATION, PROJECT, or EVENT	1995-96 ADOPTED	1996-97 ADOPTED
Julian Historic District Architectural Review Board	2,610	-
Julian Historical Society	17,600	40,600
Julian Merchants Association, Inc.	-	1,000
Julian Parade Committee	-	1,000
Julian Pioneer Museum	8,000	8,000
Kidzartz	1,500	-
La Jolla Chamber Music Society	15,000	15,000
La Jolla Playhouse (Theatre & Arts Foundation)	50,000	50,000
La Jolla Stage Company	12,000	12,000
Lakeside COC - Lakeside Business Directory	-	2,000
Lakeside COC - Woodside Project	-	5,000
Lakeside COC -Tourist & Cultural Activities	25,000	25,000
Lakeside Historical Society	-	9,000
Linda Vista Multi-Cultural Fair	4,500	-
Live Oak Park Coalition	5,000	5,000
Maine Ave. Revitalization Assoc. (Lakeside)	4,293	5,000
Mainly Mozart Festival	6,000	30,000
Malashock Dance & Co.	-	6,500
Maritime Museum Association of San Diego	3,000	15,000
Maytime Band Review Corporation	-	5,000
Mingei International Museum of Folk Art	7,000	45,000
Mission Trails Regional Park Foundation, Inc.	-	2,500
Mother Goose Parade	10,000	10,000
Motor Transport Museum	-	1,000
Mountain Empire Historical Society	4,900	6,000
Museum of Contemporary Art, San Diego	26,200	31,500
Museum of Photographic Arts	12,500	17,000
North Park Teen Center/Pathfinders	-	1,500
North County Tourism / Marketing	30,000	-
Oceanside COC / Visitor & Information Ctr.	20,000	20,000
Oceanside Cultural Arts Foundation	6,537	4,000
Oceanside Downtown Business Association	-	2,000
Oceanside Historical Society	-	1,500
Oceanside Sea Center Assoc.	-	1,000
Old Borego (Borrego) Historical Society	10,000	-
Old Globe Theatre	18,150	40,000
Old Mission San Luis Rey, Inc.	-	2,500
Pacific Coast Players	-	1,000
Philippine Performing Arts Co. (PASACAT)	-	10,000
Philippine-American Organization, Council of (COPAO)	-	8,500
Quail Botanical Gardens Foundation, Inc.	5,000	10,000
Ramona Chamber of Commerce	35,000	35,000
Ramona Pioneer Historical Society/Museum	22,000	22,000
Rancho Bernardo Chamber of Commerce	-	10,000
Rancho Santa Fe Historical Society	3,000	6,000
Reche Community Club	-	1,000
San Diego (Greater) COC Economic Research Bureau	20,000	50,000
San Diego Aerospace Museum (Gillespie Field)	4,000	5,900
San Diego Automotive Museum	2,000	5,000

PROGRAM: Community Enhancement Program

ORGANIZATION, PROJECT, or EVENT	1995-96 ADOPTED	1996-97 ADOPTED
San Diego Bowl Game/Holiday Bowl	50,000	65,000
San Diego COC (Greater)/ S.D. Film Commission	-	20,000
San Diego Choral Artists	-	4,000
San Diego Convention & Visitor's Center (CONVIS)	250,000	250,000
San Diego Economic Development Corp.	30,000	65,000
San Diego Gaslamp Quarter Foundation	-	10,000
San Diego Hall of Champions, Inc.	4,000	50,000
San Diego Historical Society	10,000	15,000
San Diego Inter-Museum Promotion Council (IMPC)	-	3,000
San Diego Museum of Art	-	23,000
San Diego Museum of Man	25,000	23,000
San Diego Natural History (Society of)/ Museum	25,000	46,300
San Diego North County CONVIS	203,001	180,000
San Diego Opera Association	10,050	50,000
San Diego Performing Arts League/ (Theatre Foundation)	5,000	5,000
San Diego Railroad Museum/Pacific Southwest R.R. Museum	10,000	5,000
San Diego Repertory Theatre	-	6,500
San Diego Scottish Highland Games	5,000	3,500
San Diego Space & Science Foundation (Fleet Museum)	2,000	15,000
San Diego Sportfishing Council	-	5,000
San Diego Symphony	15,000	-
San Diego Youth Symphony	-	5,000
San Elijo Lagoon Conservancy	50,000	25,000
San Marcos COC - Economic Development	8,000	-
San Marcos COC - Visitor Information Center	8,000	10,000
Solana Beach (Greater) Chamber of Commerce	11,000	10,000
South County Economic Development Council	5,000	20,000
Southeast Community Theatre	-	5,000
Spring Valley Business Development Ctr.	-	5,000
Spring Valley Chamber of Commerce	25,000	25,000
Spring Valley Historical Society	5,500	5,500
Stephen Birch Aquarium Museum/Scripps Inst. Oceanography	26,450	5,000
Sushi Inc./Sushi Performance & Visual Art	-	5,000
Theatre East	18,600	15,000
Traveler's Aid Society of San Diego, Inc.	-	5,000
U.S. Open Sand Castle Committee	2,000	10,000
Urban Corps. of San Diego	1,000	-
United Italian American Association	-	2,000
Valley Center COC	5,500	5,000
Valley Center Community Service District	-	4,000
Veteran's Memorial Center - Encampment	-	10,000
Veteran's Memorial Center - Parade	5,000	5,000
Vista COC - Chili Cook Off	5,000	-
Vista COC - Visitor's Information Center	15,000	10,000
Vista Town Center Assoc./ dba Vista Village Business Assn.	10,000	4,000
World Trade Center Association of San Diego	-	20,200
Young Audiences of San Diego	2,500	3,500
Total	1,900,000	\$ 2,300,000

COUNTY COUNSEL

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
County Counsel	\$17,273,186	\$9,193,488	\$9,474,780	\$9,487,806	\$9,552,633	64,827	0.7
TOTAL DIRECT COST	\$17,273,186	\$9,193,488	\$9,474,780	\$9,487,806	\$9,552,633	\$64,827	0.7
PROGRAM REVENUE*	(4,184,055)	(1,714,446)	(2,296,743)	(1,182,090)	(1,185,342)	(3,252)	0.3
NET GENERAL FUND COST	\$13,089,131	\$7,479,042	\$7,178,037	\$8,305,716	\$8,367,291	\$61,575	0.7
STAFF YEARS	119.86	120.71	123.20	128.00	128.00	0.00	0.0

* These figures do not include revenue received or budgeted for legal services in the administration of estates, which for the 1995-96 actual was \$449,337. 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.

1996-97 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. During the 1995-96 fiscal year to date, we have successfully met this objective. Approximately 92% of the County Counsel opinions, which take less than 20 hours to complete have been completed in 30 days or less. For 1996-97, we will continue to retain this objective.
 - b. Output - County Counsel review and comments on EIR's will be completed within 30 days for each submittal to our office. During the 1995-96 fiscal year to date, we have achieved this objective. The average time for County Counsel review of EIR's this fiscal year was 22 days. We will continue this objective in 1996-97.
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. We have intensified our risk management efforts this fiscal year and have worked closely with departments experiencing high levels of liability. The Risk Manager has become more closely involved in our efforts in this regard.
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.

We have enhanced our risk preventive law efforts by providing legal training to County departments and courts. During the current fiscal year, we have offered 11 training courses regarding legal matters of concern to County departments. This is in addition to on-going training provided to social workers on dependency matters.

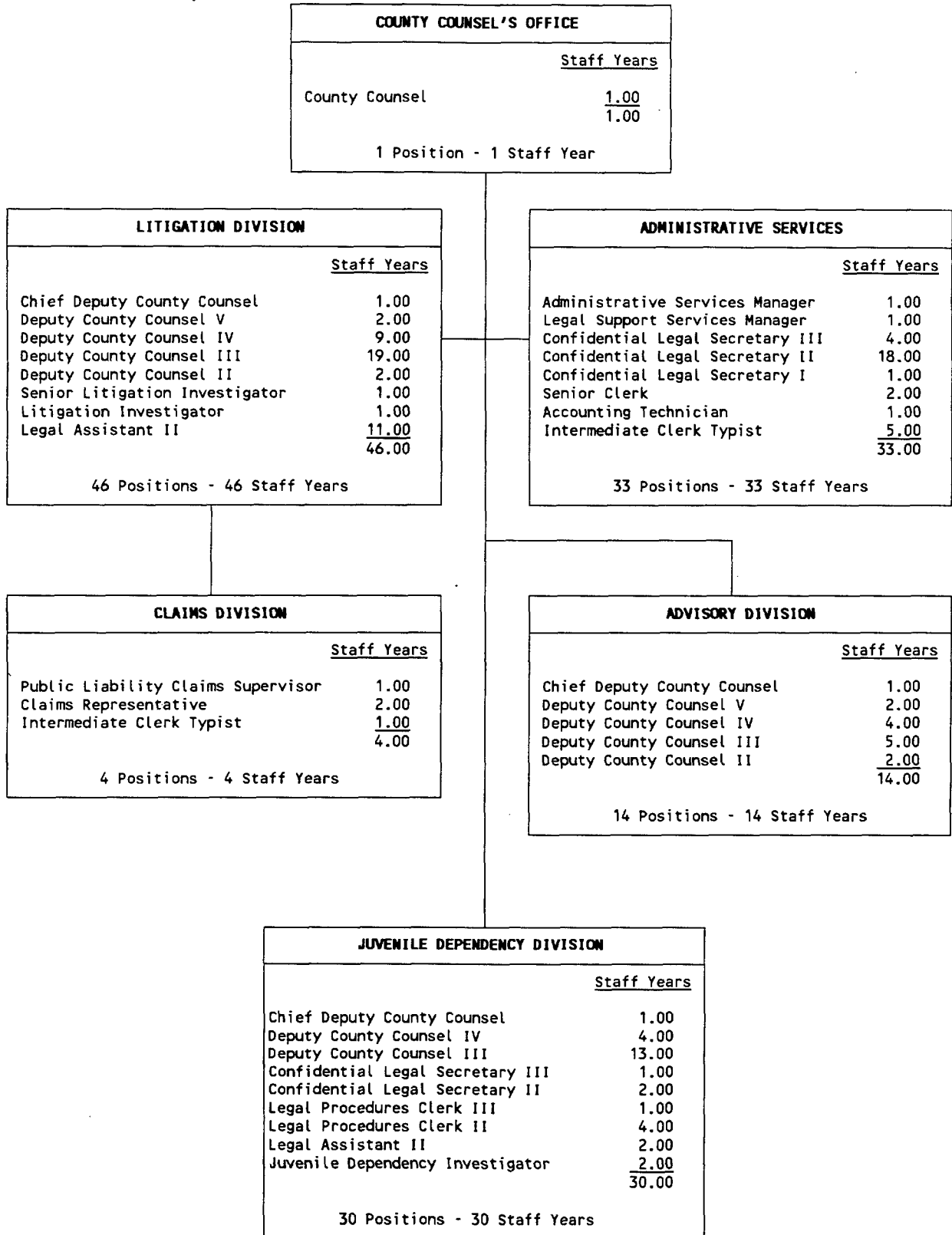
For 1996-97, we will provide additional training for County personnel.

4. Protect children and preserve families, if possible, through quality representation of and advice to the Department of Social Services in Juvenile Dependency matters.

For 1996-97, our objectives will include:

- a. Have 90% of juvenile dependency petitions sustained after contested hearings.
- b. Have 80% of juvenile dependency appeals filed resolved in favor of our client.

OFFICE OF COUNTY COUNSEL



PROGRAM: County Counsel

DEPARTMENT: COUNTY COUNSEL

PROGRAM #: 81101
MANAGER: John J. Sansone

ORGANIZATION #: 0300
REFERENCE: 1996-97 Proposed Budget - Pg. 42-1

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$8,441,480	\$8,457,525	\$8,720,011	\$8,812,633	\$8,944,431	1.5
Services & Supplies	1,164,411	706,452	698,970	675,173	608,202	(9.9)
Other Charges	7,644,026	0	0	0	0	0.0
Fixed Assets	23,269	29,509	55,799	0	0	0.0
TOTAL DIRECT COST	\$17,273,186	\$9,193,486	\$9,474,780	\$9,487,806	\$9,552,633	0.7
PROGRAM REVENUE*	(4,184,055)	(1,714,446)	(2,296,743)	(1,182,090)	(1,185,342)	0.3
NET GENERAL FUND CONTRIBUTION	\$13,089,131	\$7,479,040	\$7,178,037	\$8,305,716	\$8,367,291	0.7
STAFF YEARS	119.86	120.71	123.20	128.00	128.00	0.0

* The 1996-97 budgeted revenue figure does not include \$483,050 in revenue from the Administration of Estates which appears in the Public Administrator's program budget.

PROGRAM MISSION

See Departmental Mission.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The variance between budget and estimated actuals is due to the mid-year decision to have the Solid Waste Enterprise Fund pay for the legal costs generated by work on solid waste issues and litigation.

ACHIEVEMENT OF 1995-96 OBJECTIVES

See achievement results in departmental outcome and outputs.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental outcome and output objectives.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Litigation [48 SY; E = \$3,534,974; R = \$438,576] is:
 - o Mandated/Discretionary Service Level
 - o Increased by one position. This position is the result of an internal shift and not an overall addition to County Counsel budget.

- 2. Advisory [14 SY; E = \$1,050,289; R = \$130,387] is:
 - o Mandated/Discretionary Service Level
 - o Unchanged in net staffing level.

- 3. Claims [4 SY; E = \$286,579; R = \$35,560] including support personnel is:
 - o Discretionary/Discretionary Service Level
 - o Unchanged in net staffing level.

- 4. Juvenile Dependency Division [29 SY; E = \$2,197,105; R = \$272,628] including support personnel is:
 - o Mandated/Discretionary Service Level
 - o Reduced by one position.
 - o To represent the Department of Social Services in its dependency program.

- 5. Administration/Administrative Services [33 SY; E = \$2,483,686; R = \$308,191] 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
License Fee - Freeway Call Box	\$8,200	\$0	\$0	0
Legal Services - Other Government Agencies	482,105	447,730	447,730	0
Legal Services - Administering Estates	449,377	400,000	400,000	0
Interfund Charges - Charges in Road Fund	468,808	483,050	483,050	0
Interfund Charges - Charge in APCD	113,029	139,397	139,397	0
Charge in Airport Enterprise Fund	34,526	6,588	6,588	0
Charge in Liquid Waste Enterprise Fund	42,619	52,588	52,588	0
Charge in Transit Enterprise Fund	230	7,000	7,000	0
Charge in Solid Waste Enterprise Fund**	952,536	0	0	0
Charge in Library Fund	12,106	737	737	0
Sub-Total	\$2,563,536	\$1,537,090	\$1,537,090	\$0
OTHER REVENUE:				
Third Party Recoveries	\$104,529	\$0	\$0	0
Revenue App. Prior Year - Charges Current Service	4,472	0	0	0
Revenue App. Prior Year - Other Revenue	0	0	0	0
Recovered Expenditures	59,268	40,000	40,000	0
Other - Miscellaneous	14,315	5,000	8,252	3,252
Sub-Total	\$182,584	\$45,000	\$48,252	\$3,252
Total Revenue	\$2,746,120	\$1,582,090	\$1,585,342	\$3,252
NON-PROGRAM REVENUE:				
Legal Services to Public Administrator*	\$(449,377)	\$(400,000)	\$(400,000)	0
Total	\$2,296,743	\$1,182,090	\$1,185,342	\$3,252

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
General Fund Support Costs:	\$7,178,037	\$8,305,716	\$8,367,291	\$61,575
Sub-Total	\$7,178,037	\$8,305,716	\$8,367,291	\$61,575
Total	\$7,178,037	\$8,305,716	\$8,367,291	\$61,575

* 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

** Solid Waste revenue was neither budgeted nor billed initially per Auditor direction. These decisions were reversed mid-year by the Auditor, and the revenue was received for legal services. The decision again not to budget revenues for 1996-97 for Solid Waste results in no budgeted revenue at the start of the fiscal year.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2327	Claims Representative II	2	2.00	2	2.00	83,356	75,078
2369	Admin. Services Manager II	1	1.00	1	1.00	54,533	56,397
2403	Accounting Technician	1	1.00	1	1.00	26,562	27,472
2700	Intermediate Clerk Typist	6	6.00	6	6.00	120,071	123,262
2730	Senior Clerk	2	2.00	2	2.00	47,706	49,346
2771	Confidential Legal Sec. I	1	1.00	1	1.00	26,530	28,764
2772	Confidential Legal Sec. II	20	20.00	20	20.00	614,265	641,520
2773	Confidential Legal Sec. III	5	5.00	5	5.00	153,204	158,785
2774	Legal Support Svcs. Off. Mgr.	1	1.00	1	1.00	36,013	37,393
2906	Legal Procedures Clerk III	1	1.00	1	1.00	27,117	28,049
2907	Legal Procedures Clerk II	4	4.00	4	4.00	92,715	95,972
3901	Chief Deputy County Counsel	3	3.00	3	3.00	288,027	297,876
3902	County Counsel	1	1.00	1	1.00	117,390	121,403
3905	Deputy County Counsel V	4	4.00	4	4.00	367,571	380,062
3906	Deputy County Counsel IV	17	17.00	17	17.00	1,385,705	1,452,279
3907	Deputy County Counsel III	37	37.00	37	37.00	2,626,868	2,614,339
3908	Deputy County Counsel II	4	4.00	4	4.00	207,217	222,227
3930	Litigation Investigator	1	1.00	1	1.00	46,632	48,230
3933	Sr. Litigation Investigator	1	1.00	1	1.00	48,294	49,947
3932	Pub. Liability Claims Supvr.	1	1.00	1	1.00	50,060	51,782
3936	Legal Assistant II	13	13.00	13	13.00	401,768	403,860
3937	Juvenile Dependency Invest.	2	2.00	2	2.00	82,858	85,704
Total		128	128.00	128	128.00	\$6,904,462	\$7,049,747
Salary Adjustments:						17,880	6,690
Employee Benefits:						2,068,120	2,080,893
Salary Savings:						(177,829)	(181,198)
VTO Reductions:						(0)	(11,701)
Total Adjustments						\$1,908,171	\$1,894,684
Program Totals		128	128.00	128	128.00	\$8,812,633	\$8,944,431

TREASURER-TAX COLLECTOR

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
TAX COLLECTION	\$2,738,344	\$2,951,045	\$2,990,070	\$2,954,251	\$3,031,371	77,120	2.6
TREASURY	1,931,737	1,742,937	1,913,660	2,358,586	2,645,983	287,397	12.2
DEPARTMENT OVERHEAD	501,505	595,667	654,425	616,042	619,806	3,764	0.6
TOTAL DIRECT COST	\$5,171,586	\$5,289,649	\$5,558,155	\$5,928,879	\$6,297,160	\$368,281	6.2
PROGRAM REVENUE	(4,040,451)	(3,036,845)	(3,083,034)	(3,584,094)	(3,881,734)	(297,640)	8.3
NET GENERAL FUND COST	\$1,131,135	\$2,252,804	\$2,475,121	\$2,344,785	\$2,415,426	\$70,641	3.0
STAFF YEARS	91.17	97.83	97.79	113.25	112.25	(1.00)	(0.9)

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.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Collect at least 96% of Current Secured Tax bills.
 - a. Collect 1,740,000 Secured Tax payments.
2. Achieve at least 96% collection of Current Secured Tax charge.
 - a. Collect \$1,610,000,000 in Secured taxes.
3. Collect 98% of all Unsecured Taxes.
 - a. Collect 109,000 Unsecured Tax bills.
4. Achieve an average rate of return of 3.75% on funds invested in the Pooled Money Fund.
 - a. Earn \$68,000,000 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. Systems Eng. II	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	0.5
Sr. Account Clerk	1.0
Admin. Secy. II	1.0
Senior Cashier	1.0
Cashier	1.5
Int. Clerk Typist	0.5
TOTAL	12.5

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	7.0
Sr. Clerk	3.0
Admin. Secy. II	2.0
Int. Account Clerk	10.0
Int. Clerk Typist	9.0
SUB TOTAL	36.0
Non-Permanent	9.33
TOTAL	45.33

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
Tax Coll. Field Invest.	5.0
Supervising Clerk	1.0
Senior Clerk	3.0
Admin. Secretary II	1.0
Sr. Account Clerk	4.0
Int. Account Clerk	4.0
Int. Clerk Typist	3.0
SUB TOTAL	23.0
Non-Permanent	1.0
TOTAL	24.0

CASHIERING & PAYMENT PROCESSING - 1251	
Bank Deposits; Cash Receipts; 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	.17
TOTAL	6.17

PROGRAM: Tax Collection

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 07401

ORGANIZATION #: 1200

MANAGER: Bart Hartman

REFERENCE: 1996-97 Proposed Budget - Pg. 43-3

AUTHORITY: This program was developed for the purpose of carrying out California Revenue and Taxation Code Section 2602 et seq.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,378,775	\$2,513,587	\$2,524,765	\$2,680,523	\$2,757,643	2.9
Services & Supplies	359,569	437,458	457,321	273,728	273,728	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	7,984	0	0	0.0
TOTAL DIRECT COST	\$2,738,344	\$2,951,045	\$2,990,070	\$2,954,251	\$3,031,371	2.6
PROGRAM REVENUE	(2,133,853)	(1,214,893)	(819,884)	(1,129,812)	(1,129,812)	0.0
NET GENERAL FUND CONTRIBUTION	\$604,491	\$1,736,152	\$2,170,186	\$1,824,439	\$1,901,559	4.2
STAFF YEARS	68.56	76.20	74.78	87.33	87.33	0.0

PROGRAM MISSION

To collect secured and unsecured taxes for all local government taxing agencies.

To collect the Uniform Tourist Tax for the unincorporated areas of San Diego County.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Direct costs were \$35,819 over budget. Salaries and benefit costs were \$155,758 under budget. Services and supplies costs were \$183,593 over budget due to payments for annual seasonal agency personnel that is a standard transfer expense from the salaries account, the requirement to include prior year costs and required office and printing expense. Fixed asset costs were \$7,984 over budget due to the requirement to include prior year costs. These costs are offset in other department programs.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Achieve at least 95% collection of current secured tax charge and collect \$1,600,000,000 in secured taxes.
 - Collected 97.16% of current secured tax charge and \$1,642,739,807 in secured taxes.
2. Collect at least 96% of current secured tax bills and 1,700,000 secured tax payments.
 - Collected 97.12% of current secured tax bills and 1,720,330 secured tax payments.
3. Collect 97.5% of all unsecured taxes and 105,000 unsecured tax bills.
 - Collected 98.71% of all unsecured taxes and 101,081 unsecured tax bills.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Achieve at least 96% collection of Current Secured Tax charge.
 - a. Collect \$1,610,000,000 in Secured Taxes.
2. Collect at least 96% of Current Secured Tax bills.
 - a. Collect 1,740,000 Secured Tax payments.

3. Collect 98% of all Unsecured Taxes.
 - a. Collect 109,000 Unsecured Tax bills.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Current Secured Tax Collection [41.26 SY; E = \$1,347,213; R = \$573,665] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 42.6% by program revenue and collects \$1,610,000,000 in taxes.
 - o Expediting deposits of collected taxes for increased investment earnings.
2. Prior Year Tax Collection [20.27 SY; E = \$742,035; R = \$435,452] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 58.7% by program revenue and collects \$53,500,000 in taxes.
 - o Adding on-line computer systems to reduce paper records and increase response capacity for taxpayer services.
3. Unsecured Tax Collection [25.80 SY; E = \$942,123; R = \$120,695] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 12.8% by program revenue and collects \$94,000,000 in taxes.
 - o Incorporating on-line computer systems for improved taxpayer service and collection procedures.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
Delinquent Costs of Secured Property	\$575,340	\$690,335	\$706,833	16,498
Redemption Fees/Cost Recovery of Public Auctions	183,971	164,979	164,979	0
Returned Check Fees	33,156	22,000	22,000	0
Escheatment of Unclaimed Money	0	16,000	0	(16,000)
Other Miscellaneous Fees	27,417	10,000	26,000	16,000
Aid From Other Government Agency	0	16,498	0	(16,498)
Pooled Money Fund	0	210,000	210,000	0
Sub-Total	819,884	1,129,812	1,129,812	0
Total	\$819,884	\$1,129,812	\$1,129,812	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Program Cost	\$2,170,186	\$1,824,439	\$1,901,559	77,120
Sub-Total	\$2,170,186	\$1,824,439	\$1,901,559	\$77,120
Total	\$2,170,186	\$1,824,439	\$1,901,559	\$77,120

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

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: CURRENT SECURED TAXES					
% OF RESOURCES: 44%					
<u>OUTCOME (Planned Result)</u>					
Tax Charge Collected	94.90%	96.49%	97.16%	95.00%	96.00%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Current Tax Bill Issued (1)	\$0.98	\$1.02	\$1.07	\$0.96	\$1.04
<u>OUTPUT (Service or Product)</u>					
Tax Bills and Statements	1,288,220	1,351,719	1,279,824	1,400,000	1,300,000
Tax Payments	1,671,841	1,721,726	1,704,528	1,700,000	1,740,000
Refunds	42,779	55,556	35,940	40,000	40,000
Service Request	129,170	144,309	145,428	125,000	125,000
<u>EFFICIENCY (Input/Output)</u>					
Payments per Staff Hour (1)	27.04	24.35	25.27	19.34	20.20
ACTIVITY B: PRIOR YEAR SECURED TAXES					
% OF RESOURCES: 25%					
<u>OUTCOME (Planned Result)</u>					
Prior Year Tax Charge Collected	45.80%	47.56%	41.30%	47.00%	45.00%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Prior Year Parcel (1)	\$13.40	\$18.17	\$21.98	\$18.95	\$22.49
<u>OUTPUT (Service or Product)</u>					
Prior Year Parcels	42,698	38,333	33,822	38,000	33,000
Prior Year Tax Payments	25,557	24,524	20,694	23,300	20,000
<u>EFFICIENCY (Input/Output)</u>					
Payments Per Staff Hour (1)	.76	.61	.52	.55	.47
ACTIVITY C: UNSECURED TAXES					
% OF RESOURCES: 31%					
<u>OUTCOME (Planned Result)</u>					
Tax Charge Collected	98.53%	98.54%	98.71%	97.50%	98.00%

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Tax Bill Issued (1)	\$7.48	\$6.95	\$8.14	\$8.10	\$8.19
<u>OUTPUT (Service or Product)</u>					
Tax Bills Issued	121,004	125,720	108,293	110,000	115,000
Tax Bills Collected	117,553	118,650	101,081	105,000	109,000
<u>EFFICIENCY (Input/Output)</u>					
Tax Payments per Staff Hour (1)	2.46	2.45	2.10	2.04	2.02

(1) Revised methodology

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2403	Accounting Technician	1	1.00	1	1.00	\$23,853	\$27,472
2430	Cashier	2	1.50	2	1.50	32,099	31,740
2449	Manager Field Collections	1	1.00	1	1.00	48,432	50,281
2450	Asst. Mgr. Field Collections	1	1.00	1	1.00	43,407	47,050
2454	Tax Services Division Chief	2	2.00	2	2.00	82,449	85,314
2455	Manager Secured Taxes	1	1.00	1	1.00	57,261	59,219
2456	Assistant Division Chief	2	2.00	2	2.00	63,013	67,602
2457	Tax Payment Processor	4	4.00	4	4.00	95,561	95,893
2458	Senior Tax Payment Processor	1	1.00	1	1.00	26,493	27,405
2461	Dept. Systems Engineer II	0	0.00	1	1.00	0	45,864
2469	Departmental EDP Coordinator	1	1.00	0	0.00	44,341	0
2493	Intermediate Account Clerk	18	17.00	17	17.00	336,557	348,659
2505	Senior Accountant	1	1.00	1	1.00	44,905	46,442
2510	Senior Account Clerk	14	12.00	12	12.00	283,038	292,850
2525	Senior Systems Analyst	1	1.00	1	1.00	54,533	56,397
2700	Intermediate Clerk Typist	19	13.00	14	13.00	249,749	261,150
2730	Senior Clerk	6	6.00	6	6.00	139,664	146,690
2745	Supervising Clerk	1	1.00	1	1.00	27,660	28,611
2757	Administrative Secretary II	3	3.00	3	3.00	73,743	72,529
3053	Photo Reduction Technician	1	1.00	1	1.00	24,828	25,685
3118	Dept. Computer Specialist I	1	1.00	1	1.00	26,822	29,095
5715	Tax Collection Field Invest.	7	5.00	5	5.00	154,230	181,562
9999	Extra Help	28	10.83	28	10.83	118,872	118,872
Total		116	87.33	106	87.33	\$2,051,510	\$2,146,382
Salary Adjustments:						12,901	0
Premium/Overtime Pay:						0	0
Employee Benefits:						722,994	731,723
Salary Savings:						(106,882)	(109,190)
VTO Reductions:						0	(11,272)
Total Adjustments						\$629,013	\$611,261
Program Totals		116	87.33	106	87.33	\$2,680,523	\$2,757,643

PROGRAM: Treasury

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 07701

ORGANIZATION #: 1200

MANAGER: Neil J. Rossi

REFERENCE: 1996-97 Proposed Budget - Pg. 43-9

AUTHORITY: This program was developed to carry out Government Code 53601 et seq.; Streets and Highways Codes 6400-6427, 6440-6632, and 10600-09.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$730,907	\$654,147	\$693,641	\$737,415	\$727,172	(1.4)
Services & Supplies	1,077,428	992,888	1,167,313	1,505,171	1,519,011	0.9
Other Charges	0	0	0	0	0	0.0
Fixed Assets	123,402	95,902	52,706	116,000	399,800	244.7
TOTAL DIRECT COST	\$1,931,737	\$1,742,937	\$1,913,660	\$2,358,586	\$2,645,983	12.2
PROGRAM REVENUE	(1,906,600)	(1,821,952)	(2,263,150)	(2,454,282)	(2,751,922)	12.1
NET GENERAL FUND CONTRIBUTION	\$25,137	\$(79,015)	\$(349,490)	\$(95,696)	\$(105,939)	10.7
STAFF YEARS	16.29	14.37	15.28	17.50	16.50	(5.7)

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Direct costs were \$444,926 under budget. Salary and benefit costs were \$43,774 under budget. Services and supplies costs were \$337,858 under budget. Fixed assets costs were \$63,294 under budget. These savings offset costs in other department programs.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Achieve an average rate of return of 4.5% on funds invested in the Pooled Money Fund, earn \$126,000,000 in interest on funds invested in the Pooled Money Fund and deposit 1,300,000 investment items.
 - Achieved an average rate of return of 3.99% on funds invested in the Pooled Money Fund, earned \$85,337,127 in interest on funds invested in the Pooled Money Fund and deposited 1,318,924 investment items. The objectives for the average rate of return and investment earnings were only partially achieved due to a decrease in short term interest rates and continued pressure on our return from the phased withdrawal plan.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Achieve an average rate of return of 3.75% on funds invested in the Pooled Money Fund.
 - a. Earn \$68,000,000 in interest on funds invested in the Pooled Money Fund.
 - b. Deposit 1,320,000 investment items.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Treasury [12.50 SY; E = \$2,512,979; R = \$2,706,122] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset entirely by program revenue.
 - o Deleting 1.0 staff year (0.5 Accounting Technician and 0.5 Intermediate Clerk Typist) associated with the transfer of retirement accounting to the Retirement System.
 - o Maximizing interest earnings of the Pooled Money Fund.

2. General Obligation and Improvement Bonds [4.00 SY; E = \$133,004; R = \$45,800] 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
Pooled Money Fund Service	\$2,224,713	\$2,398,382	\$2,696,022	297,640
Audit Fees Deferred Compensation	0	10,000	10,000	0
Audit Fees, Improvement Bonds	693	100	100	0
Miscellaneous	295	800	800	0
Collection Fees-Admin Costs	37,449	45,000	45,000	0
Sub-Total	\$2,263,150	\$2,454,282	\$2,751,922	\$297,640
Total	\$2,263,150	\$2,454,282	\$2,751,922	\$297,640

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Program Costs	\$(349,490)	\$(95,696)	\$(105,939)	(10,243)
Sub-Total	\$(349,490)	\$(95,696)	\$(105,939)	\$(10,243)
Total	\$(349,490)	\$(95,696)	\$(105,939)	\$(10,243)

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
Tax Payment Processing System	\$350,000
Treasury Computer Systems	29,800
Treasury Replacement Copiers	20,000
Total	\$399,800

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: TREASURY					
% OF RESOURCES: 94%					
<u>OUTCOME (Planned Result)</u>					
Avg. Rate of Return to Investment Fund	6.10%	4.70%	3.99%	4.50%	3.75%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Investment Fund Earnings/Direct Cost (1)	128.43	97.43	48.51	59.57	32.18
<u>OUTPUT (Service or Product)</u>					
Investment Transactions	5,005	2,476	1,964	3,500	1,650
Items Deposited	1,397,000	1,332,796	1,318,924	1,300,000	1,320,000
Deposit Permits Proofed	24,150	23,815	23,916	24,100	24,500
<u>EFFICIENCY (Input/Output)</u>					
Items Deposited/Staff Hour (1)	52.5	56.1	51.6	50.0	50.6

**ACTIVITY B:
BONDS****% OF RESOURCES: 6%**OUTCOME (Planned Result)

Bonds and Coupon Transactions	23,724	27,407	32,425	29,000	36,000
-------------------------------	--------	--------	--------	--------	--------

EFFECTIVENESS (Input/Outcome)

Bonds & Coupon Transactions/Staff Hour (1)	5.68	6.56	7.79	6.97	8.62
--	------	------	------	------	------

OUTPUT (Service or Product)

Deferred Compensation Transactions	11,508	12,661	12,721	13,000	14,000
------------------------------------	--------	--------	--------	--------	--------

EFFICIENCY (Input/Output)

Deferred Compensation Trans./Staff Hour (1)	5.51	6.06	6.12	6.25	6.70
---	------	------	------	------	------

(1) Revised methodology

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0288	Investment Manager	0	0.00	1	1.00	0	88,298
2403	Accounting Technician	1	1.00	1	0.50	\$26,562	\$13,894
2425	Associate Accountant	1	1.00	1	1.00	36,979	38,248
2430	Cashier	2	1.50	2	1.50	28,833	33,261
2457	Tax Payment Processor	1	1.00	1	1.00	23,961	24,779
2490	Assistant Investment Manager	2	2.00	2	2.00	94,298	97,702
2491	Manager Receipts & Deposits	1	1.00	1	1.00	50,043	51,759
2492	Investment Manager	1	1.00	0	0.00	85,382	0
2493	Intermediate Account Clerk	2	2.00	2	2.00	38,674	40,074
2505	Senior Accountant	1	1.00	1	1.00	44,905	46,442
2510	Senior Account Clerk	2	2.00	2	2.00	47,064	49,346
2513	Senior Cashier	1	1.00	1	1.00	24,481	25,321
2700	Intermediate Clerk Typist	1	1.00	1	0.50	17,837	9,304
2745	Supervising Clerk	1	1.00	1	1.00	27,660	28,611
2757	Administrative Secretary II	1	1.00	1	1.00	25,372	26,246
Total		18	17.50	18	16.50	\$572,051	\$573,285
Salary Adjustments:						(3,187)	(2,498)
Premium/Overtime Pay:						0	0
Employee Benefits:						197,040	188,403
Salary Savings:						(28,489)	(29,214)
VTO Reductions:						0	(2,804)
Total Adjustments						\$165,364	\$153,887
Program Totals		18	17.50	18	16.50	\$737,415	\$727,172

PROGRAM: Department Overhead

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 92101
MANAGER: Phil Steed

ORGANIZATION #: 1200
REFERENCE: 1996-97 Proposed Budget - Pg. 43-14

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$492,767	\$563,011	\$617,315	\$585,399	\$588,400	0.5
Services & Supplies	8,738	32,656	37,110	30,643	31,406	2.5
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$501,505	\$595,667	\$654,425	\$616,042	\$619,806	0.6
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$501,505	\$595,667	\$654,425	\$616,042	\$619,806	0.6
STAFF YEARS	6.32	7.26	7.73	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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Direct costs were \$38,383 over budget. Salaries and benefit costs were \$31,916 over budget due to one time pay off costs of an unexpected retirement. Services and supplies costs were \$6,467 over budget due to public liability insurance premium costs. These costs were offset in other department programs.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Provide the leadership and necessary support services to achieve the Treasurer-Tax Collector Department's program objectives, supply Department-wide personnel management and payroll services and provide budget preparation and administration for the Treasurer-Tax Collector.
 - Tax Collection objectives for FY95-96 were achieved. In Treasury, the objectives for the average rate of return on funds invested in the Pooled Money Fund and investment earnings were only partially achieved due to a decrease in short term interest rates and continued pressure on our return from the phased withdrawal plan. All program needs during FY95-96 for personnel management and payroll services and budget support were provided.

1996-97 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.

1996-97 ADOPTED SUB PROGRAM ACTIVITIES

This is a single activity program and summarized as follows:

1. Department Overhead [8.42 SY; E = \$619,806; R = \$0] including support personnel is:

- Mandated/Discretionary Service Level.
- Providing management and control support for the department.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0185	Treasurer-Tax Collector	1	1.00	1	1.00	\$91,617	\$94,751
0270	Chief Deputy Tax Collector	1	1.00	1	1.00	79,601	82,325
0280	Chief Deputy Treasurer	1	1.00	1	1.00	83,302	86,150
2304	Admin Asst I	1	1.00	1	1.00	35,131	36,338
2369	Admin Services Manager II	1	1.00	1	1.00	54,533	56,397
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,957	25,815
2758	Administrative Secretary III	1	1.00	1	1.00	30,653	31,392
2759	Administrative Secretary IV	1	1.00	1	1.00	33,005	34,140
9999	Extra Help	1	.42	1	.42	4,800	4,800
Total		9	8.42	9	8.42	\$437,599	\$452,108
Salary Adjustments:						(96)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						147,896	137,077
Salary Savings:						(0)	(0)
VTO Reductions:						0	(785)
Total Adjustments						\$147,800	\$136,292
Program Totals		9	8.42	9	8.42	\$585,399	\$588,400

SUPPORT DEPARTMENTS

CAPITAL ASSET LEASING

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Capital Asset Leasing (SANCAL)	\$1,757,834	\$277,832	\$276,631	\$444,833	\$0	(444,833)	(100.0)
TOTAL DIRECT COST	\$1,757,834	\$277,832	\$276,631	\$444,833	\$0	\$(444,833)	(100.0)
PROGRAM REVENUE	(1,757,834)	(277,832)	(276,631)	(444,833)	(0)	444,833	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

SANCAL was a non-profit corporation created to provide a vehicle to finance the acquisition of real and personal property. The purpose of this department was accomplished when the final debt payment was made during 1995-96.

CIVIL SERVICE COMMISSION

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
PERSONNEL SERVICES	\$278,747	\$281,412	\$308,859	\$305,192	\$291,926	(13,266)	(4.3)
TOTAL DIRECT COST	\$278,747	\$281,412	\$308,859	\$305,192	\$291,926	(13,266)	(4.3)
PROGRAM REVENUE	(25,179)	(22,938)	(19,837)	(19,763)	(23,456)	(3,693)	18.7
NET GENERAL FUND COST	\$253,568	\$258,474	\$289,022	\$285,429	\$268,470	\$(16,959)	(5.9)
STAFF YEARS	3.50	3.93	3.71	4.00	3.75	(0.25)	(6.3)

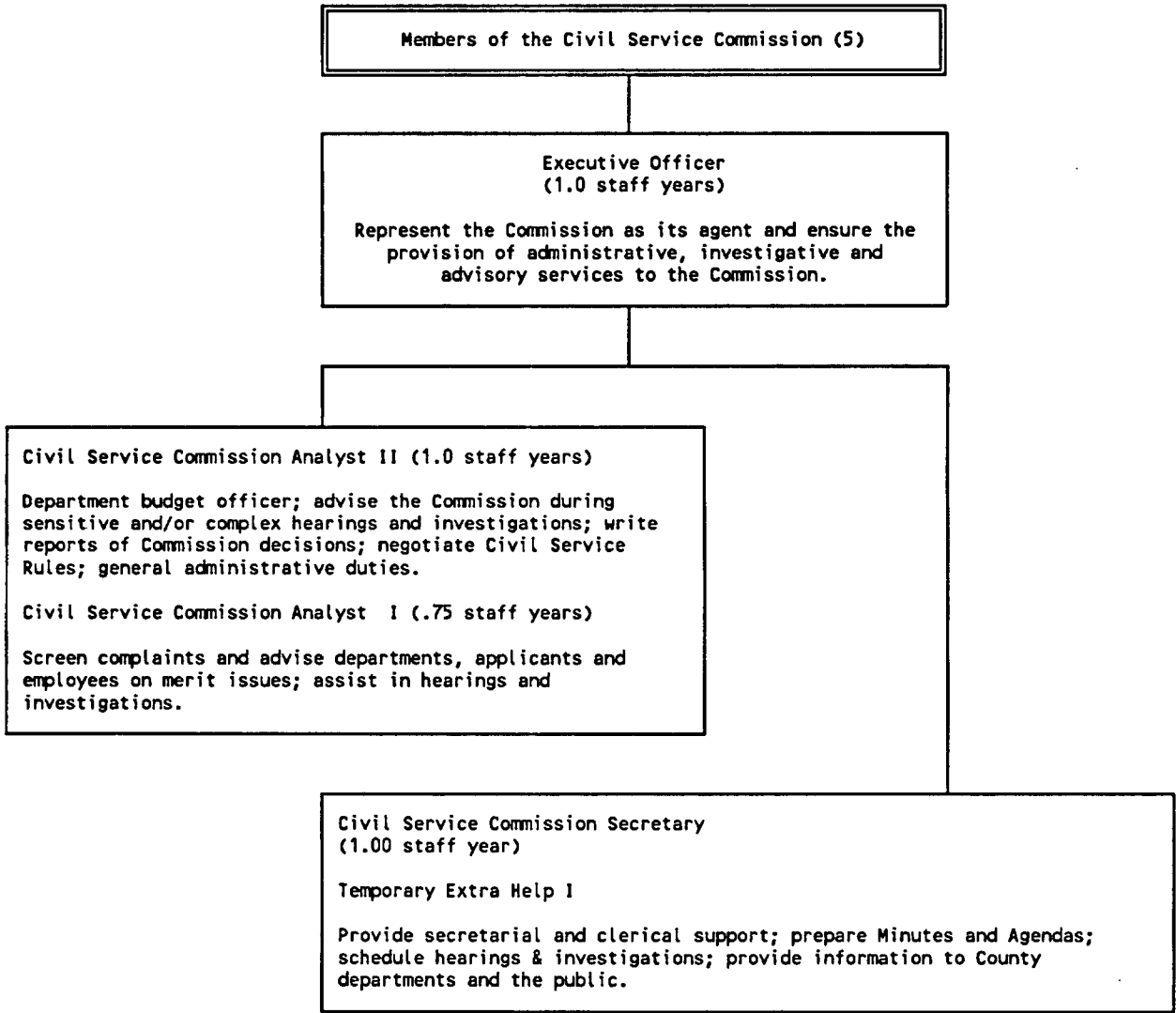
MISSION

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

1996-97 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



5 Positions

3.75 Staff Years

PROGRAM: Personnel Services

DEPARTMENT: CIVIL SERVICE COMMISSION

PROGRAM #: 81201
MANAGER: Larry Cook

ORGANIZATION #: 0450
REFERENCE: 1996-97 Proposed Budget - Pg. 45-3

AUTHORITY: ARTICLE IX, SECTION 904, SAN DIEGO COUNTY CHARTER

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$265,634	\$260,627	\$289,105	\$298,587	\$285,285	(4.5)
Services & Supplies	13,113	20,785	14,124	6,605	6,641	0.5
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	5,630	0	0	0.0
TOTAL DIRECT COST	\$278,747	\$281,412	\$308,859	\$305,192	\$291,926	(4.3)
PROGRAM REVENUE	(25,179)	(22,938)	(19,837)	(19,763)	(23,456)	18.7
NET GENERAL FUND CONTRIBUTION	\$253,568	\$258,474	\$289,022	\$285,429	\$268,470	(5.9)
STAFF YEARS	3.50	3.93	3.71	4.00	3.75	(6.3)

PROGRAM 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 ACTUAL TO 1995-96 BUDGET COMPARISON

No change.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Our objectives were achieved. Those parties we serve received quick responses (most often on the same day), prompt turn-around on findings and decisions, and hearings scheduled within two-three weeks after assignment of hearing officers.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

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

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Personnel Services [3.75 SY; E = \$291,926; R = \$23,456] including support personnel is:
 - o Mandated/Discretionary Service Level

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
OTHER:	\$11,428	\$11,428	\$11,259	(169)
APCD	3,064	3,064	3,264	200
Library	3,411	3,411	3,767	356
Airport/Liquid/Solid	1,846	1,860	5,166	3,306
Other Miscellaneous	88	0	0	0
Sub-Total	\$19,837	\$19,763	\$23,456	\$3,693
Total	\$19,837	\$19,763	\$23,456	\$3,693

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$289,022	\$285,429	\$268,470	(16,959)
Sub-Total	\$289,022	\$285,429	\$268,470	\$(16,959)
Total	\$289,022	\$285,429	\$268,470	\$(16,959)

EXPLANATION/COMMENT ON PROGRAM REVENUES

All revenue for this sole program department is from A87 allocations.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
MANDATED COMMISSION HEARINGS	39	46	47	46	54
<u>OUTCOME (Planned Result)</u>					
INVESTIGATIONS	14	17	16	18	18
<u>OUTCOME (Planned Result)</u>					
STAFF REVIEW/RECOMMENDATION	353	460	502	460	565

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0445	CSC Members	0	0.00	0	0.00	\$0	\$0
0450	CSC Hearing Officer	0	0.00	0	0.00	0	0
0446	Executive Officer	1	1.00	1	1.00	71,072	73,503
2406	Commission Analyst II	1	1.00	1	1.00	45,969	46,919
2407	Commission Analyst I	1	.75	1	.75	31,257	32,208
2753	CSC Secretary	1	.75	1	1.00	27,113	33,060
2772	Confidential Legal Secretary	1	.50	0	.00	15,615	0
9999	Extra Help	1	.00	1	.00	3,500	10,274
	CSC Members - estimated salary included as lump sum					12,150	12,150
	CSC Hearing Officers - estimated salary included as lump sum					13,500	13,500
Total		6	4.00	5	3.75	\$220,176	\$221,614
Salary Adjustments:						(5)	1
Premium/Overtime Pay:						0	0
Employee Benefits:						78,416	64,392
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	(722)
Total Adjustments						\$78,411	\$63,671
Program Totals		6	4.00	5	3.75	\$298,587	\$285,285

ELECTRONIC SYSTEMS AND EQUIPMENT

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Communications Equipment	\$2,492,936	\$2,510,009	\$2,935,016	\$2,592,911	\$0	(2,592,911)	(100.0)
Telephone Utilities	6,453,045	8,433,797	7,728,035	7,594,225	7,783,811	189,586	2.5
TOTAL DIRECT COST	\$8,945,981	\$10,943,806	\$10,663,051	\$10,187,136	\$7,783,811	\$(2,403,325)	(23.6)
PROGRAM REVENUE	(76,586)	(1,030,353)	(422,580)	(21,000)	(21,000)	0	0.0
NET GENERAL FUND COST	\$8,869,395	\$9,913,453	\$10,240,471	\$10,166,136	\$7,762,811	\$(2,403,325)	(23.6)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To provide central management of communications equipment acquisitions and telephone utility expenses in a cost-effective manner.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

46-2

PROGRAM: Communications Equipment

DEPARTMENT: ELECTRONIC SYSTEMS & EQUIPMENT

PROGRAM #: 86403

ORGANIZATION #: 0800

MANAGER: Jon W. Fullinwider, Director

REFERENCE: 1996-97 Proposed Budget - Pg. 46-3

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Services & Supplies	\$1,350	\$0	\$0	\$0	\$0	0.0
Other Charges	2,342,910	2,342,910	2,342,910	2,342,911	0	(100.0)
Fixed Assets	148,676	167,099	592,106	250,000	0	(100.0)
TOTAL DIRECT COST	\$2,492,936	\$2,510,009	\$2,935,016	\$2,592,911	\$0	(100.0)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$2,492,936	\$2,510,009	\$2,935,016	\$2,592,911	\$0	(100.0)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To acquire communications equipment for County departments in a cost-effective and timely manner.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actuals exceed budgeted due to mid-year, Board approved transfers of County departmental funds to this program for centralized acquisition of communications equipment.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

1. Communications Equipment [0.00 SY; E = \$0; R = \$0] provides centralized communications equipment acquisition support for both mandated and discretionary County programs. The function is:
 - o Discretionary/Discretionary Service Level.
 - o Decreased \$2,342,911 in "Other Charges" reflecting the expiration of the lease-purchase agreement for the County's SanConTel Telephone System.
 - o Decreased \$250,000 in one time costs for communications fixed assets.

PROGRAM: Telephone Utilities

DEPARTMENT: ELECTRONIC SYSTEMS & EQUIPMENT

PROGRAM #: 82305

ORGANIZATION #: 0800

MANAGER: Jon W. Fullinwider, Director

REFERENCE: 1996-97 Proposed Budget - Pg. 46-4

AUTHORITY: Administrative Code 398.5 Section (g) delegates to the Department of Information Services the administration of telephone utilities.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Services & Supplies	\$6,207,035	\$6,930,933	\$6,876,004	\$7,476,650	\$7,816,683	4.5
Fixed Assets	579,808	1,816,441	1,148,635	425,495	275,048	(35.4)
Less Reimbursements	(333,798)	(313,577)	(296,604)	(307,920)	(307,920)	0.0
TOTAL DIRECT COST	\$6,453,045	\$8,433,797	\$7,728,035	\$7,594,225	\$7,783,811	2.5
PROGRAM REVENUE	(76,586)	(1,030,353)	(422,580)	(21,000)	(21,000)	0.0
NET GENERAL FUND CONTRIBUTION	\$6,376,459	\$7,403,444	\$7,305,455	\$7,573,225	\$7,762,811	2.5
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To provide central management of telephone utility expenses incurred by County Departments.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actuals in Services and Supplies reflect expenditure of \$6.5 million in FY 95-96 appropriations and \$300,000 in prior year encumbrances. An additional \$600,000 was encumbered in the fourth quarter and will be reflected as an expenditure in FY 96-97. Actuals in Fixed Assets reflect mid-year, Board approved transfers from various departments for telephone and data projects. Actuals include expenditures of \$570,000 in FY 95-96 appropriations and \$580,000 in prior year funds. An additional \$1.1 million was encumbered in the fourth quarter and will be reflected as an expenditure in FY 96-97.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

1. Telephone Utilities [0.00 SY; E = \$7,783,811; R = \$21,000] provides centralized management of County-wide telephone utility costs. The Function is:
 - o Discretionary/Discretionary Service Level.
 - o Increased \$340,000 in Services and Supplies appropriations for SanConTel System maintenance increases, additional utility costs for Board approved facility expansions, and router upgrade software.
 - o Decreased \$425,495 in one-time Fixed Asset monies for telephone systems equipment.
 - o Increased \$275,000 in Fixed Asset monies for router upgrade hardware.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
9694 License Fee Fwy Call Box	2,240	7,000	7,000	0
9717 Prop Tax Sys Adm Fee	272,774	0	0	0
9783 Charge in APCD	91,626	0	0	0
9785 Charge in COF	14,340	0	0	0
9989 Recovered Expenditures	\$41,600	\$14,000	\$14,000	0
Sub-Total	\$422,580	\$21,000	\$21,000	\$0
Total	\$422,580	\$21,000	\$21,000	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$7,305,455	\$7,573,225	\$7,762,811	\$189,586
Sub-Total	\$7,305,455	\$7,573,225	\$7,762,811	\$189,586
Total	\$7,305,455	\$7,573,225	\$7,762,811	\$189,586

EXPLANATION/COMMENT ON PROGRAM REVENUES

Variances between actual and budgeted revenues reflect the following:

- o Account 9694 reflects decrease in collection of freeway call box fees due to decrease in usage.
- o Account 9717 reflects mid-year, Board approved transfer of Assessor revenues for telecommunications equipment at the Ridgehaven facility.
- o Account 9783 reflects collection of prior year revenues for APCD teleconferencing project.
- o Account 9785 reflects revenues from Capital Outlay Fund for 800 MHz telecommunications equipment.
- o Account 9989 reflects increased reimbursements from County staff for personal calls.

FIXED ASSETS

Category **Total Cost**

Total **\$0**

VEHICLES/COMMUNICATION EQUIPMENT

Category **Total Cost**

Communications Equipment \$275,048

Total **\$275,048**

EQUAL OPPORTUNITY MANAGEMENT OFFICE

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Management Office	\$494,692	\$438,725	\$428,768	\$426,559	\$431,817	5,258	1.2
TOTAL DIRECT COST	\$494,692	\$438,725	\$428,768	\$426,559	\$431,817	\$5,258	1.2
PROGRAM REVENUE	(89,083)	(99,614)	(89,451)	(85,031)	(90,679)	(5,648)	6.6
NET GENERAL FUND COST	\$405,609	\$339,111	\$339,317	\$341,528	\$341,138	\$(390)	(0.1)
STAFF YEARS	8.19	7.02	6.64	7.00	7.00	0.00	0.0

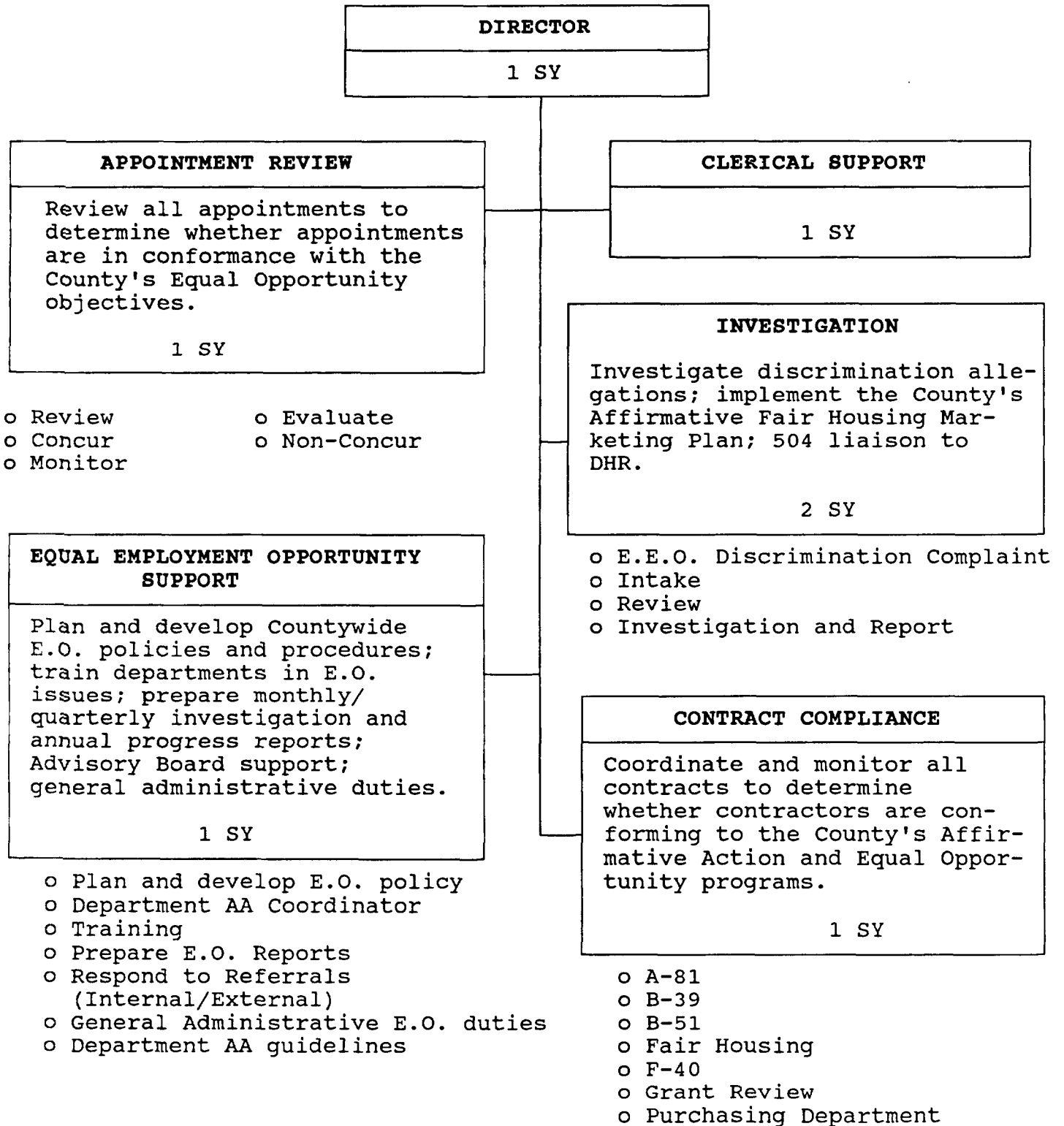
MISSION

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.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Appointment Review: Increase Latinos and Females numbers and percentages in every specified Consent Decree job classification; increase the use of training plans to make County employees more promotable; maintain provisional hires at parity levels; assist the Department of Human Resources in assuring that Latinos and Females are certified to departments.
 - a. Increase female representation by .3% in the permanent work force; increase Latinos by .4% in each of the occupational categories where they are underutilized, increase underutilized group members by .4% in administrative classes.
 - b. Process over 4,000 appointments.
 - c. Analyze and (non)concur in over 175 reasons for non-selection.
 - d. Maintain a processing turn-around time of 2 days for each appointment and reasons for non-selection.
2. Investigation: Decrease the incidence of discrimination complaints by 20%, decreasing active complaints from 125 to 85.
 - a. Investigate over 85 formal complaints.
 - b. Investigate over 15 informal complaints.
 - c. Respond to over 650 requests for information.
3. Contract Compliance: Increase MWBE participation in all construction, vendor and consultant services to 15%.
 - a. Process 50 new MWBE applications.
 - b. Process 525 requests for recertification.
 - c. Conduct 15 on-site visits of prospective MWBE firms.
 - d. Attend 130 community meetings and workshops.
 - e. Participate in the annual Contracting Connections Networking Fair.
4. Fair Housing: Maintain 100% compliance with the Affirmative Fair Housing Marketing Plan to ensure receipt of \$6.9 million of CDBG revenues.
 - a. Monitor 44 housing developments.
 - b. Conduct 50 on-site visits.
 - c. Attend 12 community meetings.
 - d. Conduct 12 fair housing trainings.

EQUAL OPPORTUNITY MANAGEMENT OFFICE



PROGRAM #: 81206

ORGANIZATION #: 0210

MANAGER: Victor A. Nieto

REFERENCE: 1996-97 Proposed Budget - Pg. 47-3

AUTHORITY: Board Policy C-17 and Administrative Code, Article XVII-C, Section 305 et. seq., and Ordinance 4929, as amended by Ordinance 6050 (NS) Effective 6-1-81, authorize EOMO to coordinate and direct all County Affirmative Action/Equal Opportunity Programs and Activities.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$466,589	\$404,431	\$396,347	\$413,423	\$418,728	1.3
Services & Supplies	28,103	34,294	32,421	13,136	13,089	(0.4)
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$494,692	\$438,725	\$428,768	\$426,559	\$431,817	1.2
PROGRAM REVENUE	(89,083)	(99,614)	(89,451)	(85,031)	(90,679)	6.6
NET GENERAL FUND CONTRIBUTION	\$405,609	\$339,111	\$339,317	\$341,528	\$341,138	(0.1)
STAFF YEARS	8.19	7.02	6.71	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.

To assist all departments in meeting the specified goals of the Consent Decree and Affirmative Action hiring goals.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

EOMO generated salary savings of approximately \$17,000 that was used to provide temporary help support to all units. Budgeted revenues from HCD were fully billed and received.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Appointment Review:
 - a. Maintained a processing turn-around time of 2 days for each appointment and reasons for non-selection.
2. Investigation:
 - a. Investigated over 75 formal complaints.
 - b. Responded to over 650 requests for information.
3. Contract Compliance:
 - a. Attended 130 community meetings and workshops.
 - b. Coordinated the annual Contracting Connections Networking Fair.
4. Fair Housing:
 - a. Attended 12 community meetings.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See Departmental Summary Page.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- i. Equal Opportunity Management [7.0 SY; E = \$431,817; R = \$90,679] 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 MWBEs are given the maximum opportunity to secure economic participation in agreements, contracts and purchase orders for materials, services, professional services, public works contracts, and as professional consultants or trainers for "for profit" business activities paid for, in whole or in part, out of County funds administered by the County.

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 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Federal Aid - Community Development Block Grant	\$58,555	\$50,352	\$56,000	5,648
Aid from other Government Agencies	0	1,601	1,601	0
Sub-Total	\$58,555	\$51,953	\$57,601	\$5,648
CHARGES FOR CURRENT SERVICES:				
Road Fund	\$17,880	\$19,092	\$19,092	0
Air Pollution Control District	4,793	5,043	5,043	0
Airport Enterprise Fund	766	799	799	0
Liquid Waste Enterprise Fund	2,121	2,407	2,407	0
Solid Waste Enterprise Fund	0	0	0	0
Library Fund	5,336	5,737	5,737	0
Sub-Total	\$30,896	\$33,078	\$33,078	\$0
OTHER REVENUE:				
Revenue Appropriations Prior Year - Charges Current Services	\$0	\$0	\$0	0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$89,451	\$85,031	\$90,679	\$5,648

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$339,317	\$341,528	\$341,138	\$(390)
Sub-Total	\$339,317	\$341,528	\$341,138	\$(390)
Total	\$339,317	\$341,528	\$341,138	\$(390)

EXPLANATION/COMMENT ON PROGRAM REVENUES

A-87 budgeted program revenue from charges for current services will remain constant 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

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: APPOINTMENT REVIEW					
% OF RESOURCES: 13%					
<u>OUTCOME (Planned Result)</u>					
Percentage increase of underutilized groups	.7%	1.6%	.1	1.6%	2.9%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of ARO Unit	\$55,332	\$52,632	\$50,165	\$55,855	\$57,172
<u>OUTPUT (Service or Product)</u>					
Appointments	2,600	4,000	2,937	4,000	4,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per appointment	\$15.96	\$9.86	\$12.81	\$10.47	\$10.72
<u>OUTPUT (Service or Product)</u>					
Reasons for Non-Selection (RNS)	129	175	168	175	200
<u>EFFICIENCY (Input/Output)</u>					
Cost per RNS	\$107.23	\$75.00	\$93.10	\$79.79	\$71.12
ACTIVITY B: DISCRIMINATION INVESTIGATION					
% OF RESOURCES: 26.2%					
<u>OUTCOME (Planned Result)</u>					
Decrease ongoing discrimination complaints	64.8%	90.4%	100%	60%	68%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Investigation Unit	\$84,278	\$92,106	\$107,095	\$111,710	\$114,344
<u>OUTPUT (Service or Product)</u>					
Formal Complaints	81	113	125	75	85
<u>EFFICIENCY (Input/Output)</u>					
Cost per formal complaint	\$1,010	\$790	\$793.30	\$1,454	\$977
<u>OUTPUT (Service or Product)</u>					
Informal Complaints	23	27	10	25	15
<u>EFFICIENCY (Input/Output)</u>					
Cost per informal complaint	\$106.40	\$106.40	\$793.30	\$106.40	\$115.06

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C:					
CONTRACT COMPLIANCE (CC)/MINORITY & WOMEN BUSINESS ENTERPRISE (MWBE)					
% OF RESOURCES: 13.1%					
<u>OUTCOME (Planned Result)</u>					
Increase in MWBE participation %	12.6%	12.6%	11.1%	15.0%	15.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of CC/MWBE Unit	\$55,332	\$54,632	\$53,547	\$55,855	\$57,172
<u>OUTPUT (Service or Product)</u>					
New MWBE applications	360	110	77	100	50
Re-certified firms	380	380	420	525	525
<u>EFFICIENCY (Input/Output)</u>					
Cost per application/recertification	\$29.90	\$44.59	\$43.95	\$35.74	\$64.62
<u>OUTPUT (Service or Product)</u>					
Conduct on-site visits	12	5	1	12	15
<u>EFFICIENCY (Input/Output)</u>					
Cost per on-site visit	\$230	\$526	\$577	\$232	\$190
<u>OUTPUT (Service or Product)</u>					
Attend community meetings/workshops	120	138	160	130	130
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	\$161	\$133	\$108	\$150	\$132
ACTIVITY D:					
FAIR HOUSING					
% OF RESOURCES: 14%					
<u>OUTCOME (Planned Result)</u>					
Maintain compliance with Fair Housing Marketing Plan	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Fair Housing Unit	\$56,000	\$56,000	\$58,855	\$56,000	\$56,000
<u>OUTPUT (Service or Product)</u>					
Monitor developments	50	50	42	43	44
<u>EFFICIENCY (Input/Output)</u>					
Cost for 1 development	\$387	\$415	\$700	\$483	\$325

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>OUTPUT (Service or Product)</u>					
Conduct on-site visits	15	30	32	35	50
<u>EFFICIENCY (Input/Output)</u>					
Cost/on site visit	\$737	\$395	\$551	\$339	\$407
<u>OUTPUT (Service or Product)</u>					
Attend community meetings	12	16	12	12	12
<u>EFFICIENCY (Input/Output)</u>					
Cost/meeting	\$139	\$112	\$244	\$149	\$123
<u>OUTPUT (Service or Product)</u>					
Conduct fair housing trainings	0	18	10	12	12
<u>EFFICIENCY (Input/Output)</u>					
Cost/training	0	1,151	878	1,727	1,777

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2283	Director	1	1.00	1	1.00	\$66,309	\$68,577
2401	Equal Opportunity Officer II	5	5.00	5	5.00	208,390	215,545
2402	Equal Opportunity Officer I	0	0.00	0	0.00	0	0
2758	Administrative Secretary III	1	1.00	1	1.00	30,653	31,703
9999	Temporary Extra Help	1	0.00	1	0.00	1,500	1,500
Total		8	7.00	8	7.00	\$306,852	\$317,325
Salary Adjustments:						(3)	0
Employee Benefits:						106,574	102,923
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	(1,520)
Total Adjustments						\$106,571	\$101,403
Program Totals		8	7.00	8	7.00	\$413,423	\$418,728

EQUIPMENT ACQUISITION

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Vehicular Equipment	\$2,420,284	\$4,576,267	\$2,626,260	\$2,097,187	\$5,031,807	2,934,620	139.9
TOTAL DIRECT COST	\$2,420,284	\$4,576,267	\$2,626,260	\$2,097,187	\$5,031,807	\$2,934,620	139.9
PROGRAM REVENUE	(828,440)	(177,000)	(187,850)	(160,850)	(186,619)	(25,769)	16.0
NET GENERAL FUND COST	\$1,591,844	\$4,399,267	\$2,438,410	\$1,936,337	\$4,845,188	\$2,908,851	150.2
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To support Board of Supervisors priorities. 82% 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.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Complete 100% of vehicle and equipment acquisition program.
 - a. Replace 58 Sheriff contract city law enforcement vehicles in the 1996-97 Budget.
 - b. Acquire additional General Fund vehicles approved by the Board of Supervisors in the budget process and any other vehicles approved mid-year.
 - c. Pay existing and new lease purchase debt service as payments become due.

PROGRAM: Vehicular Equipment

DEPARTMENT: EQUIPMENT ACQUISITION

PROGRAM #: 86404

ORGANIZATION #: 5600

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1996-97 Proposed Budget - Pg. 48-1

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	0	0	1,300,000	100.0
Vehicle Lease Purchases	534,303	954,577	815,287	1,901,187	2,838,807	49.3
Fixed Assets	1,885,981	3,621,690	1,810,973	196,000	893,000	355.6
TOTAL DIRECT COST	\$2,420,284	\$4,576,267	\$2,626,260	\$2,097,187	\$5,031,807	139.9
PROGRAM REVENUE	(828,440)	(177,000)	(187,850)	(160,850)	(186,619)	16.0
NET GENERAL FUND CONTRIBUTION	\$1,591,844	\$4,399,267	\$2,438,410	\$1,936,337	\$4,845,188	150.2
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary page.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Lease purchase payments on financed vehicles were \$1,085,900 less than budget, due to lease purchase savings. New replacement vehicles authorized for lease purchase during the FY95-96 budget process did not require a lease payment before the FY96-97 fiscal year, as beginning lease payments are not due until six months after delivery. Two-thirds of the new lease purchase vehicles are for law enforcement/public protection operations.

Fixed assets were \$1,614,973 more than the original fixed assets budget of \$196,000 due to additional vehicles approved midyear. Fixed asset costs also include \$986,005 for vehicles ordered in 1994-95 but not delivered and paid for until 1995-96. Original fixed assets appropriations of \$196,000 were for eight Sheriff contract city patrol sedans and three motorcycles purchased outright for Sheriff contract city law enforcement operations.

Revenue was \$27,000 over budget due to unbudgeted revenue received from the Hazardous Materials Response JPA for funding the cost of a HAZMAT response vehicle.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Completed 100% of vehicle acquisition program by issuing purchase orders for 289 replacement and 50 new vehicles. Deliveries of some vehicles will be made in 1996-97 due to normal production delivery delays.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the departmental Outcome and Output objectives on the Department Summary page.

1996-97 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 = \$5,031,807; R = \$186,619] 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 \$2,908,851 in Net General Fund Contributions (net costs) due to the net effect of (1) full debt service payments for 253 existing lease-purchase vehicles and miscellaneous equipment financed by G.E. Capital Public Finance, Inc; (2) a new lease-purchase through Koch Financial Corp. of 280 replacement vehicles and one lot industrial equipment; (3) a \$697,000 increase in fixed asset appropriations from \$196,000 to \$893,000 to provide outright purchase of 30 Sheriff contract city replacement patrol sedans, 25 detective sedans, and 3 patrol motorcycles; and (4) \$1,300,000 to provide start-up costs for a new General Fund vehicle Internal Service Fund (ISF). Source of funding is rebudgeted 1995-96 lease purchase savings.
- o Increasing \$25,769 in direct costs offset by High Intensity Drug Trafficking Area (HIDTA) grant revenue to buy out two vehicles that were originally acquired on a lease purchase basis for use by the Sheriff.
- o Budgeted for 1996-97 Lease Purchase obligations of:

<u>Fiscal Year Incurred (Lessor)</u>	<u>Quantity</u>	<u>FY96-97 Obligation</u>
1992-93 (G. E. Capital Public Finance, Inc.)	253	\$1,074,083*
1996-97 (Koch Financial Corp.)	280	1,719,724**
Contingency Costs (e.g., required buy-outs of wrecked vehicles)		<u>45,000</u>
Total:	<u>533</u>	<u>\$2,838,807</u>

* Includes \$25,769 offset by revenue to buy out two High Intensity Drug Trafficking Area (HIDTA) vehicles.

** Estimated debt service. Estimated acquisition cost, if purchased outright, of 280 replacement vehicles and industrial equipment lot approved for lease-purchase in FY95-96 is \$5,490,000. Most vehicles are being lease-purchased over a 4-year period, after which the County will own the vehicles outright at no additional cost. Patrol vehicles are being 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 533 lease-purchase vehicles and miscellaneous equipment, including existing lease purchases, will peak in FY96-97 and FY97-98 at approximately \$2.8 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
INTERGOVERNMENTAL REVENUE:				
Federal Grant Revenue (9678)	\$10,850	\$10,850	\$36,619	25,769
Hazardous Materials Response J.P.A. (9748)	27,000	0	0	0
Sub-Total	\$37,850	\$10,850	\$36,619	\$25,769
OTHER FINANCING SOURCE:				
Sale of Fixed Assets (9993)	150,000	150,000	150,000	0
Sub-Total	\$150,000	\$150,000	\$150,000	\$0
Total	\$187,850	\$160,850	\$186,619	\$25,769

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$2,438,410	\$1,936,337	\$4,845,188	\$2,908,851
Sub-Total	\$2,438,410	\$1,936,337	\$4,845,188	\$2,908,851
Total	\$2,438,410	\$1,936,337	\$4,845,188	\$2,908,851

EXPLANATION/COMMENT ON PROGRAM REVENUES

1995-96 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 Hazardous Materials Response JPA to cover the purchase of a truck. High Intensity Drug Trafficking Area (HIDTA) grant revenue, budgeted at \$10,850, was realized as budgeted. This revenue offset lease-purchase payments on two HIDTA-funded vehicles.

1996-97 Revenue consists of (1) \$150,000 from the auction sale of older, worn vehicles (acct. 9993); and (2) Revenue of \$36,619 to offset the cost of buying-out two lease-purchase vehicles funded by a HIDTA grant (acct. 9678).

FIXED ASSETS

Category	Total Cost
Total	\$0

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Transportation Equipment Countywide	\$893,000
Total	\$893,000

1996-97 Transportation Equipment Countywide fixed asset appropriations of \$893,000 are for 30 replacement patrols, 25 detective sedans, and three motorcycles for Sheriff Contract City law enforcement operations.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
FLEET EQUIPMENT ACQUISITION					
% OF RESOURCES: 1%					
<u>OUTCOME (Planned Result)</u>					
Complete 100% of the vehicle and equipment acquisition program.	0	¹ 87%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct labor cost to administer the vehicle and equipment acquisition program.	\$0	\$44,071	\$37,111	\$44,899	\$39,100
<u>OUTPUT (Service or Product)</u>					
Acquire all vehicles and equipment approved by the Board of Supervisors. ²	0	216	339	³ 315	102
<u>EFFICIENCY (Input/Output)</u>					
Cost per unit of vehicles and equipment.	\$0	\$204	\$109	\$143	⁴ \$383

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 adopted budgets, such as the Sheriff's budget.

⁴ Cost per unit of vehicles is increasing in 1996/97 Budget because of fewer vehicles approved for acquisition.

DEPARTMENT OF GENERAL SERVICES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Architecture	\$1,399,258	\$1,395,377	\$1,636,795	\$1,749,765	\$2,143,999	394,234	22.5
Facilities Services	14,093,651	15,464,892	15,202,541	14,518,879	15,375,374	856,495	5.9
Fleet Management	6,060,061	8,131,406	9,811,912	9,602,659	9,416,847	(185,812)	(1.9)
Printing Services	(189,190)	(185,791)	(164,101)	(179,506)	(166,950)	12,556	(7.0)
Mail Services	600,226	569,180	594,448	573,694	619,912	46,218	8.1
Real Property	1,451,453	1,582,994	1,692,398	1,742,194	1,802,180	59,986	3.4
Records Management	294,713	390,896	421,426	403,995	437,795	33,800	8.4
Support Services	1,395,544	1,522,115	1,460,192	1,485,604	1,528,342	42,738	2.9
TOTAL DIRECT COST	\$25,105,716	\$28,871,069	\$30,655,611	\$29,897,284	\$31,157,499	\$1,260,215	4.2
PROGRAM REVENUE	(4,100,575)	(5,946,156)	(7,712,772)	(6,867,914)	(6,505,207)	362,707	(5.3)
NET GENERAL FUND COST	\$21,005,141	\$22,924,913	\$22,942,839	\$23,029,370	\$24,652,292	\$1,622,922	7.1
STAFF YEARS	377.07	405.83	425.26	449.25	446.0	(3.25)	(0.7)

MISSION

To support Board of Supervisors priorities. General Services budgeted funds support Parks and Libraries, and law enforcement/public protection operations, including juvenile probation and courts.

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 the delivery of essential services to client departments and support cost-effective asset management.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Continue implementation of a work plan to conduct a Countywide usage audit of 7.2 million square feet of space over a three-year period and commence the first phase of an audit of 2.5 million square feet.
2. Negotiate and/or process 90% of revenue lease contracts within project time schedules and budgeted cost.
 - a. Negotiate and/or process 70 revenue leases.
3. Acquire 70% 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.
4. 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.
5. 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 1,035 vehicle emission (smog) inspections.
 - b. Perform 350 B.I.T. inspections

6. Provide a competitive cost for printing and copy service for all County departments.
 - a. Print 33,000,000 forms.
 - b. Copy 5,500,000 documents.
7. Collect and process 29,000 pieces of U.S. mail daily (7.2 million pieces annually) for 52 County departments.
8. Produce micrographic services in the following areas for client departments.
 - a. Microfilm 1,900,000 documents.
 - b. Produce 55,000 microforms.
 - c. Process 80,000 feet of film.
 - d. Duplicate 60,000 feet of film.

DEPARTMENT OF GENERAL SERVICES
 (HEADQUARTERS LOCATION: COUNTY OPERATIONS CENTER)
 1996-97 ADOPTED PROGRAM BUDGET

OFFICE OF THE DIRECTOR - 5501
 3 Positions = 3.00 Staff Years

MANAGEMENT SERVICES - 5501
 Personnel/Training and Payroll
 Affirmative Action
 Information Systems Services
 Financial Analysis/Fiscal Control
 Budget Planning & Implementation
 19 Positions = 18.25 Staff Years

49-3

SUPPORT SERVICES
 DIVISION - 5525/47/48
 Printing and Copy Services
 U.S. and Interoffice Mail
 Micrographics/Records Consulting
 Mail & Records ISF Development
 Capital Projects Accounting
 48 Positions = 44.75 Staff Years

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
 30 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
 31 Positions = 30.50 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
 224 Positions = 220.25 Staff Years

FLEET MANAGEMENT
 DIVISION - 5516
 Heavy & Light Vehicle
 Equipment Repair and
 Preventive Maintenance
 Satellite Repair Facilities
 Vehicle Specifications
 & Engineering
 Vehicle Acquisition and
 Replacement Programs
 Vehicle ISF Management
 100 Positions = 100.00 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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,405,395	\$1,381,324	\$1,593,451	\$1,668,452	\$1,976,965	18.5
Services & Supplies	115,246	213,734	244,431	282,996	368,717	30.3
Fixed Assets	27,033	3,725	0	0	0	0.0
Less Reimbursements	(148,416)	(203,406)	(201,087)	(201,683)	(201,683)	0.0
TOTAL DIRECT COST	\$1,399,258	\$1,395,377	\$1,636,795	\$1,749,765	\$2,143,999	22.5
PROGRAM REVENUE	(1,315,240)	(1,290,201)	(1,336,434)	(1,349,093)	(1,399,208)	3.7
NET GENERAL FUND CONTRIBUTION	\$84,018	\$105,176	\$300,361	\$400,672	\$744,791	85.9
STAFF YEARS	22.0	25.0	28.0	28.0	30.50	8.9

PROGRAM MISSION

To support Board of Supervisors' priorities. 1.5% of the Division's total Capital Projects support Parks and Libraries. 87.6% support law enforcement/public protection operations. Of this portion, 53% support juvenile probation and courts.

To keep the Board and the CAO informed of the development of major Capital Projects, to report 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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Overall FY95-96 Net General Fund Contributions (net costs) were about \$100,000 below the adopted budget. Services and Supplies decreased by \$38,565 due to the extended Request for Proposal selection procedure necessary to award a consultant contract to conduct the Americans with Disabilities (ADA) surveys of County buildings. NOTE: This contract is funded by CDBG funding appropriated in the Services and Supplies account. \$7,500 was transferred from Salary Savings to Fixed Assets to purchase computer equipment to utilize Computer Assisted Drawing software.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Began the implementation of a work plan to conduct a County-wide space usage audit.
2. Awarded a consultant contract to complete Phase II for Field Surveys to review Architectural Barrier Removals pursuant to the ADA in up to 91 County facilities totaling approximately 2.6 million square feet of County-usable space.
3. Began the development of a county-wide policy regarding specifications, Tenant Improvement Standards of Occupancy and Processing Minor Facility Improvement Requests in the Space Management section. Implemented an interim process for space requests.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Continue with the implementation of the work plan to conduct a County-wide usage audit of 7.2 million square feet of space over a three-year period and commence the first phase of an audit of 2.5 million square feet.
2. Begin development of a "Space Change Management" Program for tracking program relocations and change of usage for County Buildings.
3. Complete Phase II of field surveys to review Architectural Barrier Removals in up to 91 County facilities.
4. Begin Phase III of field surveys to review Architectural Barrier Removals of the remaining County facilities.
5. Continue development of county-wide policy on specifications, Tenant Improvement Standards and Minor Facility Improvements and integrate with revision of County Policies on the Capital and Space Request Process.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Architecture and Engineering [30.50 SY; E = \$2,143,999; R = \$1,399,208] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing architectural project and contract management for approximately \$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 \$178,000 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, and to develop the Accessible Programs and Facilities County of San Diego Transition Plan.
 - o Adding 2.0 SY Capital Project Coordinator positions at a cost of \$141,904 to develop a management plan and process for capital asset management, capital project planning and space management within the County.
 - o Deleting 1.0 SY Administrative Assistant II position and adding 1.0 SY Facilities Analyst position at \$0 net cost.
 - o Transferring 1.0 SY Supervising Clerk to the Support Services Division and adding 1.0 SY Senior Clerk to the Architecture program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
INTERGOV'T REVENUE:				
Fed Aid- Comm. Develop Block Grant (9683)	\$0	\$0	\$58,000	\$58,000
CHARGES FOR CURRENT SERVICES:				
Capital Outlay Fund (9785)	\$1,287,508	\$1,339,093	\$1,341,208	2,115
Aid from other Government Agencies (9746)	48,911	0	0	0
Sub-Total	\$1,336,419	\$1,339,093	\$1,399,208	\$60,115
MISCELLANEOUS REVENUES				
Other Miscellaneous (9995)	\$15	\$10,000	\$0	(10,000)
Work Auth. - Excess Cost (9998)	0	0	0	0
Sub-Total	\$15	\$10,000	\$0	\$(10,000)
Total Revenue	\$1,336,434	\$1,349,093	\$1,399,208	\$50,115
EXPENDITURE TRANSFERS AND REIMBURSEMENTS:				
Costs Applied In General Fund (5611)	\$142,143	\$201,683	\$201,683	0
Prior Year Costs Applied (5700)	31,269	0	0	0
Costs Applied - Excess Cost (5998)	27,675	0	0	0
Costs Applied Total	\$201,087	\$201,683	\$201,683	\$0
Total Revenue & Cost Applied	\$1,537,521	\$1,550,776	\$1,600,891	\$50,115

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
GENERAL FUND SUPPORT COSTS:	\$300,361	\$400,672	\$744,791	344,119
Sub-Total	\$300,361	\$400,672	\$744,791	\$344,119
Total	\$300,361	\$400,672	\$744,791	\$344,119

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY95-96 revenue was be underrealized by \$13,255. This was due to less earnings in the Capital Outlay Fund and in Costs Applied reimbursements.

FY96-97 revenue will increase from the FY95-96 budgeted level by \$58,000 due to CDBG funding to conduct ADA surveys of County buildings.

FY95-96 Costs Applied was earned at slightly below budgeted levels.

FY96-97 Costs Applied reimbursements will remain at the FY95-96 budgeted level.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
--	-------------------	-------------------	-------------------	-------------------	-------------------

ACTIVITY A:
DESIGN, CONSTRUCTION AND PLANNING OF CAPITAL PROJECTS

% OF RESOURCES: %

OUTCOME (Planned Result)

The information presented indicates Capital Projects that produce the following outcomes:

· Facilitate the functional use.	0		27	30	17
· Extend the useful life.	0		15	23	12
· Preserve the historic character.	0		2	3	3
· Reduce the amount of leased space vs. owned uses.	0		2	4	4
· Convert the existing space to new uses.	0		16	8	9
· Modify to meet code and regulatory changes.	0		8	12	27

EFFECTIVENESS (Input/Outcome)

· Contract management costs	0	\$ 920,000	\$1,150,000	\$1,150,000
· In-house labor and supplies	0	\$ 150,000	\$ 150,000	\$ 130,000
· Total Costs	0	\$1,070,000	\$1,300,000	\$1,280,000

OUTPUT (Service or Product)

· Dollar amount paid to construction contracts.	0	\$46,252,946	\$34,000,000	\$30,000,000
· Dollar amount paid to consultant contracts.	0	2,302,562	\$5,000,000	\$4,000,000
· Total dollar amount paid for outside contracts	0	48,555,508	\$39,000,000	\$34,000,000

EFFICIENCY (Input/Output)

· Contract value managed per allocated APM	0	\$4,046,292	\$3,250,000	\$3,400,000
· % of Administrative costs for contracts	0	2.8%	2.9%	3.4%
· % of In-house services	0	.38%	.38%	.38%

COMMENT

All performance measures are new. Data collection began with FY95-96.

In FY96-97, it is anticipated that the direction of Capital Projects will be changing from construction of new facilities to upgrading or expanding current facilities due to the completion of the Hall of Justice. We also expect a large increase in code modifications due to ADA Barrier Removal projects.

The cost to administer all Capital Project contracts was 2.8% of the total contract payments for FY95-96. This amount included all overheads, e.g. Division, Department and A86 Support Costs. This is a decrease from the budgeted amount due to the vacancy of two Architectural Project Managers (APM) positions. Administrative costs are expected to increase in FY96-97 due to the increased number of smaller projects with short timelines. These types of projects require more attention; therefore, resulting in an increase in administrative costs.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2287	Dep. Dir., Arch./Eng.	1	1.00	1	1.00	\$75,006	\$75,754
2303	Admin. Assistant II	1	1.00	0	0.00	41,678	0
2347	Capital Project Coordinator	0	0.00	2	2.00	0	92,806
2348	Chief, Capital Facilities Planning	1	1.00	1	1.00	51,937	65,306
2700	Intermediate Clerk Typist	1	.50	1	.50	10,294	10,688
2730	Senior Clerk	1	1.00	2	2.00	23,853	45,486
2745	Supervising Clerk	1	1.00	0	0.00	27,660	0
2757	Admin. Secretary II	1	1.00	1	1.00	25,372	26,246
3009	Word Processor Operator	1	1.00	1	1.00	23,646	24,455
3511	Sr. Construction Inspector	1	1.00	1	1.00	40,166	45,797
3571	Chief, Arch. Plan. & Design	1	1.00	1	1.00	63,143	65,306
3592	Arch. Project Mgr. II	6	6.00	6	6.00	310,869	321,468
3593	Arch. Project Mgr. III	9	8.50	9	9.00	472,451	504,708
3801	Drafting Tech. II	1	1.00	1	1.00	25,625	24,393
3802	Drafting Technician I	1	1.00	1	1.00	22,724	24,392
5911	Construction Specialist	0	0.00	0	0.00	0	0
5912	Facilities Analyst	1	1.00	2	2.00	17,085	77,500
8803	Sr. Facilities Analyst	1	1.00	1	1.00	23,848	43,347
9999	Extra Help	0	0.00	0	0.00	61,391	61,391
Total		29	28.00	31	30.50	\$1,316,748	\$1,509,043
Salary Adjustments:						(23,536)	32,046
Premium/Overtime Pay:						0	0
Employee Benefits:						431,427	485,270
Salary Savings:						(56,187)	(42,952)
VTO Reductions:						(0)	(6,442)
ILP Reductions:						0	0
Total Adjustments						\$351,704	\$467,922
Program Totals		29	28.00	31	30.50	\$1,668,452	\$1,976,965

PROGRAM: Facilities Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82103

ORGANIZATION #: 5500

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1996-97 Proposed Budget - Pg. 49-10

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$8,844,031	\$8,825,694	\$9,224,174	\$9,174,080	\$9,368,490	2.1
Services & Supplies	1,569,006	2,324,907	2,245,583	1,870,776	2,043,874	9.3
Privatized Services/Contracts	4,123,876	4,775,576	4,295,092	4,206,573	4,502,918	7.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	3,100	112,777	9,034	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(446,362)	(574,062)	(571,342)	(732,550)	(539,908)	(26.3)
TOTAL DIRECT COST	\$14,093,651	\$15,464,892	\$15,202,541	\$14,518,879	\$15,375,374	5.9
PROGRAM REVENUE	(1,077,102)	(981,304)	(1,023,996)	(683,438)	(683,438)	0.0
NET GENERAL FUND CONTRIBUTION	\$13,016,549	\$14,483,588	\$14,178,545	\$13,835,441	\$14,691,936	6.2
STAFF YEARS	214.10	217.55	219.39	226.75	220.25	(2.9)

PROGRAM MISSION

To support Board of Supervisors priorities. 3% of Facilities Services budgeted funds support parks and libraries and 51% supports law enforcement/public protection operations. Of this portion, 22% supports juvenile probation and courts.

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

FY95-96 Actual net costs are \$343,104 greater than FY95-96 Budget costs, primarily due to the overexpenditures in services and supplies, contracts and the underrealization of Costs Applied.

Salaries and benefits overspent by \$50,094 due to unavoidable and unfunded overtime costs required for the support of 24 hour detention facilities. Services and supplies overspent by \$374,807 due to increased requirements for countywide building maintenance supplies and contracts overspent by \$88,519 due to greater than budgeted need for security guard services.

Revenues overrealized appropriations by \$340,558 due to increased requests for services from the Capital Outlay Fund, Library Fund, Housing and Community Development and the Airport Enterprise Fund. Costs Applied underrealized by \$161,208 due to the contracting out of labor for major maintenance projects, rather than assignment to Facilities Services staff.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Achieved the goal to maintain and operate County occupied facilities in a cost competitive and responsible manner through County and private sector building maintenance resources. County costs are 36% below private sector maintenance costs as reported by the Building Owners and Managers Association (BOMA).

- a. Presented an annual budget conference on the efficiency and effectiveness of building maintenance activities to the Board of Supervisors on May 8, 1996.
2. Achieved the goal to 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. The information was presented to the Board on July 16, 1996 (#27).
 - a. Presented 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 to the Board of Supervisors on May 8, 1996 and July 16, 1996 (#27).

1996-97 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 at the annual budget conference information identifying the annual operating and maintenance costs and five year life cycle projection for major County facilities and new facilities coming on-line.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Facilities Operations [122.25 SY; E = \$6,518,372; R = \$239,116] 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 \$467,054 in salaries and benefits, contracts and 2.25 SY associated with the Hall of Justice:
 - .25 SY Mechanical Superintendent, .25 SY Air Conditioning & Refrigeration Mechanic, .25 SY Building Automation Technician, .25 SY Building Maintenance Supervisor, 1.00 SY Building Maintenance Engineer and .25 SY Security Alarm Specialist.
 - o Adding .25 SY Building Maintenance Engineer and \$12,571 in contracts and services and supplies associated with the East County Regional Center expansion.
 - o Adding .25 SY Building Maintenance Engineer and \$22,892 in contracts and services and supplies associated with Ohio Street maintenance requirements approved by the Board on April 16, 1996 (#20).
 - o Adding .25 SY Building Maintenance Supervisor and .25 SY Building Maintenance Engineer and \$24,600 in services and supplies associated with the San Diego Central Jail maintenance requirement for training and operation of building systems prior to substantial completion of the facility.
 - o Adding .75 SY Building Maintenance Engineer and \$9,000 in services and supplies associated with the Las Colinas expansion.
 - o Increasing \$250,000 associated with Standby and Callback overtime requirements.
 - o Transferring 12 positions, 12.00 SY, \$126,000 in associated services and supplies, \$220,932 in custodial contract costs and \$27,422 in security guard contract costs to the Clerk of the Board:
 - 1.00 SY Building Maintenance Supervisor, 4.00 SY Building Maintenance Engineer, 3.00 SY Building Maintenance Engineer Assistant, 2.00 SY Gardener and 2.00 SY Security Guard.
2. Facilities Work Control [75.00 SY; E = \$3,643,648; R = \$282,872] 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 Increasing \$12,500 associated with contract EPA certification requirements.
 - o Decreasing \$189,642 in costs applied to more closely match projected earnings.
3. Facilities Support Services [23.00 SY; E = \$5,213,354; R = \$161,450] includes Material Control which operates a warehouse whose inventory supports maintenance and construction crews, Contract Services which administers and manages custodial, trash, security, elevator and dead animal pickup contracts throughout the County, and the Major Maintenance Program administration. This activity is:
- o Mandated/Discretionary Service Level.
 - o Providing \$4,502,918 for privatized services, such as custodial, security guard, trash, elevator, fire extinguisher maintenance and dead animal pick-up.
 - o Increasing \$119,158 in trash contracts, \$20,200 in dead animal pick-up contracts and \$141,586 in security guard contracts.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$287,479	\$307,268	\$307,268	0
Air Poll. Contr. Dist. (9783)	16,530	15,000	15,000	0
Capital Outlay Fund (9785)	221,356	79,178	79,178	0
Airport Enterprise Fund (9787)	116,150	25,093	25,093	0
Liquid Waste Enterprise Fund (9788)	0	1,499	1,499	0
Solid Waste Enterprise Fund (9790)	30,109	0	0	0
DPW-Sanitation Districts (9792)	16,898	9,000	9,000	0
Library Fund (9793)	322,296	242,400	242,400	0
Sub-Total	\$1,010,818	\$679,438	\$679,438	\$0
OTHER REVENUES:				
Other Miscellaneous (HCD) (9979)	\$57,460	\$0	\$0	0
Misc. Revenues Other (9990)	8,172	0	0	0
Misc. Recovery Fees (Recycling) (9995)	27,991	4,000	4,000	0
Work Auth. Excess Cost (9998)	(80,445)	0	0	0
Sub-Total	\$13,179	\$4,000	\$4,000	\$0
Revenue Total	\$1,023,996	\$683,438	\$683,438	0
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Cost Applied (5611)	\$471,948	\$732,550	\$539,908	(192,642)
PR Cost Applied (5700)	99,395	0	0	0
Cost Applied Excess Cost (5998)	0	0	0	0
Costs Applied Total	\$571,342	\$732,550	\$539,908	\$(192,642)
Total Revenue & Costs Applied	\$1,595,338	\$1,415,988	\$1,223,346	\$(192,642)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
	\$14,178,545	\$13,835,441	\$14,691,936	856,495
Sub-Total	\$14,178,545	\$13,835,441	\$14,691,936	\$856,495
Total	\$14,178,545	\$13,835,441	\$14,691,936	\$856,495

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue in this program is earned from labor and services and supplies charges for maintenance, repairs, custodial, trash pickup, security and other services provided to non-General Fund programs and activities. Expenditure Transfers (Costs Applied) are earned from labor charges expended for work on Major Maintenance projects.

FY95-96 Actual revenues overrealized FY95-96 Budget appropriations by \$340,558, FY95-96 Costs Applied underrealized by \$161,208 as a result of contracting out the labor on major maintenance projects.

FY96-97 Budget revenue remains unchanged from FY95-96 Budget, FY96-97 Costs Applied are decreased by \$192,642 to more closely match projected earnings.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
FACILITIES OPERATIONS/BUILDING ENGINEERING-CRAFT MAINTENANCE AND REPAIR SERVICES					
% OF RESOURCES: 42.4%					
<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.	90%	91%	96%	90%	90%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct labor and supplies costs to maintain and repair County buildings.	\$9,279,392	\$9,639,810	\$9,277,839	\$9,306,062	\$9,902,771
Staff Years allocated to maintain and repair County buildings.	182.00	186.76	155.86	194.00	191.25
<u>OUTPUT (Service or Product)</u>					
Maintain & repair 6.2 million square feet of County buildings.	6,434,142	6,451,992	6,161,971 ¹	6,751,992	6,199,971 ²
<u>EFFICIENCY (Input/Output)</u>					
Maintenance and repair cost per sq.ft.	\$1.44	\$1.49	\$1.51	\$1.38	\$1.60
BOMA ³ average cost per sq.ft. (Maint & Repair Cost)	\$2.05	\$2.12	\$2.16	\$2.18	\$2.16
Square feet maintained per S.Y.	35,352	34,547	39,535	34,804	32,418
<u>OUTPUT (Service or Product)</u>					
Maintain & repair the sq.ft. occupied by Law & justice operations.	3,239,019	3,332,639	3,409,840	3,632,639	3,447,840
<u>EFFICIENCY (Input/Output)</u>					
Law & justice maintenance cost per sq.ft.	\$2.22	\$2.13	\$2.19	\$2.35	\$2.35
<u>OUTPUT (Service or Product)</u>					
Receive & complete 90,000 maint. & repair site service requests.	77,200	84,900	86,000	90,000	90,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per site service request ⁴	\$117.00	\$114.73	\$107.88	\$105.00	\$114.08
Site service requests per site S.Y. ⁵	892	782	1,020	462	769
Average labor hours per site service request.	4.8	2.7	2.04	4.5	2.7

¹Square footage reduction due to lease consolidations, terminations and renegotiations during FY95-96.²Includes Emergency Communications Complex, 37,000 sq. ft..³1994 Building Owners and Managers Assn. Annual Report for San Diego Region.⁴Includes central craft staffing and central craft workload.⁵Does not include central craft staffing.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY B:					
FACILITIES WORK CONTROL/PLANNING AND ESTIMATING SERVICES					
% OF RESOURCES: 23.7%					
<u>OUTCOME (Planned Result)</u>					
Receive, cost estimate, schedule & complete 75% of service requests for routine maintenance (work orders).	59%	63%	69%	75%	75%
Plan, design, estimate and expend 50% of annual funding in the major maintenance work program.	38%	51%	57%	50%	92%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct cost to plan, estimate & schedule County department work order requests for routine facility maintenance support services.	\$162,162	\$178,534	\$146,027	\$169,626	\$173,459
Staff Years for work order processing.	4	4	3.2	4	4
Direct cost to plan, estimate, schedule and manage major maintenance projects required for the repair or rehabilitation of capital assets.	\$200,732	\$179,030	\$192,922	\$288,824	\$218,672
Staff Years for major maintenance processing.	3	3.9	3.8	5	5
Major maint project funding. (new, carryovers, rebudgets)	\$6,675,292	\$9,587,663	\$6,759,315	\$6,365,712	\$ 3,196,962
<u>OUTPUT (Service or Product)</u>					
Number of routine service requests (work orders) planned, estimated & scheduled.	1,592	1,746	2,015	2,000	2,000
<u>EFFICIENCY (Input/Output)</u>					
Planning & estimating cost per service request (work order).	\$101.86	\$102.25	\$105.51	\$84.81	\$86.73
No. of service requests (work orders) completed/%.	939/59%	1108/63%	1384/69%	1500/75%	1500/75%
Service requests (work orders) per S.Y.	398	437	629	500	500
<u>OUTPUT (Service or Product)</u>					
Major maint current year expended (Expenditures and Encumbrances).	\$2,551,832	\$4,891,702	\$3,874,278	\$4,689,364	\$2,928,420 ¹
Major maintenance remodels current year expended (expenditures and encumbrances).	\$307,634	\$ 243,303	\$269,329	\$ 145,609	\$204,404
<u>EFFICIENCY (Input/Output)</u>					
Project cost managed per S.Y.	\$933,873	\$1,313,902	\$1,019,547	\$ 660,036	\$585,684

¹Estimated @ 92% of Adopted Major Maintenance Budget.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C:					
FACILITIES SUPPORT SERVICES/CONTRACT SERVICES					
% OF RESOURCES: 33.9%					
OUTCOME (Planned Result)					
Ensure reliable & cost effective building operations and public services through competitively bid contract services.					
Maintain contract mgmt cost below 10% of contract expenditures.	5.9%	4.6%	4.8%	10%	10%
Reduce contract cost for security services by \$369,000 in FY95-96 through implementation of electronic security systems.	\$677,000	\$ 619,331	\$435,374	\$210,000	\$316,500
EFFECTIVENESS (Input/Outcome)					
Contract service costs	\$3,789,000	\$3,651,940	\$4,071,935	\$3,794,374	\$4,329,154
Service contract mgmt. S.Y.	5.00	4.40	5.01	5.00	5.00
Service contract management cost.	\$225,343	\$ 166,586	\$196,924	\$190,471	\$192,946
% administration of contract cost.	5.9%	4.6%	4.8%	5.0%	4.5%
Contract cost per S.Y.	\$757,800	\$ 727,188	\$812,761	\$758,875	\$865,831
OUTPUT (Service or Product)					
Reduce security services contract hours.	95,200	84,493	54,646 ¹	29,700	34,950
EFFICIENCY (Input/Output)					
Security cost per hour.	\$7.11	\$7.33	\$7.63	\$7.11	\$8.62
OUTPUT (Service or Product)					
Provide trash services through competitive bids to 4 million square feet of County buildings.	3,368,569	3,772,569	4,072,569	4,072,569	4,072,569
EFFICIENCY (Input/Output)					
Trash cost per sq. ft.	\$0.19	\$0.20	\$0.17	\$0.20	\$0.23
OUTPUT (Service or Product)					
Increase elevator svcs.-no. of cars/stops.	75/340	75/340	81/399 ²	87/458	87/458 ³
EFFICIENCY (Input/Output)					
Monthly elevator cost per car per stop.	\$74.00	\$63.30	\$54.69	\$56.00	\$70.34
OUTPUT (Service or Product)					
Provide janitorial svc. to 3.3 million square feet.	2,922,300	3,089,300	3,389,300	3,389,300	3,389,300
EFFICIENCY (Input/Output)					
Janitorial cost per sq. ft.	\$0.67	\$0.63	\$0.64	\$0.71	\$0.74

¹Includes additional hours for Hall of Justice approved 4-26-96 (#27) and 2.5 months of fire watch coverage at the CAC during fire damage repairs.

²Hall of Justice partial year (6 months).

³Hall of Justice full year (12 months).

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>OUTPUT (Service or Product)</u>					
Maintain recycling svcs. at 300 tons of paper recycled & add other recyclables to the program.	N/A	716	433.27	300	300
<u>EFFICIENCY (Input/Output)</u>					
Recycling svcs. annual revenues.	N/A	\$ 34,890	\$25,916	\$29,000	\$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	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2289	Deputy Dir., Fac. Svcs.	1	1.00	1	1.00	\$74,584	\$77,134
0953	Chief, Facilities Operation	1	1.00	1	1.00	57,904	59,864
2369	Administrative Services Mgr. II	1	1.00	1	1.00	54,533	56,397
2302	Administrative Assistant III	1	1.00	1	1.00	45,983	47,558
2413	Analyst III	1	1.00	1	1.00	38,898	40,383
2334	Safety Specialist	1	1.00	0	0.00	38,725	0
8870	Gen. Svcs. Safety Coordinator	0	0.00	1	1.00	0	42,337
2757	Administrative Secretary II	1	1.00	1	1.00	25,372	26,246
2756	Administrative Secretary I	1	1.00	1	1.00	20,557	22,290
2730	Senior Clerk	3	3.00	3	3.00	68,468	71,833
2403	Accounting Technician	1	1.00	1	1.00	23,013	23,894
2700	Intermediate Clerk Typist	8	8.00	8	8.00	157,505	163,992
3643	Assoc. Mechanical Engineer	1	1.00	1	1.00	50,542	52,267
3617	Assistant Electrical Engineer	1	1.00	1	1.00	41,245	44,711
3120	Dept. Computer Specialist III	1	1.00	1	1.00	35,131	36,338
6010	Planner/Estimator III	3	3.00	3	3.00	108,945	112,683
6011	Planner/Estimator II	4	4.00	4	4.00	129,852	129,944
2655	Storekeeper III	1	1.00	1	1.00	28,552	29,533
2660	Storekeeper I	1	1.00	1	1.00	19,403	23,169
7516	Delivery Vehicle Driver	1	1.00	1	1.00	18,421	19,645
6015	Facilities Support Manager	1	1.00	1	1.00	46,443	48,035
7017	Facilities Manager	7	6.00	6	6.00	233,358	241,356
5885	Bldg. Maint. Supv.	10	8.75	9	8.25	293,440	290,679
5884	Bldg. Maintenance Engineer	62	57.00	60	57.00	1,744,561	1,793,448
6200	Bldg. Maint. Eng. Asst. II	34	34.00	31	31.00	923,542	889,336
5963	Senior Carpenter	1	1.00	1	1.00	31,965	33,060
5905	Carpenter	3	3.00	3	3.00	92,385	94,674
5940	Painter	8	8.00	8	8.00	235,315	245,910
7539	Construction & Svcs. Worker III	1	1.00	1	1.00	23,607	24,933
7540	Construction & Svcs. Worker II	3	3.00	3	3.00	63,515	62,755
7541	Construction & Svcs. Worker I	0	0.00	0	0.00	0	0
5925	Electrician/Sec.Alrm. Supervisor	1	1.00	1	1.00	39,021	40,360
5923	Senior Electrician	1	1.00	1	1.00	35,460	31,910
5920	Electrician	8	8.00	8	8.00	267,544	276,696
6210	Electrician Assistant	1	1.00	1	1.00	27,367	24,607
7536	Mason & Const.Svcs.Supv.	1	1.00	1	1.00	40,601	41,993
5933	Senior Mason	1	1.00	1	1.00	36,873	38,142
5930	Mason	3	3.00	3	3.00	97,918	101,280
5955	Plumber/Welder/Air Cond. Supv.	1	1.00	1	1.00	39,021	40,360
5953	Senior Plumber	1	1.00	1	1.00	35,460	36,679
5950	Plumber	7	7.00	7	7.00	236,024	244,229
6230	Plumber Assist.	3	3.00	3	3.00	83,295	86,157
6180	Welder	3	3.00	3	3.00	100,020	103,437
5959	Senior A/C Refrig. Mechanic	1	1.00	1	1.00	35,460	36,679
5960	Air Cond.& Refrig.Mechanic	9	8.75	9	9.00	290,945	312,030
6315	Gardener Supervisor II	1	0.00	0	0.00	0	0
6310	Gardener Supervisor I	2	2.00	2	2.00	45,024	46,748
6305	Gardener II	9	9.00	7	7.00	201,689	162,050
6162	Security Coordinator	1	1.00	1	1.00	37,581	38,872
6163	Sr. Security Alarm Specialist	1	1.00	1	1.00	36,477	37,727
6161	Security Alarm Specialist	9	8.75	9	9.00	290,011	306,255
7098	Security Guard	2	2.00	0	0.00	42,012	0
5195	F/S Contract Specialist II	1	1.00	1	1.00	33,773	34,935
5194	F/S Contract Specialist I	3	3.00	3	3.00	81,039	83,817
7097	Photo ID/Sec. Specialist	1	1.00	1	1.00	21,006	18,887
5919	Building Automation Technician	1	0.75	1	1.00	21,326	30,093
6000	Mechanical Superintendent	1	0.75	1	1.00	28,375	40,383
9999	Extra Help	0	0.00	0	0.00	147,604	147,604
Total		236	226.75	224	220.25	\$7,076,690	\$7,166,334

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
	Salary Adjustments:					37,739	(26,205)
	Premium/Overtime Pay:					13,617	263,617
	Employee Benefits:					2,356,642	2,323,536
	Salary Savings:					(310,608)	(317,031)
	VTO Reductions:					0	(41,761)
	ILP Reductions:					0	0
	Total Adjustments					\$2,097,390	\$2,202,156
	Program Totals	236	226.75	224	220.25	\$9,174,080	\$9,368,490

PROGRAM: Fleet Management

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82503

ORGANIZATION #: 5500

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1996-97 Proposed Budget - Pg. 49-19

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 County-owned automotive equipment, except automotive equipment of the Department of Public Works or purchased out of special district or limited purpose funds.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,380,775	\$3,272,619	\$4,050,359	\$4,020,448	\$4,263,946	6.1
Services & Supplies	3,680,539	4,693,168	4,631,367	5,459,931	5,152,001	(5.2)
Fixed Assets	0	167,686	130,186	122,280	0	(100.0)
Less Reimbursements	(1,263)	(2,067)	0	0	0	0.0
TOTAL DIRECT COST	\$6,060,061	\$8,131,406	\$9,811,912	\$9,602,659	\$9,416,847	(1.9)
PROGRAM REVENUE	(613,155)	(2,319,096)	(4,204,370)	(3,816,892)	(3,371,662)	(11.7)
NET GENERAL FUND CONTRIBUTION	\$5,446,906	\$5,812,310	\$5,607,542	\$5,785,767	\$6,045,185	4.5
STAFF YEARS	56.49	78.40	92.39	100.00	100.00	0.0

PROGRAM MISSION

To support Board of Supervisors priorities. 3% of Fleet Management budgeted General Funds support Parks and Libraries. 65% of Fleet Management budgeted General Funds support law enforcement/public protection operations. Of this portion, 1% supports juvenile probation and courts.

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Overall, Fleet Management FY95-96 Actual Net General Fund Contributions (net costs) were \$178,225 under budget. This consisted of a \$209,253 overexpenditure in Direct Costs offset by a \$387,478 overrealization of Revenue.

Salary and Benefits were \$29,911 over budget, in spite of vacancies, due to higher retirement and sick leave benefits costs than budgeted, and overtime and temporary help costs.

Services and Supplies were \$374,871 over budget due to increased use of contracted vehicle repairs due to mechanic vacancies, higher auto parts costs, increased fuel maintenance and garage equipment maintenance costs, and other miscellaneous increases.

Vehicle fuel was \$203,435 under budget to partially offset costs increases in vehicle repairs and other Services and Supplies. A sudden increase in gasoline prices beginning in March 1996 reduced fuel savings previously projected at \$298,000.

Revenue was overrealized by \$387,478. This overrealization was primarily due to (1) collection of revenue for repair of Public Works (DPW) Internal Services Fund (ISF) vehicles; (2) other merger-related revenue from (a) fuel sales to non-County entities such as school districts, (b) inventory services for DPW Road Fund crews, and (c) repairs of other non-General Fund vehicles; (3) revenue for vehicle maintenance for the Marshal; (4) one-time revenue from a U.S. government settlement with major oil companies involving crude oil overcharges from 1973 to 1981; and (5) ongoing State gas tax refunds on exempt buses and off-road vehicles.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Ensured compliance with State-mandated regulations through completion of 100% vehicle emission (smog) inspections and B.I.T. (CHP heavy truck safety) inspections.
 - a. Performed 1,076 vehicle emission (smog) inspections.
 - b. Performed 385 B.I.T. inspections.
2. Completed 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. Performed 8,903 preventive maintenance services on vehicles, heavy trucks and construction equipment.

1996-97 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 1,035 vehicle emission (smog) inspections.
 - b. Perform 350 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.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Fleet/Internal Service Fund (ISF) Management [14.00 SY; E = \$806,452; R = \$315,000] including support personnel is responsible for overall 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); implementation and administration of a General Fund vehicle ISF; underground tank replacement planning; replacement of a fleet management information system (FMIS); and budgeting of elected officials vehicle mileage allowance. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for continuing implementation and administration of General Services and Public Works vehicle fleet merger which became effective December 9, 1994.
 - o Responsible for implementation and administration of a new vehicle Internal Service Fund (ISF) for General Fund vehicles, and continuing administration of an existing ISF for Road Fund vehicles and other vehicles used by Public Works.
 - o Deleting \$462,280 in one-time funding and offsetting revenue to replace the Fleet Management Information System (FMIS).
 - o Transferring management of the Mail and Printing Services programs to the Support Services Division.
2. Automotive Parts [6.00 SY; E = \$2,135,980; R = \$90,000] 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 \$800,000 in privatized auto repair services.
 - o Adding \$105,320 for auto parts/maintenance to cover operating maintenance of 50 additional vehicles approved in 1995-96. Most of these vehicles were designated for law enforcement, including vehicles for the Senior Volunteer Patrol and two law enforcement vehicles funded by a High Intensity Drug Trafficking Area (HIDTA) grant.
 - o Excluding costs of automotive parts and contract repairs for Public Works Internal Service Fund (DPW-ISF) vehicles repaired at Public Works-owned sites at Jamacha, Ramona, and San Marcos. These costs are budgeted in the DPW-ISF, which receives most of its funding from the Road Fund. The DPW-ISF vehicle parts inventory is scheduled to be purchased by and become part of the new General Fund vehicle ISF, once the General Fund ISF is implemented.

3. C.O.C. Central Repair/Preventive Maintenance Facility [24.00 SY; E = \$1,134,547; R = \$140,000] 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.

4. Road Fund-owned Repair/Preventive Maintenance Facilities [33.00 SY; E = \$1,573,933; R = \$2,048,740] 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 Providing services to approximately 550 DPW-ISF owned vehicles. Transferred to the General Services budget in FY94-95 as a result of the merger of General Services and Public Works vehicle fleets. The buildings and equipment at San Marcos, Ramona and Jamacha remain under ownership of the Road Fund.
 - o Offset by revenue to be received from the DPW-ISF for vehicle maintenance and repair.

5. General Fund-owned Satellite Repair/Preventive Maintenance Facilities [22.00 SY; E = \$958,740; R = \$15,000] including support personnel is responsible for performing light maintenance, repair, servicing, and preventive maintenance inspections of over 900 vehicles including patrol units assigned by district to six satellite garages 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.

6. Vehicle Fuel [1.00 SY; E = \$2,807,195; R = \$762,922] 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, monitors fuel purchases and vendor repairs of refueling pumps, and ensures compliance with Environmental Protection Agency and Air Pollution Control District regulations. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Reducing vehicle fuel appropriations by a net \$170,878 below FY95-96 appropriations due to a targeted 4% vehicle use reduction and 10% home-garaging usage reduction.
 - o Adding \$12,500 for mandatory underground fuel tank inspection/operational compliance certification.
 - o Purchasing bulk fuel for all County-owned refueling sites, including sites owned by the Department of Public Works. Also paying for credit card purchases and fuel purchased from other cities.

PROGRAM REVENUE BY SOURCE	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
TAXES:				
Marshal Writ Disbursement (9195)	\$48,534	\$0	\$0	0
Sub-Total	\$48,534	\$0	\$0	\$0
USE OF MONEY AND PROPERTY:				
Equipment Rental-Operating (9211)	\$1,321	\$0	\$0	0
Equipment Rental-Orig. Cost Replacement (9212)	4,491	0	0	0
Sub-Total	\$5,812	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUE:				
State Aid Agriculture-Oriental Fruit Fly (9429)	\$5,731	\$4,125	\$4,125	0
Other Federal Grants (9678)	\$0	\$0	\$6,000	6,000
Aid From Other Govt Agencies (9746)	\$372	\$0	\$11,050	11,050
Sub-Total	\$6,103	\$4,125	\$21,175	\$17,050
CHARGES FOR CURRENT SERVICES:				
Charges in Road Fund (9782)	87,084	0	0	0
Air Pollution Control District (9783)	42,620	45,000	45,000	0
Pub. Wks. Road Fund ISF (9786)	3,393,131	3,407,487	3,277,487	(130,000)
Airport Enterprise Fund (9787)	167	0	0	0
Liquid Waste Enterprise Fund (9788)	2,813	0	0	0
Transit Enterprise Fund (9789)	31,540	0	0	0
Solid Waster Enterprise Fund (9790)	30,482	0	0	0
Other Special Districts (9792)	9,500	0	0	0
County Library (9793)	26,224	28,000	28,000	0
Other Service to Government (9971)	129,290	0	0	0
Sub-Total	\$3,752,851	\$3,480,487	\$3,350,487	\$(130,000)
MISCELLANEOUS REVENUE:				
Recovered Expenditures (9989)	62,402	0	0	0
Other Miscellaneous-Vehicle Salvage Trust Fund (9995)	337,329	332,280	0	(332,280)
Work Authorization Excess Cost Adjustment (9998)	(8,661)	0	0	0
Sub-Total	\$391,070	\$332,280	\$0	\$(332,280)
Revenue Total	\$4,204,370	\$3,816,892	\$3,371,662	\$(445,230)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$5,607,542	\$5,785,767	\$6,045,185	\$259,418
Sub-Total	\$5,607,542	\$5,785,767	\$6,045,185	\$259,418
Total	\$5,607,542	\$5,785,767	\$6,045,185	\$259,418

EXPLANATION/COMMENT ON PROGRAM REVENUES

1996-97 Revenue has been reduced by a net \$445,230. One-time revenue to offset the cost of a replacement Fleet Management Information System (FMIS) has been deleted, as this system was acquired in FY95-96. Partially offsetting this revenue decrease is increased vehicle maintenance revenue of \$6,000 from a High Intensity Drug Trafficking Area (HIDTA) grant (acct. 9678) and \$11,050 from a trust fund used for the Senior Volunteer Patrol Program (acct. 9746).

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: FLEET OPERATIONS					
% OF RESOURCES: 1%					
<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.		100%	100%	100%	100%*
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct labor and parts cost for mandatory inspection and vehicle repair.					
a. Emissions (smog) inspections.		\$38,461	\$53,228	\$35,563	\$32,085
b. B.I.T. (CHP Heavy Truck Safety) inspections.		\$3,162	\$31,789	\$1,479	\$43,694
<u>OUTPUT (Service or Product)</u>					
Number of vehicle emission (smog) inspections performed.		628	1,076	671	1,035
Number of B.I.T. inspections performed.		64	385	70	350
<u>EFFICIENCY (Input/Output)</u>					
Cost per vehicle emission (smog) inspection performed.		\$62	\$50	\$50	\$31
Cost per B.I.T. inspection performed.		\$49	\$83	\$125	\$125
ACTIVITY B: FLEET OPERATIONS					
% OF RESOURCES: 5%					
<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.		100%	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.		\$320,722	\$534,977	\$305,190	\$467,064
<u>OUTPUT (Service or Product)</u>					
Number of preventive maintenance services performed on vehicles, heavy trucks and construction equipment.		6,225	8,903	6,782	8,500
<u>EFFICIENCY (Input/Output)</u>					
Cost per preventive maintenance service performed on vehicles, heavy trucks and construction equipment.		\$52	\$60	\$45	\$55

*1995-96 Actual and 1996-97 Department Request and CAO Proposed indicators include for the first time DPW-ISF vehicles repaired at Public Works Road Fund-owned sites at Jamacha, Ramona and San Marcos, as these facilities have been staffed with General Services mechanics since the FY94-95 mid-year vehicle fleet merger.

STAFFING SCHEDULE

Class	Title	1995-96	1995-96	1996-97	1996-97	1995-96	1996-97
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
2220	Deputy Dir. Fleet Operations	1	1.00	1	1.00	\$74,584	\$77,134
6102	Chief, Fleet Operations	2	2.00	2	2.00	101,894	115,648
2302	Administrative Assistant III	2	2.00	2	2.00	91,968	95,116
2416	Fuel Management Specialist	1	1.00	1	1.00	32,963	35,274
6180	Welder	4	4.00	4	4.00	128,838	137,916
6130	Equipment Shop Supervisor	7	7.00	7	7.00	250,112	280,467
2609	Fleet Standards Specialist II	1	1.00	1	1.00	36,431	44,679
2607	Fleet Standards Specialist I	1	1.00	1	1.00	39,245	35,400
2608	Fleet Standards Technician	1	1.00	1	1.00	27,436	32,242
6108	Senior Equipment Mechanic	10	10.00	10	10.00	317,671	364,288
6110	Equipment Mechanic	36	36.00	36	36.00	1,117,602	1,247,811
6119	Equipment Service Tech. III	4	4.00	4	4.00	92,188	105,114
6120	Equipment Service Tech. II	13	13.00	13	13.00	271,596	328,116
2646	Fleet Parts Specialist III	2	2.00	2	2.00	53,394	61,946
2647	Fleet Parts Specialist II	3	3.00	3	3.00	69,141	78,942
2648	Fleet Parts Specialist I	2	2.00	2	2.00	41,784	47,698
2650	Stock Clerk	2	2.00	2	2.00	36,846	35,538
2403	Accounting Technician	1	1.00	1	1.00	26,562	27,472
2757	Administrative Secretary II	1	1.00	1	1.00	21,991	23,666
2510	Senior Account Clerk	2	2.00	2	2.00	43,960	48,856
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,591	21,295
2730	Senior Clerk	1	1.00	1	1.00	23,949	24,673
3119	Depart. Computer Specialist II	1	1.00	1	1.00	28,911	36,338
7515	Stores Delivery Driver	1	1.00	1	1.00	21,383	23,342
9999	Non-Permanent Extra Help	0	0.00	0	0.00	35,652	35,652
Total		100	100.00	100	100.00	\$3,006,692	\$3,364,623
Salary Adjustments:						233,446	0
Premium/Overtime Pay:						0	0
Employee Benefits:						916,546	1,062,202
Salary Savings:						(136,236)	(144,226)
VTO Reductions:						(0)	(18,653)
ILP Reductions:						0	0
Total Adjustments						\$1,013,756	\$899,323
Program Totals		100	100.00	100	100.00	\$4,020,448	\$4,263,946

PROGRAM: Printing Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 81501

ORGANIZATION #: 5500

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1996-97 Proposed Budget - Pg. 49-26

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$396,474	\$401,998	\$449,112	\$420,793	\$421,289	0.1
Services & Supplies	299,069	412,419	406,506	396,086	408,146	3.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	7,000	0	0	0.0
Less Reimbursements	(884,733)	(1,000,208)	(1,026,719)	(996,385)	(996,385)	0.0
TOTAL DIRECT COST	\$(189,190)	\$(185,791)	\$(164,101)	\$(179,506)	\$(166,950)	(7.0)
PROGRAM REVENUE	(57,254)	(67,189)	(45,842)	(75,616)	(75,616)	0.0
NET GENERAL FUND CONTRIBUTION	\$(246,444)	\$(252,980)	\$(209,943)	\$(255,122)	\$(242,566)	(4.9)
STAFF YEARS	11.39	11.72	12.32	13.00	13.00	0.0

PROGRAM MISSION

To support Board of Supervisors priorities. 55% of Printing Services budgeted funds support law enforcement/public protection operations and children services.

To provide a business-based, cost-effective reprographic and high speed copy service for all County departments.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

In FY95-96, \$450,000, or 55% of Printing Services budgeted funds was spent in support of law enforcement/public protection operations.

Overall, Printing Services was \$45,179 over budget. Salaries and Benefits were overspent by \$28,319 due to operating at almost a full staffing level, and for a terminal leave payoff at the end of the fiscal year. Services and Supplies were overexpended by \$10,420 due to the increased cost of paper. Cost Applied is projected to be overrealized by \$30,334. Revenue is projected to be underrealized by \$29,774 due to fewer printing job orders from non-General client departments.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Achieved 90% of goal to print 36,000,000 forms.
2. Overachieved goal to copy 5,300,000 documents by 334,841 documents.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To provide a competitive cost for printing and copy service for all County departments.
 - a. Print 33,000,000 forms.
 - b. Copy 5,550,000 documents.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Printing Services [13.00 SY; E = \$(166,950); 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 \$37,000 in contracted printing services with private vendors.
 - o Providing \$23,933 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 Adding 1.0 SY Print Shop Helper and 1.0 SY Accounting Technician and deleting 1.0 SY Sr. Account Clerk and 1.0 SY Intermediate Clerk Typist.
 - o Offset by Revenues and Reimbursements from client departments, enterprise funds and other agencies.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
AID FROM OTHER GOV'T. AGENCIES:				
Aid From Other Gov't. Agencies (9746)	\$12,277	\$0	\$0	0
Sub-Total	\$12,277	\$0	\$0	\$0
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$9,562	\$0	\$0	0
APCD (9783)	8,437	20,000	20,000	0
CATV (9784)	236	523	523	0
Capital Outlay Fund (9785)	3,770	0	0	0
Purchasing/Revolving Fund (9786)	1,880	30,395	30,395	0
Airport Enterprise Fund (9787)	188	0	0	0
Transit Enterprise Fund (9789)	2,353	0	0	0
Solid Waste Enterprise Fund (9790)	1,721	0	0	0
Library Fund (9793)	5,418	24,698	24,698	0
Sub-Total	\$33,565	\$75,616	\$75,616	\$0
Total Revenue	\$45,842	\$75,616	\$75,616	\$0
EXPENDITURE TRANSFERS AND REIMBURSEMENTS:				
Reimb Other County Depts (5605)	280,483	0	0	0
Cost Appl in General Fd (5611)	\$746,236	\$996,385	\$996,385	0
Cost Applied Total	\$1,026,719	\$996,385	\$996,385	\$0
Total Revenue & Cost Applied	\$1,072,561	\$1,072,001	\$1,072,001	0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(209,943)	\$(255,122)	\$(242,566)	12,556
Total	\$(209,943)	\$(255,122)	\$(242,566)	\$12,556

EXPLANATION/COMMENT ON PROGRAM REVENUES

1995-96 Actual Revenue was underrealized by \$29,774 (to fewer printing job orders from non-General client departments). Expenditure Transfers (Cost Applied) are projected to be overrealized by \$30,334 due to increased job requests from General Fund clients at year-end similar to the past two years.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 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'd. direct overhead)* and supplies cost to produce product.					
a. Printed Forms	\$728,848	\$783,758	\$788,399	\$858,168	\$794,933
b. Xerox Copies	\$115,576	\$126,398	\$161,480	\$116,359	\$162,818
<u>OUTPUT (Service or Product)</u>					
Print 36,000,000 forms	36,059,467	32,686,681	32,347,497	36,000,000	33,000,000
Copy 5,300,000 documents	4,269,863	5,818,535	5,634,841	5,300,000	5,550,000
<u>EFFICIENCY (Input/Output)</u>					
a. Cost Per Form Printed	\$0.0202	\$0.0240	\$0.0243	\$0.0238	\$0.0241
b. Cost Per Xerox Copy	\$0.0271	\$0.0217	\$0.0286	\$0.0219	\$0.0293

* Direct overhead instead of A-87 overhead used for 1995-96 Estimated Actual and 1996-97 CAO Adopted.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
3004	Chief, Printing Services	1	1.00	1	1.00	\$41,678	\$43,109
3073	Sr. Offset Equipment Operator	4	4.00	4	4.00	101,816	105,300
3050	Offset Equipment Operator	3	3.00	3	3.00	68,472	71,571
3054	Print Shop Helper	3	3.00	4	4.00	52,017	69,709
2510	Sr. Account Clerk	1	1.00	0	0.00	23,853	0
2700	Intermediate Clerk Typist	1	1.00	0	0.00	20,586	0
2403	Accounting Technician	0	0.00	1	1.00		23,154
Total		13	13.00	13	13.00	\$308,422	\$312,843
Salary Adjustments:						1,188	(25)
Premium/Overtime Pay:						0	0
Employee Benefits:						125,453	124,638
Salary Savings:						(14,270)	(14,465)
VTO Reductions:						(0)	(1,702)
Total Adjustments						\$112,371	\$108,446
Program Totals		13	13.00	13	13.00	\$420,793	\$421,289

PROGRAM #: 81502
 MANAGER: JOHN A. MILLER, Director

ORGANIZATION #: 5500
 REFERENCE: 1996-97 Proposed Budget - Pg. 49-31

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$507,967	\$447,007	\$481,070	\$496,397	\$533,571	7.5
Services & Supplies	92,259	116,288	113,378	77,297	86,341	11.7
Fixed Assets	0	5,885	0	0	0	0.0
TOTAL DIRECT COST	\$600,226	\$569,180	\$594,448	\$573,694	\$619,912	8.1
PROGRAM REVENUE	(41,813)	(33,975)	(56,328)	(42,427)	(42,427)	0.0
NET GENERAL FUND CONTRIBUTION	\$558,413	\$535,205	\$538,120	\$531,267	\$577,485	8.7
STAFF YEARS	16.80	15.11	15.78	17.00	17.50	0.0

PROGRAM MISSION

To support Board of Supervisors priorities. 2% of Mail Services budgeted funds support Parks and Libraries. 25% of Mail Services budgeted funds support law enforcement/public protection operations. Of this portion, 2% supports juvenile probation and courts.

To provide a complete U.S. mail and inter-office mail service in a timely, cost-efficient and cost-effective manner to 52 client departments.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Overall, Mail Services 1995-96 Actual cost was \$6,853 over budget. Salary and Benefits were \$15,327 under budget due to partial-year vacant Mail clerk Driver positions. Services and Supplies were \$36,081 over budget primarily due to the use of unfunded contract labor and the purchase of minor equipment and mail uniforms. Revenue for mail services provided to non-General Fund and enterprise fund departments was \$13,901 more than budgeted primarily due to overrealization of revenue from Library Funds.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Achieved 99% of objective to process 7,240,000 pieces of U.S. Mail
2. Achieved 100% of objective to deliver 8,000,000 pieces of interoffice mail to all County departments.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Collect and process 29,000 pieces of U.S. mail daily (7.2 million pieces annually) for 52 County departments.
2. Collect, sort and deliver all 8 million pieces of inter-office mail to 52 County departments annually.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Mail Services [17.50 SY; E = \$619,912; 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 letter barcoding and sorting by zip code services for client departments. This activity is:
 - o Mandated/Discretionary Service Level.

- o Privatizing \$65,000 in equipment preventive maintenance services.
- o Increasing \$46,218 in net County costs due to (1) Salary and Benefits net adjustments of \$37,174 for salary step increases, retirement, insurance, unemployment expense, voluntary time off (VTO) reductions, salary savings increase, negotiated Salary and Benefits increase and an additional .50 SY of a Mail Clerk Driver; and (2) Services and Supplies increase of \$9,044 consisting of a \$7,089 increase for public liability insurance premiums and a \$1,955 increase for a mail sorter/barcoder annual maintenance contract.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$6,891	\$24,596	\$24,596	0
APCD (9783)	16,080	4,000	4,000	0
Airport Enterprise Fund (9787)	3,849	568	568	0
Liquid Waste Enterprise Fund (9788)	3,011	1,763	1,763	0
Solid Waste Enterprise Fund (9790)	5,669	0	0	0
Library Fund (9793)	20,398	11,500	11,500	0
Services to Other Gov't Agencies (9971)	430	0	0	0
Sub-Total	\$56,328	\$42,427	\$42,427	\$0
Total	\$56,328	\$42,427	\$42,427	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$538,120	\$531,267	\$577,485	46,218
Total	\$538,120	\$531,267	\$577,485	\$46,218

EXPLANATION/COMMENT ON PROGRAM REVENUES

1995-96 Actual Revenue was \$13,901 more than budgeted. Charges for mail services to pickup, deliver and process U.S. and interoffice mail from the Libraries and APCD was higher than budgeted.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
U.S. MAIL					
% OF RESOURCES: 60%					
<u>OUTCOME (Planned Result)</u>					
Collect & process 29,000 pieces of U.S. Mail daily for 52 County departments and offices.	100%	92%	99%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct labor and services to process U.S. Mail daily.	\$360,135	\$341,508	\$356,669	\$344,217	\$371,947
<u>OUTPUT (Service or Product)</u>					
Process 7.2 million pieces of U.S. Mail yearly.	7,303,547	6,251,595	6,759,370	6,800,000	7,240,000
<u>EFFICIENCY (Input/Output)</u>					
Number of pieces of U.S. Mail processed annually per employee.	760,786	738,959	704,101	708,333	754,186
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.	\$240,000	\$227,672	\$237,780	\$229,477	\$247,965
<u>OUTPUT (Service or Product)</u>					
Deliver 8 million pieces of Interoffice Mail.	8,002,000	8,000,000	8,000,000	8,000,000	8,000,000
<u>EFFICIENCY (Input/Output)</u>					
Number of pieces of Interoffice Mail handled annually per employee.	1,250,312	1,418,440	1,250,000	1,176,471	1,250,000

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
3047	Mail Systems Specialist	1	1.00	1	1.00	30,323	31,360
3074	Senior Mail Clerk Driver	2	2.00	2	2.00	44,571	46,291
3039	Mail Clerk Driver	16	14.00	17	14.50	287,424	306,924
Total		19	17.00	20	17.50	\$362,318	\$384,575
Salary Adjustments:						(2,387)	6,914
Premium/Overtime Pay:						0	0
Employee Benefits:						153,300	161,665
Salary Savings:						(16,834)	(17,284)
VTO Reductions:						0	(2,299)
Total Adjustments						\$134,079	\$148,996
Program Totals		19	17.00	20	17.50	\$496,397	\$533,571

PROGRAM: Real Property

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82151

ORGANIZATION #: 5500

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1996-97 Proposed Budget - Pg. 49-36

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).

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,366,287	\$1,425,707	\$1,561,797	\$1,620,879	\$1,659,245	2.4
Services & Supplies	62,664	157,287	124,723	121,315	142,935	17.8
Other Charges	20,000	0	0	0	0	0.0
Fixed Assets	12,502	0	11,347	0	0	0.0
Reimbursements	0	0	(5,469)	0	0	0.0
TOTAL DIRECT COST	\$1,461,453	\$1,582,994	\$1,692,398	\$1,742,194	\$1,802,180	3.4
PROGRAM REVENUE	(888,599)	(1,160,744)	(927,812)	(788,700)	(811,000)	2.8
NET GENERAL FUND CONTRIBUTION	\$572,854	\$422,250	\$764,586	\$953,494	\$991,180	4.0
STAFF YEARS	25.27	25.95	26.89	29.25	29.25	0.0

PROGRAM MISSION

To support Board of Supervisors priorities. Approximately 6% of Real Property operations support Parks and Libraries. Approximately 19% support law enforcement/public protection operations, including Juvenile Probation.

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

FY95-96 actual Net General Fund Contributions are \$188,908 under budget. Salaries and Benefit expenditures are \$59,082 under budget. These savings are due to partial-year vacancies in four positions. Revenue is \$139,112 over budget due to additional service requests from various sources and the inclusion of \$84,373 in the Solid Waste Enterprise Fund revenue.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Achieved 104% of goal by negotiating and/or processing 73 revenue leases.
2. Achieved 132% of goal by acquiring 79% of parcels by negotiation (as opposed to commencing eminent domain); achieved 98% of goal by purchasing 88% of parcels acquired by negotiation at appraised value (as opposed to negotiated settlement at above market prices); and achieved 95% of goal by purchasing 62 parcels.
3. Achieved 36% of goal by preparing 5 in-house narrative appraisals and 92% of goal by preparing 37 in-house value estimates; and achieved 18% of goal by appraising 11 parcels in-house and 102% of goal by value estimating 82 parcels in-house. Note: In following the Board's direction to privatize services where economically feasible, additional narrative appraisals were contracted out in FY1995-96.
4. Achieved 67% of goal by negotiating and/or extending 60% of existing lease contracts prior to contract expiration; achieved 103% of goal by negotiating 98% of new lease contracts at prices that are within budgeted amounts and supported by market data; and achieved 120% of goal by negotiating and/or renegotiating 48 new and existing acquisition lease contracts.

5. Achieved 100% of goal by completing 95% of lease contract rental adjustments by due dates; achieved 150% of goal by inspecting 30 leased facilities as a part of lease negotiation/renegotiation activities (No reports or action plans were developed due to a shortage of staff resources); and achieved 99% of goal by managing 189 acquisition leases.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Negotiate and/or process 90% revenue lease contracts within project time schedules and budgeted cost.
 - a. Negotiate and/or process 75 revenue leases.
2. Acquire 70% of parcels by negotiation and purchase 90% of those parcels acquired 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 10 narrative appraisals and 40 value estimates.
 - b. Appraise 40 parcels and estimate the value of 80 parcels.
4. Negotiate and/or extend 80% 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 25% of leased buildings annually to ensure proper maintenance/repair is provided by lessors.
 - a. Manage 228 acquisition leases.
 - b. Inspect 25 leased buildings.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration Real Property [7.00 SY; E = \$375,877; R = \$0]:
 - 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 County-wide 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.
 - o Providing primary support for the development, review and implementation of the County-wide Rents & Leases Program and Budget.
 - o Adding 1.0 SY Chief, Real Property Operations and 1.0 SY Administrative Assistant III and deleting 1.0 SY Supervising Real Property Agent and 1.0 SY Administrative Assistant II.
 - o Adding 1.0 SY Intermediate Clerk and transferring 1.0 SY Administrative Secretary I to the General Services Support Services Program.
2. Property Management [4.00 SY; E = \$258,528; R = \$95,000]:
 - o Mandated/Discretionary Service Level.
 - o Providing centralized management of 151 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 the revenue leasing component of the space management system database.

3. Engineering [4.25 SY; E = \$262,043; R = \$205,000]:
 - o Mandated/Discretionary Service Level.
 - o Providing technical engineering services to County departments and the public.
 - o Responsible for describing parcels acquired for County departments; preparing new and/or revised right of way plans; and maintaining the County-wide land inventory.

4. Acquisition [6.00 SY; E = \$394,276; R = \$382,000]:
 - o Mandated/Discretionary Service Level.
 - o Responsible for conducting acquisition services for the County of San Diego.
 - o Providing relocation assistance when County real estate acquisitions displace business and residential occupants.

5. Valuation [2.00 SY; E = \$126,192; R = \$110,000]:
 - o Mandatory/Discretionary Service Level
 - o Providing appraisal services for County land and facilities acquisition projects.
 - o Managing appraisal consultant contracts.

6. Acquisition Leasing [6.00 SY; E = \$385,264; R = \$19,000]:
 - o Mandated/Discretionary Service Level
 - o Managing County-wide acquisition leasing activities for 30 County departments and offices and 228 leases.
 - o Managing the lease savings program.
 - o Managing the acquisition leasing component of the space management system database.
 - o Managing the leasing consultant contract.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
TAXES OTHER THAN CURRENT PROPERTY:				
Sales and Use Tax (T.D.A.)(9061)	\$6,796	\$0	\$0	\$0
Sub-Total 9100	\$6,796	\$0	\$0	\$0
USE OF MONEY AND PROPERTY:				
Rents and Concessions (9210)	\$3,218	\$0	\$0	\$0
Sub-Total 9400	\$3,218	\$0	\$0	\$0
CHARGES FOR CURRENT SERVICES:				
Service to Prop Owners (9771)	\$1,000	\$0	\$0	\$0
Public & Government Plan & Eng-Plan Check & Field Inspection (9773)	63,286	5,000	86,000	81,000
Eng Serv Other Govmt (9775)	0	0	0	0
Road Fund (9782)	536,398	517,000	555,000	38,000
Air Pollution Control District (9783)	14,136	4,000	5,700	1,700
Capital Projects (9785)	110,236	150,000	50,000	(100,000)
Airports Enterprise Fund (9787)	72,224	61,000	62,000	1,000
Liquid Waste Enterprise Fund (9788)	1,766	0	0	0
DPW Solid Waste Enterprise Fund (9790)	84,373	0	0	0
DPW Special Districts (9792)	16,859	22,000	29,000	7,000
Library Fund (9793)	11,713	14,700	13,300	(1,400)
Sub-Total 9600	\$911,991	\$773,700	\$801,000	\$27,300
OTHER FINANCING SOURCES:				
DPW Operating Transfer Other Special Dist (9812)	\$830	\$15,000	\$10,000	\$(5,000)
Other Miscellaneous (9995)	4,977	0	0	0
Sub-Total 9700/9800	\$5,807	\$15,000	\$10,000	\$(5,000)
Total	\$927,812	\$788,700	\$811,000	\$22,300

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$764,586	\$953,494	\$991,180	\$37,686
Total	\$764,586	\$953,494	\$991,180	\$37,686

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY95-96 program revenues are overrealized by \$139,112 due primarily to the receipt of unbudgeted revenue realized in Account 9773 Plan Check & Field Inspection and in Account 9790 Solid Waste Enterprise Fund.

FY96-97 program revenues include additional revenue budgeted for Account 9782 Road Fund due to the Valley Center North project and less revenue in Account 9785 Capital Outlay Fund due to the anticipated completion of the 800 MHz Regional Communication System project.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: Revenue Lease Contract Negotiation/Processing					
% OF RESOURCES: 10.7%					
<u>OUTCOME (Planned Result)</u>					
Negotiate and/or process 90% of contracts within project time schedules and within budgeted amounts	90%	90%	90%	90%	90%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct cost to negotiate and/or process contracts	\$114,938	\$123,147	\$115,957	\$124,674	\$129,264
Staff years assigned to negotiate and/or process contracts	1.92	1.86	1.79	1.92	2.0
<u>OUTPUT (Service or Product)</u>					
Negotiate and/or process 75 contracts	62	79	73	70	75
<u>EFFICIENCY (Input/Output)</u>					
# of contracts negotiated and/or processed per staff year	32	42	41	36	38
Direct cost per contract negotiated and/or processed	\$1,911	\$1,559	\$1,588	\$1,781	\$1,724

Comment

These percentages are approximated. Procedures for tracking the cost and turn around time for specific projects are being developed and will be implemented during 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 are being developed and will be implemented during FY96-97. This will allow a more business like approach to project management and expense reporting by project category.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY B: Acquisition of Real Property Interests					
% OF RESOURCES: 14.9%					
<u>OUTCOMES (Planned Result)</u>					
Acquire 70% of contracts by negotiation (as opposed to commencing eminent domain) ¹	57%	76%	79%	60%	70%
Purchase 90% of parcels acquired by negotiation at appraised value (as opposed to negotiated settlement at above market prices) ²	91%	87%	88%	90%	90%
<u>EFFECTIVENESS (Input/Outcome) ³</u>					
Direct cost to negotiate property purchases	\$245,700	\$305,941	\$193,250	\$356,241	\$361,420
Staff Years allocated to negotiate property purchases	3.5	5.0	3.14	5.5	5.5
<u>OUTPUT (Service or Product)</u>					
Acquire 65 Parcels	59	49	62	65	65
<u>EFFICIENCY (Input/Output)</u>					
# of Parcels Acquired/Staff Year	17	10	20	12	12
Direct cost/parcel acquired	\$4,164	\$6,244	\$3,117	\$5,481	\$5,560

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 (12% or 6 of 49 negotiated transactions in FY95-96). These transactions were completed at average prices of 10% above appraised value.

³ For FY95-96, actual amounts are lower than budgeted cost and staff years due the necessity of temporarily shifting staff resources from the Acquisition/Relocation sub-activity to (1) the Acquisition Leasing/Lease Negotiation sub-activity due to the new 800 MHz Regional Communication System requirement for additional lease sites (.50 SY), and (2) the Valuation Sub-activity due to demands for additional appraisal services on various new projects including the Valley Center Road, San Vicente Road, Bonita Road, and SanCal bond financing projects (1.0 SY).

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY C: Valuation - Preparation of In-house Narrative Appraisal Reports and Value Estimates					
% OF RESOURCES: 11%					
<u>OUTCOME (Planned Result)</u>					
Complete 90% of Narrative Appraisal Reports and Value Estimates within budgeted cost and project timelines ¹	90%	98%	90%	90%	90%
<u>EFFECTIVENESS (Input/Outcome) ²</u>					
Direct Cost to Provide In-house Narrative Appraisal Reports	\$66,806	\$75,102	\$68,656	\$72,962	\$78,870
Direct Cost to Provide Value Estimates ³	\$19,925	\$12,118	\$33,491	\$11,961	\$47,322
Staff Years Assigned to Provide Narrative Appraisal Reports	1.14	1.29	1.18	1.22	1.25
Staff Years Assigned to Provide Value Estimates ³	.34	.21	.58	.20	.75
<u>OUTPUT (Service or Product)</u>					
Prepare 10 Narrative Appraisals	14	11	5	14	10
Appraise 40 Parcels	50	37	11	60	40
Prepare 40 Value Estimates	25	49	37	40	40
Value Estimate 80 Parcels	94	101	82	80	80
<u>EFFICIENCY (Input/Output)</u>					
Direct Cost per Narrative Appraisal Report	\$4,772	\$6,827	\$13,731	\$5,211	\$7,887
Direct Cost per Parcel Appraised	\$1,336	\$2,030	\$6,241	\$1,216	\$1,972
Direct Cost per Valuation Estimate ⁴	\$797	\$247	\$905	\$299	\$1,183
Direct Cost per Parcel Valued	\$212	\$120	\$408	\$150	\$592

Comment

¹ The percentages shown are approximated. Procedures for recording specific project cost and turn around information are being developed and will be implemented during FY96-97. Narrative appraisal reports are very detailed appraisal reports sufficient to meet Federal Highway Administration 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 Costs incurred for review and approval of reports by the senior appraiser are included in the cost figures shown.

³ For FY95-96, actual amounts for value estimates are higher due to shifting staff resources to accommodate customer service requests.

⁴ The cost per unit for valuation estimates can vary significantly due to variations in the complexity and type of the properties being valued.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY D: Negotiation of Acquisition Lease Contracts					
% OF RESOURCES: 25.4%					
<u>OUTCOME (Planned Result) ¹</u>					
Negotiate and/or extend 80% of existing lease contracts prior to contract expiration.	90%	66%	60%	90%	80%
Negotiate 95% of new lease contracts at prices that are within budgeted amounts and supported by market data.	95%	95%	98%	95%	95%
<u>EFFECTIVENESS (Input/Outcome) ²</u>					
Direct Cost to negotiate lease contracts.	\$129,597	\$157,657	\$227,694	\$240,579	\$256,843
Staff years allocated to lease negotiation/renegotiation.	2.4	2.6	4.96	3.90	4.0
<u>OUTPUT (Service or Product) ³</u>					
Negotiate and/or renegotiate 40 new and existing acquisition lease contracts.	36	40	48	40	40
<u>EFFICIENCY (Input/Output)</u>					
Direct Cost per lease contract negotiation/renegotiation.	\$3,600	\$3,941	\$4,744	\$6,014	\$6,421
# of contracts negotiated/renegotiated per staff year	15	15	10	10	10

Comment

¹ New reporting systems have been developed and are being implemented for FY96-97. These systems will be evaluated and adjusted as needed.

² FY95-96 actual amounts include additional staff resources temporarily shifted from the Acquisition sub-activity to support the new 800 MHz Regional Communications System requirement for additional lease sites.

³ FY95-96 actual amounts include 11 new site leases and/or permits for the 800 MHz Regional Communications System.

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.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY E: Management of Acquisition Lease Contracts					
% OF RESOURCES: 3.5%					
<u>OUTCOME (Planned Result)</u>					
Effectively 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	95%	95%	95%	95%	95%
Inspect 25% of leased facilities on an annual basis to ensure proper maintenance/repair is provided by lessor with action plans developed and implemented.	25%	20%	30% ²	20%	25%
<u>EFFECTIVENESS (Input/Outcome) ³</u>					
Direct Cost To Manage Acquisition Lease Inventory	\$140,396	\$84,892	\$42,117	\$129,543	\$128,408
Staff Years allocated to manage acquisition leases	2.6	1.4	.68	2.1	2.0
Approximate annual rental cost of acquisition leases countywide	\$20,400,000	\$17,450,000	\$18,850,000	\$20,818,000	\$17,840
<u>OUTPUT (Service or Product)</u>					
Manage 228 lease contracts	194	197	189	190	228 ⁴
Inspect 25 leased facilities	N/A	N/A	30 ²	25	25
<u>EFFICIENCY (Input/Output)</u>					
Direct cost per lease contract managed	\$724	\$431	\$223	\$682	\$563
Direct Cost to manage lease as a % of annual rental cost	.74%	.49%	.22%	.62%	.71%

Comment

¹ Procedures for tracking timing of implementation and accuracy of initial calculations have been developed and are being implemented in FY95-96. These new reporting systems will be evaluated in FY96-97 and adjusted as needed.

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 during 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. Thirty facilities were inspected as a part of lease negotiation/renegotiation activities. However, no reports or action plans were developed due to a shortage of staff resources.

³ The cost and staff years expended on lease management and property inspections fell in FY94-95 and again in FY95-96 due to the necessity of shifting staff resources from the lease management to the lease negotiation sub-activity. These two activities share a total of 6.0 budgeted staff years. Significant workload increases in the negotiation/renegotiation 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. It is anticipated that staff will be able to spend more time on management activities in FY96-97 due to lease negotiation support from the newly contracted leasing consultant.

⁴ Includes 43 new site leases and/or permits for the 800 MHz Regional Communications System.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0956	Chief, Real Property Operations	0	0.00	1	1.00	\$0	\$58,820
2290	Deputy Director, Real Property	1	1.00	1	1.00	72,486	74,967
2302	Administrative Assistant III	0	0.00	1	1.00	0	39,134
2303	Administrative Assistant II	1	1.00	0	0.00	39,962	0
2700	Intermediate Clerk Typist	0	0.00	1	1.00	0	17,965
2730	Senior Clerk	2	2.00	2	2.00	46,252	47,392
2756	Administrative Secretary I	1	1.00	0	0.00	21,963	0
2757	Administrative Secretary II	1	1.00	1	1.00	25,372	26,246
3592	Architectural Project Manager II	1	.75	1	1.00	32,222	45,469
3728	Senior Land Surveyor	1	1.00	1	1.00	59,654	61,692
3780	Assistant Surveyor	1	1.00	1	1.00	37,853	39,154
3785	Land Surveyor	1	1.00	1	1.00	43,791	38,255
3813	Engineering Technician II	2	1.50	2	1.25	48,994	39,280
5525	Associate Real Property Agent	9	9.00	9	9.00	360,084	378,175
5570	Senior Real Property Agent	5	5.00	5	5.00	228,291	239,725
5585	Supervising Real Property Agent	4	4.00	3	3.00	218,056	169,131
Total		30	29.25	30	29.25	\$1,234,980	\$1,275,405
Salary Adjustments:						(8,907)	18,208
Employee Benefits:						449,814	428,596
Salary Savings:						(55,008)	(55,574)
VTO Reductions:						(0)	(7,390)
Total Adjustments						\$385,899	\$383,840
Program Totals		30	29.25	30	29.25	\$1,620,879	\$1,659,245

PROGRAM: Records Management

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82401

ORGANIZATION #: 5500

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1996-97 Proposed Budget - Pg. 49-49

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$247,959	\$281,043	\$309,182	\$332,236	\$357,695	7.7
Services & Supplies	44,315	78,026	77,347	71,759	80,100	11.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	2,439	31,827	34,897	0	0	0.0
TOTAL DIRECT COST	\$294,713	\$390,896	\$421,426	\$403,995	\$437,795	8.4
PROGRAM REVENUE	(78,696)	(93,618)	(117,866)	(111,748)	(121,856)	9.0
NET GENERAL FUND CONTRIBUTION	\$216,017	\$297,278	\$303,560	\$292,247	\$315,939	8.1
STAFF YEARS	6.92	8.0	8.49	10.0	10.25	2.5

PROGRAM MISSION

To support Board of Supervisors priorities. 1% of Records Management budgeted funds support Parks and Libraries. 10% supports law enforcement/public protection operations. Of this portion, 75% supports juvenile probation and courts.

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Overall FY95-96 net costs are projected to be \$11,313 over adopted budget. This overexpenditure is the result of the purchase of critical fixed assets. The appropriations for the fixed assets was a mid-year, Board approved (May 16, 1995 [#21]), appropriation transfer.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Achieved 76% of microfilming goal by filming 1.4 million documents.
2. Exceeded microforms goal by 228% through the production of 125,500 microforms more than budget levels.
3. Exceeded processing and duplicating goal by 35% through the servicing of 485 additional 100 ft reels.
4. Exceeded record retention schedules goal by completing 1 additional department.

1996-97 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 80,000 feet of film.
 - d. Duplicate 60,000 feet of film.
2. Produce record inventories for retention schedules for Assessor/Recorder/County Clerk.
3. Develop a proposal to establish an ISF which will allow Records Management to competitively bid on microfilming jobs for County Departments, other Government Agencies and the private sector.

4. Establish standards and guidelines for Electronic Records Management techniques and identify standards for optical storage media.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Micrographics [6.25 SY; E = \$247,579; R = \$120,856] is:
 - o Mandated/Discretionary Service Level.
 - o Servicing 100% of the County's microfilming needs as required.
 - o Offset 48% by revenue.
 - o Adding 1.0 SY Photo Reduction Technician (revenue offset) and deleting .75 SY Microfilm Operator.
2. Records Consulting [2.0 SY; E = \$91,172; R = \$0] is:
 - o Mandated/Discretionary Service Level.
 - o Providing Record retention and disposition services to County departments.
3. Administration [2.0 SY; E = \$99,044; R = \$1,000] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Administering the County-Wide Records Management Program.
 - o Providing administration and clerical support to the Records program.
 - o Administering a privatized records storage contract.
 - o Able to service 100% of requested offsite storage needs through privatized services.
 - o Adding 1.0 SY Accounting Technician and deleting 1.0 SY Senior Account Clerk.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES:				
Other Governmental Agencies (9971)	\$36,299	\$39,248	\$49,356	10,108
Road Fund (9782)	35,730	60,000	60,000	0
Solid Waste Enterprise Fund (9790)	0	0	0	0
APCD (9783)	0	0	0	0
Liquid Waste (9788)	2,385	4,000	4,000	0
Aid From Other Gov't. Agency (9746)	0	0	0	0
Micrographics Fee (9864)	371	1,000	1,000	0
Sub-Total	\$74,785	\$104,248	\$114,356	\$10,108
OTHER REVENUE:				
Sale of Silver (9994)	\$0	\$500	\$500	0
Other Miscellaneous (9995)	43,081	7,000	7,000	0
Sub-Total	\$43,081	\$7,500	\$7,500	\$0
Total	\$117,866	\$111,748	\$121,856	\$10,108

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$303,560	\$292,247	\$315,939	\$23,692
Sub-Total	\$303,560	\$292,247	\$315,939	\$23,692
Total	\$303,560	\$292,247	\$315,939	\$23,692

EXPLANATION/COMMENT ON PROGRAM REVENUES

An increase of \$10,108 in 1996-97 revenue is a result of an increase in microfilm services requested by the City of San Diego.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: MICROGRAPHICS					
% OF RESOURCES: 75%					
<u>OUTCOME (Planned Result)</u>					
Number of Documents Requested/ Filmed	407,000 1,900,291	407,000 1,777,000	1,942,300 *1,477,300	1,942,300 1,900,000	2,195,000 2,195,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of Requested Documents filmed	100%	100%	76%	97.8%	100%
<u>OUTPUT (Service or Product)</u>					
Documents filmed:					
Rotary	1,396,624	1,600,000	1,296,000	1,734,300	1,700,000
Planetary	493,392	172,000	177,000	200,000	192,000
Engineer Drawings	10,275	5,000	7,300	8,000	8,000
Total	1,900,291	1,777,000	1,477,300	1,942,300	1,900,000
Microforms:					
Aperture Cards	56,917	35,000	**176,000	35,000	35,000
Microfiche	44,678	4,500	4,500	20,000	20,000
Total	101,595	39,500	180,500	55,000	55,000
Processed/Duplicated:					
Processed Reels (100 ft.)	647	950	961	800	800
Duplicated Reels (100 ft.)	680	870	924	600	600
<u>EFFICIENCY (Input/Output)</u>					
Cost of Labor output per unit	0	.01	0	.01	.01
Planetary	0	.05	0	.05	.05
Engineer Drawings	0	.04	0	.04	.04
Microforms:					
Aperture Cards	0	.35	0	.35	.39
Microfiche	0	.01	0	.01	.01
Microfiche	0	.52	0	.52	.52
Processed/Duplicated:					
Processed Reels (100 ft.)	0	.40	0	.40	.40
Duplicated Reels (100 ft.)	0	.31	0	.31	.31

*465,000 exposures under the budgeted level due to staff re-assignment to critical, time sensitive service request.

**141,000 aperture cards over budget due to special requests from Environmental Health.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
3052	Chief, Records Management	1	1.00	1	1.00	40,955	43,109
2304	Admin. Asst. II	1	1.00	1	1.00	35,131	36,338
2716	Records Mgmt. Supervisor	1	1.00	1	1.00	26,453	29,950
2510	Senior Account Clerk	1	1.00	0	0.00	23,853	0
3040	Microfilm Operator	5	5.00	5	4.25	105,583	95,082
2710	Junior Clerk Typist	1	1.00	1	1.00	14,751	17,250
3053	Photo Reduction Technician	0	0.00	1	1.00	0	23,292
2403	Accounting Technician	0	0.00	1	1.00	0	23,154
Total		10	10.00	11	10.25	\$246,726	\$268,175
Salary Adjustments:						(2,352)	(1,099)
Premium/Overtime Pay:						0	0
Employee Benefits:						99,180	103,601
Salary Savings:						(11,318)	(11,659)
VTO Reductions:						(0)	(1,323)
Total Adjustments						\$85,510	\$89,520
Program Totals		10	10.00	11	10.25	\$332,236	\$357,695

PROGRAM: Support Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 92101

ORGANIZATION #: 5500

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1996-97 Proposed Budget - Pg. 49-51

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,322,412	\$1,308,152	\$1,255,007	\$1,397,389	\$1,422,101	1.8
Services & Supplies	50,044	179,481	178,587	88,215	106,241	20.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	23,088	34,482	26,598	0	0	0.0
TOTAL DIRECT COST	\$1,395,544	\$1,522,115	\$1,460,192	\$1,485,604	\$1,528,342	2.9
PROGRAM REVENUE	(3,271)	(29)	(124)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,392,273	\$1,522,086	\$1,460,068	\$1,485,604	\$1,528,342	2.9
STAFF YEARS	19.75	24.1	22.0	25.25	25.25	0.0

PROGRAM MISSION

To support Board of Supervisors priorities. Support Services provides direction and management for programs that support all County functions, including Parks and Libraries, law enforcement/public protection functions, including juvenile probation and courts.

To provide centralized quality control and support to the department's asset management functions in a cost-efficient, planned, business-based manner.

To coordinate County and Department-wide projects, reports, programs, and systems through the application of centralized computer networks and information services.

To provide direction and quality control in the management, design and implementation of cost-effective, service delivery systems to our clients.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Overall FY95-96 Actual General Fund Contributions (Net Costs) were \$25,536 under adopted budget, primarily due to partial year vacant positions. A mid-year appropriation transfer of \$26,598 was approved by the Auditor to acquire critically needed fixed assets.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Achieved 100% of goal to transition the mail and printing programs into Support Services Division and establish an External Services Section within the division. This was a FY96-97 objective that was completed prior to the end of 1995-96 fiscal year.
2. Achieved 100% of goal to replace and/or upgrade departmental automation equipment to meet current minimum DIS standards for a Graphical User Interface (GUI) operating environment to enable installation of software on the Department Local Area Network (LAN).
3. Achieved 100% of goal to select a FAMIS (Fleet Asset Management Information System) vendor and award contract.
4. Achieved 100% of goal to configure and install new file servers for new department users (3 in Fleet garages, 1 in Printing/Mail, 1 for training, and 1 UNIX host for FAMIS), utilizing entirely new network technology operating systems.
5. Achieved 100% of goal to train departmental users (composite of 1500+ classroom/student hours) to use Windows graphic interface with suite of departmental Windows applications; reconfigured servers to run all new Windows products, establishing customized divisional defaults.

6. Achieved 100% of goal of re-segmenting existing LAN users to balance traffic on INET.
7. Achieved 100% of goal to provide staff support to the ADA (Americans with Disabilities Act) for the Architectural Barrier Compliance. This was a FY96-97 objective that was completed prior to the end of the 1995-96 fiscal year.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Conduct feasibility study with the Department of General Services, Social Services, Information Services and the Auditor & Controller to determine whether a consolidation of the printing and postal features of the four entities might result in further savings and/or efficiencies.
2. Complete implementation of FAMIS (Fleet Asset Management Information System). Awaiting conversion of old data, DIS interface requirements for ARMS and vendor provided training. Development of FAMIS codes, procedures, and interfaces with Fleet and DIS.
3. Develop a facility plan for the COC Annex for Mail and Printing.
4. Establish Internal Service Fund (ISF) policy and accounting procedures for Records, Mail and Printing in FY96/97.
5. Install Windows NT operating system (new technology) for Architecture and Engineering CAD server.
6. Train and migrate all departmental users to new GroupWise e-mail suite in concert with DIS.
7. Install remote dial-up router for Windows connectivity (via phone lines/modems) for remote users (off-site Project Managers, telecommuters, etc.)
8. Develop an Internal Service Fund (ISF) implementation plan for Mail Services and Records Management.
9. Conduct feasibility study for EDMS (Electronic Document Management System) for the electronic imaging /storage/retrieval of current & archived departmental documents.
10. Conduct feasibility study for CMMS (Computerized Maintenance Management System) for Facilities Services.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Director's Office [3.0 SY; E = \$300,994; 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 five operating divisions and five budget units totaling appropriations of \$68.4 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.
 - o Adding 1.0 SY Admin Sec IV and deleting 1.0 SY Admin Sec III.
2. Budget/Fiscal/Clerical [8.0 SY; E = \$344,909; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Overseeing and coordinating the department budget and four additional budget units, including thirteen program budgets totaling over \$68.4 million.
 - o Providing secretarial and clerical support for internal support functions and external services.
 - o Leading and conducting year end fiscal processes and maintaining department inventories for fixed assets, minor equipment and materials and supplies.
 - o Coordinating Service Awards and DIBBS suggestions for the department.
 - o Processing training and travel requests and supplies purchases.
 - o Transferring 1.0 SY Senior Clerk to Architecture & Engineering and 1.0 SY Supervising Clerk from Architecture to Support Services.

-
- o Providing development and preparation of monthly financial reporting and quarterly departmental fund balances for five budget units.
 - o Deleting 1.0 SY Administrative Assistant II.
 - o Transferring 1.0 SY Intermediate Clerk Typist to Real Property and 1.0 SY Admin Secretary I from Real Property to Support Services.
3. Information Systems Services [6.25 SY; E = \$393,685; R = \$0] including support personnel is:
- o Discretionary/Discretionary Service Level.
 - o Providing WAN (Wide area network) and LAN (Local area network) hardware configuration and maintenance support to the department's 9 file servers in 6 geographical locations.
 - o Providing departmental applications and programming development for specialized departmental needs.
 - o Providing end-user support for all PC hardware/software, client-server hardware/software and user's mainframe account administration.
 - o Providing, scheduling and conducting software training in departmental automation lab.
 - o Coordinating preparation and implementation of annual department Business Automation Plan.
 - o Coordinating departmental project and service requests and help-desk requests with the Department of Information Services.
 - o Maintaining enterprise backup scheme of all information for disaster recovery.
 - o Enhancing existing custom applications developed in-house.
 - o Correctly classifying staff positions by:

Adding 0.25 SY Senior Departmental Systems Engineer and deleting 0.25 SY Senior Systems Analyst; adding 1.0 SY Departmental Systems Engineer I; and deleting 1.0 SY Associate Systems Analyst.
4. Personnel/Training/Payroll [4.0 SY; E = \$216,735; 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.
5. External Services Management [4.0 SY; E = \$272,019; R = \$0] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Providing overall management direction and clerical support for external services and 44.75 SY's including capital project accounting and the County-wide Mail, Printing, and Records Management Programs.
 - o Coordinating policies and procedures and legislative analysis for the department.
 - o Providing accounting support to Capital Project implementation.
 - o Completed transition of the space validations support to the Facilities Audit Unit.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
Capital Outlay Fund (9785)	\$66	\$0	\$0	0
Other Miscellaneous (9995)	0	0	0	0
Change in Internal Service Funds (9786)	58	0	0	0
Sub-Total	\$124	\$0	\$0	\$0
Total	\$124	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$1,460,068	\$1,485,604	\$1,528,342	42,738
Sub-Total	\$1,460,068	\$1,485,604	\$1,528,342	\$42,738
Total	\$1,460,068	\$1,485,604	\$1,528,342	\$42,738

EXPLANATION/COMMENT ON PROGRAM REVENUES

The Support Services Division does not budget revenue. Miscellaneous revenue was earned in FY95-96 from support to Capital projects.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
<u>DIRECTOR'S OFFICE</u>							
2125	Director, General Services	1	1.00	1	1.00	\$96,616	\$99,919
2219	Asst. Director, General Svcs.	1	1.00	1	1.00	87,833	90,836
2758	Admin. Secretary III	1	1.00	0	0.00	30,653	0
2759	Admin. Secretary IV	0	0.00	1	1.00	0	28,783
	Subtotal	3	3.00	3	3.00	\$215,102	\$219,538
<u>BUDGET/FISCAL/CLERICAL</u>							
2367	Principal Admin. Analyst	1	1.50	1	1.00	77,931	53,735
2302	Administrative Assistant III	1	1.00	1	1.00	39,741	40,376
2303	Administrative Assistant II	1	1.00	0	0.00	34,296	0
2425	Assoc. Accountant	1	1.00	1	1.00	32,027	38,248
2405	Assistant Accountant	1	1.00	1	1.00	33,609	30,825
2730	Senior Clerk	2	2.00	1	1.00	47,706	24,673
3009	Word Processing Operator	1	1.00	1	1.00	20,489	24,052
2745	Supervising Clerk	0	0.00	1	1.00	0	24,140
2756	Admin. Secretary I	0	0.00	1	1.00	0	19,159
	Subtotal	8	8.50	8	8.00	\$285,799	\$255,208
<u>INFORMATION SYSTEMS SERVICES</u>							
3788	Principal Industrial Engineer	1	1.00	1	1.00	48,318	51,563
3787	Industrial Engineer II	1	1.00	1	1.00	51,316	55,419
2525	Senior Systems Analyst	1	0.25	0	0.00	11,217	0
2427	Associate Systems Analyst	1	1.00	0	0.00	40,706	0
2432	System Support Analyst II	1	1.00	1	1.00	44,341	43,109
3120	Dept. Computer Specialist III	1	1.00	1	1.00	34,586	43,109
2461	Dept. Systems Engineer II	1	1.00	1	1.00	40,706	43,446
2462	Sr. Dept. Syst. Engineer	0	0.00	1	0.25	0	11,503
2460	Dept. Syst. Engineer I	0	0.00	1	1.00	0	26,894
	Subtotal	7	6.25	7	6.25	\$271,190	\$275,043
<u>PERSONNEL/TRAINING/PAYROLL</u>							
2307	Dept. Personnel Officer III	1	1.00	1	1.00	51,954	53,735
2302	Administrative Assistant III	1	1.00	1	1.00	45,989	47,565
2511	Senior Payroll Clerk	2	2.00	2	2.00	49,914	51,630
	Subtotal	4	4.00	4	4.00	\$147,857	\$152,930
<u>EXTERNAL SERVICES MANAGEMENT</u>							
2280	Deputy Dir., Admin. Services	1	1.00	1	1.00	74,584	77,134
2757	Admin. Secretary II	1	1.00	1	1.00	25,372	26,246
2367	Principal Admin. Analyst	1	0.50	1	1.00	25,977	53,735
2403	Accounting Technician	1	1.00	1	1.00	26,562	27,049
	Subtotal	4	3.50	4	4.00	\$152,495	\$184,164

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
	Total	26	25.25	26	25.25	\$1,072,443	\$1,086,883
	Salary Adjustments:					(16,580)	16,935
	Premium/Overtime Pay:					0	0
	Employee Benefits:					388,862	368,882
	Salary Savings:					(47,336)	(46,797)
	VTO Reductions:					(0)	(3,802)
	Total Adjustments					\$324,946	\$335,218
	Program Totals	26	25.25	26	25.25	\$1,397,389	\$1,422,101

DEPARTMENT OF HUMAN RESOURCES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Human Resources	\$6,414,067	\$6,860,950	\$6,977,522	\$7,532,451	\$8,512,164	979,713	13.0
TOTAL DIRECT COST	\$6,414,067	\$6,860,950	\$6,977,522	\$7,532,451	\$8,512,164	\$979,713	13.0
PROGRAM REVENUE	(3,083,682)	(3,519,162)	(3,579,081)	(3,941,327)	(4,769,236)	(827,909)	21.0
NET GENERAL FUND COST	\$3,330,385	\$3,341,788	\$3,398,441	\$3,591,124	\$3,742,928	\$151,804	4.2
STAFF YEARS	103.33	102.68	104.69	109.66	110.25	0.59	0.5

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.

1996-97 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. Ensure all County positions are properly classified and compensated by completing position reviews, classifying new positions, performing major organizational studies, conducting salary surveys, reviewing classification specifications and responding to classification/wage and salary inquiries affecting 3,270 positions per year.
 - a. Conduct 1,000 position reviews for classification, organizational assessment or salary purposes.
 - b. Classify 500 new positions.
 - 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., 2,250 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 23 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 of 720 employees.
 - a. Train 24 departmental training staff and personnel officers through train-the-trainer workshops sponsored by Department of Human Resources.
 - b. Print and distribute 2,000 Americans with Disability Act Supervisory Guides.
 - c. 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.
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 17,000 current employees.
- e. Conduct 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 (Acting)
 (ROMULO SARNO JR.)

SUGGESTION AWARDS		
Class	Title	SY
2320	Personnel Aide	1.00
2326	Suggestion Awards Coord.	1.00
2700	Int. Clerk Typist	0.50
TOTAL		2.50

ADMINISTRATION		
Class	Title	SY
2132	Director DIHR	1.00
2132	Deputy Director DHR	1.00
0354	Personnel Services Manager	1.00
2302	Administrative Assistant III	1.00
2758	Administrative Secretary III	1.00
2759	Administrative Secretary IV	1.00
TOTAL		6.00

CAO ADMINISTRATIVE SVCS.	
Class	Title
	Personnel
	Payroll
	Purchasing

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	1.00
2365	Staff Dev. Specialist	1.50
2374	Hum. Resources Coord.	1.00
2700	Int. Clerk Typist	0.50
TOTAL		4.00

RECRUITMENT & ASSESSMENT		
Class	Title	SY
0354	Personnel Services Mgr.	1.00
2320	Personnel Aide	2.00
2373	Sr. Pers. Analyst	1.00
2373	Assoc. Pers. Analyst	8.00
2374	Hum. Resources Coord.	2.00
2700	Int. Clerk Typist	6.00
2725	Principal Clerk	1.00
2745	Supervising Clerk	2.00
2748	Human Resources Asst. II	1.00
3009	Word Processor Operator	1.00
3048	Publications Technician	1.00
TOTAL		26.00

RISK AND BENEFITS

EMPLOYEE BENEFITS		
Class	Title	SY
0357	Employee Benefits Mgr.	1.00
2320	Personnel Aide	5.00
2398	Emp. Benefits Coord.	1.00
2403	Accounting Technician	1.00
2412	Analyst II	1.00
3029	Employee Benefits Spec.	1.00
TOTAL		10.00

RISK MANAGEMENT		
Class	Title	SY
0353	Risk Manager	1.00
2312	Deputy Director	1.00
2344	Insurance Coordinator	1.00
2611	Analyst I	1.00
2758	Admin. Sec. III	1.00
3118	Dept. Comp. Specialist I	1.00
3120	Dept. Comp. Spec. III	1.00
TOTAL		7.00

EMPLOYEE ASSISTANCE		
Class	Title	SY
0367	Emp. Assist. Prog. Mgr.	1.00
0797	Assistant Proctor	0.17
2332	Medical Standards Coord.	1.00
2700	Intermediate Clerk	1.00
2747	Human Resources Asst. I	1.00
2748	Human Resources Asst. II	2.00
2811	Employee Assist. Spec.	1.00
2814	Employee Assist. Spec. II	3.00
TOTAL		10.17

INSURANCES	
Class	Title
	Staff in Risk Management

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

LOSS PREVENTION		
Class	Title	SY
2441	Risk Analyst I	1.00
2442	Risk Analyst II	1.00
2443	Senior Risk Analyst	1.00
2700	Int. Clerk Typist	1.00
TOTAL		4.00

TRAINING & DEVELOPMENT		
Class	Title	SY
2380	Staff Dev. Coord.	0.08
2320	Personnel Aide	1.00
TOTAL		1.08

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
2700	Int. Acct. Clerk	1.00
2714	Int. Clerk Typist	1.00
2745	Int. Transcriber	2.00
2745	Supervising Clerk	1.00
TOTAL		28.00

UNEMPLOYMENT INSURANCE		
Class	Title	SY
2346	UI Claims Aide	1.00
TOTAL		1.00

PROGRAM #: 81201
MANAGER: Romulo Sarno Jr.ORGANIZATION #: 0500
REFERENCE: 1996-97 Proposed Budget - Pg. 50-5

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 III; Article III, Sections 60, 60.1, 60.2; Article XXVIa, Section 479; Board Policy, Section C; Administrative Manual, Section 0080; State laws: California Constitution, California Family Rights Act of 1991, California Labor Code 6400, 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), Commission on Peace Officer Standards and Training California Penal Code section 13510 (b) (P.O.S.T.), California Fair Employment and Housing Act, Trial Court Funding 1989 and 1994, AB 2544; 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, Tax Reform Act of 1986, Omnibus Reconciliation Act (OBRA) 1989, Section 1862 (g)(s)cf, Social Security Act (42 U.S.C. 1395 y(b)(5), SB 781, Chapter 489 (extends COBRA 5 years), Internal Revenue Codes (IRC) Section 125, 213, 105 and 106, Tax equity and Fiscal Responsibility Act of 1982 (TEFRA), Deficit Reduction Act of 1984 (DEFRA) and Fair Labor Standards Act (FLSA).

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,057,389	\$4,972,713	\$5,318,576	\$5,415,923	\$5,565,807	2.8
Services & Supplies	1,330,220	1,776,450	1,553,809	2,087,629	2,921,357	39.9
Other Charges	26,458	25,556	14,350	28,899	0	(100.0)
Fixed Assets	0	86,231	90,787	0	25,000	100.0
TOTAL DIRECT COST	\$6,414,067	\$6,860,950	\$6,977,522	\$7,532,451	\$8,512,164	13.0
PROGRAM REVENUE	(3,083,682)	(3,519,162)	(3,579,081)	(3,941,327)	(4,769,236)	21.0
NET GENERAL FUND CONTRIBUTION	\$3,330,385	\$3,341,788	\$3,398,441	\$3,591,124	\$3,742,928	4.2
STAFF YEARS	103.33	102.68	104.69	109.66	110.25	0.5

PROGRAM MISSION

See department mission on the green sheet.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The 1995-96 actual is less than budgeted due to salary savings and better control of expenditures. Savings in Services and Supplies were offset by revenue loss from the Internal Service Fund.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Achieved 112% of goal to respond to 100,000 employment related inquiries by responding to 111,562 inquiries.

Achieved 142% of goal to recruit, examine and establish 275 employment lists of qualified applicants by establishing 391 employment lists.

Achieved 122% of goal by certifying 22,008 eligibles for vacant positions.

Achieved 126% of goal by conducting 1,256 position reviews for classification, organizational assessment or salary purposes.

Achieved 161% of goal by classifying 807 of all new positions within 30 days of receiving new position classification referrals.

Achieved 117% of goal by conducting seven major organizational assessment studies.

Achieved 117% of goal by conducting seven major salary surveys to determine prevailing rates of various County classes.

Achieved 77% of goal by providing training and guidance on ADA issues to 300 managers, supervisors and personnel staff.

ADA Guidelines Manual completed.

Achieved 77% of goal by returning to work 109 of the Employee Assistance Program clients.

Achieved 100% of goal by placing 21 injured workers in other County jobs.

Achieved 80% of goal by completing 19,882 employee initiated changes to benefits coverage.

Achieved 170% of goal by providing COBRA information within 30 days to 2,548 employees and their dependents.

Achieved 174% of goal by notifying 1,043 employees of approval/ disapproval of FMLA request within two business days.

Achieved 98% of goal by conducting annual open enrollment for current 16,613 County employees.

Achieved 107% of goal by conducting 47 orientation meetings for new employees.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

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

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [6.00 SY; E = \$475,900; R = \$176,488] includes the Director's Office and is:

- o Mandated/Discretionary Service Level.
- o Remaining at FY 1995-96 staffing level.
- o Responsible for establishing and implementing County policies regarding human resources.
- o Responsible for administration and oversight of all human resource services.
- 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 Offset approximately 37.1% by revenue from the Flex Plan forfeitures.

2. Personnel Standards & Policy Review [4.00 SY; E = \$360,406; R = \$113,145] is:

- o Mandated/Discretionary Service Level.
- o Increasing 2.00 staff years (1.5 SY Staff Development Specialist and 0.5 SY Intermediate Clerk typist) in order to implement the Countywide Pay for Performance Program.
- o Responsible for Human Resources Policy and Procedures Manual maintenance and policy and procedure development.
- 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 31.4% by A-87 and Flex Plan Forfeitures revenues.

3. Classification/Compensation [9.00 SY; E = \$553,417; R = \$52,201] is:

- o Mandated/Discretionary Service Level.
- o Remaining at FY 1995-96 staffing 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

- o 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 and salary survey sales revenues.
4. Recruitment and Assessment [26.00 SY; E = \$1,205,019; R = \$142,408] is:
- o Mandated/Discretionary Service Level.
 - o Decreasing 1.00 staff year (Intermediate Clerk Typist).
 - 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 11.8% by A-87 revenue.
5. Affirmative Action [1.00 SY; E = \$93,948; R = \$0] is:
- o Mandated/Discretionary Service Level.
 - o Remaining at FY 1995-96 staffing 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.
6. Recognition & Development [0.50 SY; E = \$35,067; R = \$15,337] is:
- o Mandated/Discretionary Service Level.
 - o Remaining at FY 1995-96 staffing 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 Offset approximately 43.7% by A-87 revenue.
7. Suggestion Awards [2.50 SY; E = \$123,015; R = \$0] is:
- o Discretionary/Discretionary Service Level.
 - o Decreasing 0.50 staff year (Human Resources Assistant II).
 - o Responsible for coordinating suggestions evaluations, award payments and ceremonies.
 - o Responsible for tracking County savings generated through the Do It Better By Suggestion (D.I.B.B.S.) Program.
8. Employee Benefits [10.00 SY; E = \$699,574; R = \$699,574] is:
- o Mandated/Discretionary Service Level.
 - o Increasing 1.00 staff year (Personnel Aide).
 - o Responsible for administering the County's OPTIONS Flexible Benefit Program in accordance with IRS Section 125, the health, dental, vision and life insurance plans, contracts with the insurance carriers, Memorandums of Agreement with the labor organizations and County policies and procedures.
 - o Responsible for administering benefits for Municipal and Superior Court Judges. Conducts open enrollment for State administered plans, as well as for County sponsored plans.
 - o Responsible for administering Federal and State leave programs (Family Medical Leave, California Family Rights Act Leave, and County leave programs [Military, Disability, Miscellaneous, etc.]). Coordinates Family Medical Leave and the California Family Rights Act Leave in conjunction with other leaves.
 - 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 protecting the income of employees by assisting them with the application process for long-term disability, life, accidental death and dismemberment, accelerated death benefits and for assisting beneficiaries with death claim process.
 - o Offset 100% by revenue from Flex Plan forfeitures.
9. Training and Development [1.08 SY; E = \$46,047; R = \$0] is:
- o Discretionary/Discretionary Service Level.
 - o Decreasing 0.42 Staff Year (Staff Development Coordinator).
 - o Responsible for limited organizational training and development.
 - o Responsible for assisting departments in preparing non-technical management training and supervisory guidelines in response to legal mandates.
10. Employee Assistance [10.17 SY; E = \$1,449,087; R = \$1,445,989] is:
- o Mandated/Discretionary Service Level.
 - o Remaining at FY 1995-96 staffing 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 Disabilities Act compliance, O.S.H.A. 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 99.8% by revenue from the Employee Benefits Internal Service Fund.
11. Loss Prevention [4.00 SY; E = \$209,275; R = \$207,251] is:
- o Mandated/Discretionary Service Level.
 - o Increasing 0.50 staff year (Risk Analyst I).
 - o Responsible for safety services including inspections, training and coordinating with departments on Cal-OSHA matters.
 - o Responsible for the Department of Motor Vehicles (DMV) Pull Notice Program.
 - o *Offset 99% by revenue from the Employee Benefits Internal Service Fund.
12. Risk Management [7.00 SY; E = \$452,073; R = \$449,350] is:
- o Mandated/Discretionary Service Level.
 - o Remaining at FY 1995-96 staffing level.
 - o Responsible for evaluation and administration of risk management issues.
 - o *Offset by 99.4% revenue from the Employee Benefits Internal Service Fund.
13. Workers' Compensation [28.00 SY; E = \$1,426,844; R = \$1,419,107] is:
- o Mandated/Mandated Service Level.
 - o Decreasing 1.00 staff year (Intermediate Clerk Typist).
 - o Responsible for evaluating claims and administering State-mandated benefits.
 - o *Offset 99.5% by revenue from the Employee Benefits Internal Service Fund.
14. Unemployment Insurance/SDI [1.00 SY; E = \$48,992; R = \$48,386] is:
- o Mandated/Discretionary Service Level.
 - o Remaining at FY 1995-96 staffing level.
 - o Responsible for overseeing all Unemployment Insurance and State Disability Insurance (SDI) claims activity for the County.
 - o *Offset 98.8% by revenue from the Employee Benefits Internal Service Fund.
15. Insurances [0.00 SY; E = \$1,333,500; R = \$0] is:
- o Mandated/Mandated Service Level.
 - o Increasing by \$756,500 in Services and Supplies to cover earthquake insurance costs.
 - 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.

*Employee Assistance, Risk Management, Loss Prevention, Workers' Compensation and Unemployment Insurance costs are

usually 100% revenue offset from the Internal Service Fund (ISF). In 1996-97 the additional 1% negotiated salary increase was added after the ISF budget was established. As a result, the revenue from the ISF to cover the program costs are short by \$16,188.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
A-87 CHARGES FOR CURRENT SERVICES:				
Road Fund	\$126,475	\$126,475	\$105,622	(20,853)
Air Pollution Control District	33,198	33,198	29,823	(3,375)
Airport Enterprise Fund	5,379	5,379	5,017	(362)
Liquid Waste Fund	14,713	14,713	12,870	(1,843)
Solid Waste Fund	0	0	29,964	29,964
Library Fund	39,233	39,233	35,795	(3,438)
Other Service to Government Agencies	6,497	4,000	4,000	0
Sub-Total	\$225,495	\$222,998	\$223,091	\$93
OTHER REVENUE:				
Workers' Compensation Administrative Cost	\$3,080,499	\$3,340,686	\$3,521,697	181,011
Unemployment Insurance Administrative Cost	42,918	48,531	48,386	(145)
Flex Plan Forfeitures	200,000	180,517	976,062	795,545
Operating Transfer from Internal Service Fund	0	120,000	0	(120,000)
Recovered Expenditures	17,728	0	0	0
Other Miscellaneous	12,441	28,595	0	(28,595)
Sub-Total	\$3,353,586	\$3,718,329	\$4,546,145	\$827,816
Total	\$3,579,081	\$3,941,327	\$4,769,236	\$827,909

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$3,398,441	\$3,591,124	\$3,742,928	\$151,804
Total	\$3,398,441	\$3,591,124	\$3,742,928	\$151,804

EXPLANATION/COMMENT ON PROGRAM REVENUES

- FY 95-96 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 96-97 A-87 Charges for Current Services budgeted revenue reflects changes in the Auditor/Controller's A-87 cost plan.
- Workers' Compensation (WC) administration cost revenue increased in direct relation to increased WC budget unit costs.
- Unemployment Insurance (UI) administration cost revenue decreased in direct relation to decreased UI budget unit costs.
- Flex Plan forfeitures revenue increased to offset 100% of the benefits administration costs.

FIXED ASSETS

Category	Total Cost
Office Equipment	\$14,000
Data Processing Equipment	11,000
Total	\$25,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
--	-------------------	-------------------	-------------------	-------------------	-------------------

**ACTIVITY A:
RECRUITMENT & ASSESSMENT**

Note: FY 95/96 data may differ from earlier published materials due to the current refinement of outcome definitions and the recalculation of effectiveness and efficiency measures.

% OF RESOURCES: 14%

OUTCOME (Planned Result)

Process 95% of all new and supplemental requisitions (3,000) within two days

	3,180	3,637	3,192	3,000	3,000
--	-------	-------	-------	-------	-------

EFFECTIVENESS

Per requisition cost

	\$364	\$319	\$385	\$430	\$402
--	-------	-------	-------	-------	-------

OUTPUT

Respond to inquiries

	100,000	127,670	111,562	100,000	100,000
--	---------	---------	---------	---------	---------

EFFICIENCY

Per inquiry cost

	\$1.16	\$1.36	\$1.73	\$1.93	\$1.81
--	--------	--------	--------	--------	--------

OUTPUT

Establish and process employment lists

	275	363	391	275	275
--	-----	-----	-----	-----	-----

EFFICIENCY

Per employment list cost

	\$4,589	\$2,078	\$2,143	\$3,047	\$2,848
--	---------	---------	---------	---------	---------

OUTPUT

Certify eligibles for vacant positions

	18,000	25,500	22,008	18,000	18,000
--	--------	--------	--------	--------	--------

EFFICIENCY

Per eligible cost

	\$70.00	\$4.55	\$5.86	\$7.16	\$6.69
--	---------	--------	--------	--------	--------

Comment: 10% of the unit's resources are allocated to special studies/assignments.

**ACTIVITY B:
CLASSIFICATION/COMPENSATION**

% OF RESOURCES: 6.5%

Note: FY 95/96 data may differ from earlier published materials due to the current refinement of outcome definitions and the recalculation of effectiveness and efficiency measures.

OUTCOME

Ensure positions are properly classified and compensated

	--	2,423	2,748	3,272	3,270
--	----	-------	-------	-------	-------

EFFECTIVENESS (whole unit cost)

Per unit cost

	--	\$221	\$197	\$170	\$169
--	----	-------	-------	-------	-------

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>OUTPUT</u>					
Conduct 1,000 position reviews	--	1,148	1,256	1,000	1,000
<u>EFFICIENCY</u>					
Per position review cost	--	\$187	\$172	\$222	\$221
<u>OUTPUT</u>					
Classify new positions within 30 days	--	775	807	500	500
<u>EFFICIENCY</u>					
Per new position cost	--	\$138	\$133	\$222	\$221
<u>OUTPUT</u>					
Conduct major organizational studies	--	5	7	6	6
<u>EFFICIENCY</u>					
Per organizational study cost	--	\$12,872	\$9,268	\$11,119	\$11,068
<u>OUTPUT</u>					
Conduct salary surveys	--	6	7	6	6
<u>EFFICIENCY</u>					
Per salary survey cost	--	\$7,151	\$6,179	\$7,413	\$7,379
Comment: 20% of the unit's resources are allocated to providing staff support to Labor Relations, performing special studies and projects and conducting exams.					
ACTIVITY C:					
WORKERS' COMPENSATION (WC)					
% OF RESOURCES: 25%					
<u>OUTCOME</u>					
Manage open lost-time Workers' Compensation claims	--	--	2,696	2,400	2,250
<u>EFFECTIVENESS</u>					
Cost per lost-time claim	--	--	\$503.04	\$555.94	\$603.68
<u>OUTPUT</u>					
Contact injured workers who file non-litigated, lost-time claims	--	--	498	420	420
<u>EFFICIENCY</u>					
Percentage of claimants contacted	--	--	85%	80%	80%
<u>OUTPUT</u>					
Placement of qualified injured workers into other County jobs	--	--	21	21	23

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
--	-------------------	-------------------	-------------------	-------------------	-------------------

EFFICIENCY

Vocational Rehabilitation cost avoidance per placement	--	--	\$92,400	\$96,800	\$101,200
--	----	----	----------	----------	-----------

**ACTIVITY D:
EMPLOYEE ASSISTANCE/STAFF DEVELOPMENT**

% OF RESOURCES: 19%

OUTCOME

Provide 24 ADA training sessions for 720 employees	--	--	18/390	18/450	24/720
--	----	----	--------	--------	--------

EFFECTIVENESS

Per training session cost	--	--	\$445	\$386	\$450
---------------------------	----	----	-------	-------	-------

OUTPUT

Return to work EAP clients	--	--	142	125	125
----------------------------	----	----	-----	-----	-----

EFFICIENCY

Per client cost	--	--	\$650	\$734	\$939
70% cost benefit per client	--	--	\$9,188	\$9,188	\$9,188

OUTPUT

Train 24 departmental training staff	--	--	0	24	24
--------------------------------------	----	----	---	----	----

EFFICIENCY

Per staff training cost	--	--	0	\$70	\$48
-------------------------	----	----	---	------	------

OUTPUT

Distribute ADA Supervisory Guides	--	--	0	1,000	2,000
-----------------------------------	----	----	---	-------	-------

EFFICIENCY

Per ADA Guide cost	--	--	0	\$1.40	\$2.05
--------------------	----	----	---	--------	--------

**ACTIVITY E:
EMPLOYEE BENEFITS**

% OF RESOURCES: 8%

OUTCOME

Administer County benefit plans to employees and dependents	--	--	33,443	35,000	35,000
---	----	----	--------	--------	--------

EFFECTIVENESS

Per employee/dependent cost	--	--	\$12.76	\$17.91	\$14.27
-----------------------------	----	----	---------	---------	---------

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>OUTPUT</u>					
Complete employee initiated changes to benefit coverage	--	--	19,882	25,000	25,000
<u>EFFICIENCY</u>					
Per employee benefit change cost	--	--	\$3.64	\$2.89	\$2.89
<u>OUTPUT</u>					
Provide COBRA information within 30 days to employees	--	--	2,548	1,500	1,500
<u>EFFICIENCY</u>					
Per COBRA employee cost	--	--	\$18.49	\$14.60	\$14.60
<u>OUTPUT</u>					
Notify employees of approval/disapproval of Family Leave within 2 days	--	--	1,043	600	600
<u>EFFICIENCY</u>					
Per notification cost	--	--	\$27.74	\$30.13	\$30.13
<u>OUTPUT</u>					
Conduct annual open enrollment	--	--	16,613	17,000	17,000
<u>EFFICIENCY</u>					
Per employee cost	--	--	\$4.18	\$3.93	\$4.89
<u>OUTPUT</u>					
Conduct orientation meetings for new employees	--	--	47	44	44
<u>EFFICIENCY</u>					
Per orientation meeting cost	--	--	\$121.66	\$121.66	\$121.69

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0352	Chief, Personnel Standards	1	1.00	1	1.00	\$64,749	\$66,963
0353	Risk Manager	1	1.00	1	1.00	64,583	66,789
0354	Personnel Services Mgr.	3	3.00	3	3.00	186,876	193,281
0357	Employee Benefits Manager	1	1.00	1	1.00	62,042	64,167
0361	Affirmative Action Manager	1	1.00	1	1.00	61,149	63,242
0367	Employee Asst. Prog. Mgr.	1	1.00	1	1.00	63,001	65,155
0797	Assistant Proctor	1	0.17	1	0.17	2,683	2,832
2132	Director, Human Resources	1	1.00	1	1.00	99,421	102,818
2212	Deputy Dir., Human Resources	2	2.00	2	2.00	149,547	154,662
2302	Administrative Assistant III	1	1.00	1	1.00	45,985	43,109
2320	Personnel Aide	8	8.00	9	9.00	216,917	244,476
2322	Claims Aide	12	12.00	12	12.00	322,150	329,677
2326	Suggestion Awards Coordinator	1	0.50	1	1.00	254	43,109
2332	Medical Standards Coord.	1	1.00	1	1.00	41,717	45,188
2333	Supervising WC Examiner	1	1.00	1	1.00	52,993	54,803
2341	Workers' Comp. Examiner II	8	8.00	8	8.00	313,047	332,976
2343	Workers' Comp. Examiner III	2	2.00	2	2.00	91,966	95,116
2344	Insurance Coordinator	1	1.00	1	1.00	40,200	43,495
2346	UI Claims Aide	1	1.00	1	1.00	36,117	28,457
2361	Career Counselor	1	0.50	1	0.50	18,625	19,193
2364	Senior Personnel Analyst	1	1.00	1	1.00	41,678	47,558
2365	Staff Development Specialist	0	0.00	2	1.50	0	53,390
2373	Associate Personnel Analyst	12	12.00	12	12.00	478,057	475,739
2374	Human Resources Coordinator	6	6.00	6	6.00	317,968	314,328
2380	Staff Development Coordinator	1	0.50	1	0.08	25,886	4,410
2398	Employee Benefits Coord.	1	1.00	1	1.00	41,678	43,109
2403	Accounting Technician	1	1.00	1	1.00	26,562	27,472
2411	Analyst I	1	1.00	1	1.00	29,613	30,628
2412	Analyst II	1	1.00	1	1.00	41,678	43,109
2441	Risk Analyst I	1	0.50	1	1.00	16,188	40,052
2442	Risk Analyst II	1	1.00	1	1.00	41,678	43,109
2443	Senior Risk Analyst	1	1.00	1	1.00	45,983	47,558
2493	Intermediate Account Clerk	1	1.00	1	1.00	20,586	21,422
2700	Intermediate Clerk Typist	12	11.50	10	10.00	232,511	209,141
2714	Intermediate Transcriber	2	2.00	2	2.00	39,193	40,237
2725	Principal Clerk I	1	1.00	1	1.00	31,341	28,611
2745	Supervising Clerk	3	3.00	3	3.00	82,980	72,630
2747	Human Resources Asst. I	1	1.00	1	1.00	18,346	18,881
2748	Human Resources Asst. II	5	5.00	4	4.00	116,332	93,118
2758	Administrative Secretary III	2	2.00	2	2.00	59,840	63,406
2759	Administrative Secretary IV	1	1.00	1	1.00	33,008	34,140
3009	Word Processor Operator	1	1.00	1	1.00	17,012	17,602
3029	Employee Benefits Spec.	1	1.00	1	1.00	31,527	32,610
3048	Publications Technician	1	1.00	1	1.00	24,212	22,331
3118	Dept. Computer Spec. I	1	1.00	1	1.00	26,774	29,041
3120	Dept. Computer Spec. III	1	1.00	1	1.00	40,817	43,109
5211	Employee Asst. Spec. I	1	1.00	1	1.00	30,900	34,332
5214	Employee Asst. Specialist II	3	3.00	3	3.00	111,582	116,497
9999	Extra Help	0	0.00	0	0.00	41,621	41,621
Total		113	109.67	113	110.25	\$3,999,573	\$4,148,699
Salary Adjustments:						31,296	36,047
Extraordinary Pay (Suggestion Awards):						15,000	15,000
Premium/Overtime Pay:						0	00
Employee Benefits:						1,481,644	1,495,742

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
	Salary Savings:					(111,590)	(109,915)
	VTO Reductions:					(0)	(19,766)
Total Adjustments						\$1,416,350	\$1,417,108
Program Totals		113	109.66	113	110.25	\$5,415,923	\$5,565,807

INFORMATION SERVICES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Account Management	\$1,050,864	\$1,044,162	\$1,062,782	\$1,036,128	\$1,056,165	20,037	1.9
Application Systems	5,682,640	5,647,137	5,657,946	5,587,884	5,709,492	121,608	2.2
Operations	6,674,929	9,767,138	6,898,632	7,740,062	7,494,226	(245,836)	(3.2)
Telecommunications	2,694,324	2,837,847	2,853,910	2,793,493	2,922,091	128,598	4.6
Dept. Administration	1,005,962	1,299,163	1,594,809	1,492,963	1,243,204	(249,759)	(16.7)
TOTAL DIRECT COST	\$17,108,719	\$20,595,447	\$18,068,079	\$18,650,530	\$18,425,178	\$(225,352)	(1.2)
PROGRAM REVENUE	(1,032,990)	(707,316)	(785,802)	(527,765)	(739,552)	(211,787)	40.1
NET GENERAL FUND COST	\$16,075,729	\$19,888,131	\$17,282,277	\$18,122,765	\$17,685,626	\$(437,139)	(2.4)
STAFF YEARS	240.66	233.26	225.33	263.17	257.17	(6.00)	(2.3)

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.

1996-97 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 (4.6 on scale of 1-5) on all completed Applications Service Requests.
 - a. Complete 99% of all Service Requests requiring 50 analyst hours within original estimated date of completion in the priority sequence set by our customers.
 - b. Complete 85% 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 2,900 Telephone Service Requests.
4. Maintain the availability of all computer platforms for prime time business days at above 99%.
 - a. Process 3,320 hours of CICS CPU time.
 - b. Process 521 hours of TSO CPU time.
5. Maintain production runs without termination due to application errors at above 99.5%.
 - a. Process 8,314 hours of Batch CPU time.
6. Maintain the service availability of all network devices at above 99%.
 - a. Maintain 12,500 network devices.

DEPARTMENT OF INFORMATION SERVICES

OFFICE OF THE DIRECTOR	
5 Positions	2.58 SY

ADMINISTRATIVE SERVICES	
<ul style="list-style-type: none"> • Budget • Fiscal Control • Cost Allocation • Purchasing/Contracting • Personnel • Customer/DIS Training • Facility Mgmt & Capital Planning • Inventory Control • Service Level Agreements 	
13 Positions	13.00 SY

ACCOUNT MANAGEMENT	
ACCOUNT MANAGEMENT <ul style="list-style-type: none"> • Customer Support • Customer & County-wide Business Automation Plans • Strategic directions • Application & Hardware Customer Consulting • Product Evaluation 	
18 Positions	15.58 SY

APPLICATIONS SYSTEMS	
APPLICATION PROGRAMS <ul style="list-style-type: none"> • Design • Development • Maintenance • Product Evaluation INFORMATION RESOURCES <ul style="list-style-type: none"> • Database Design • Performance Tuning • Application Consulting • Database Backup and Recovery • Standards Development • System Documentation • Product Evaluation 	
104 Positions	90.33 SY

OPERATIONS	
COMPUTING OPERATIONS <ul style="list-style-type: none"> • Svc Control Center • Resource Management • Configuration Mgmt • Remote Computing Support • Data Control • Job Scheduling • Forms Mgmt • Problem/Change Mgmt OPERATING SYS SOFTWARE <ul style="list-style-type: none"> • Teleprocessing/Technical Support • Software Research & Analysis • Software Dev./Config. Mgmt • Capacity Planning • Resource Mgmt NETWORK MGMT <ul style="list-style-type: none"> • Data Network Ctrl • CAC LAN Admin • Product Evaluation 	
98 Positions	83.43 SY

TELECOMMUNICATIONS	
MICROWAVE/RADIO SVCS <ul style="list-style-type: none"> • Design, Install & Maint. Microwave & Radio Sys. • Install & Maint. Port/Mobile Radios TELECOM ENGINEERING <ul style="list-style-type: none"> • Planning, Design and Engineering TELECOM SERVICES <ul style="list-style-type: none"> • Network Control Center • Telephone Billing • Telephone Design & Ins. REGIONAL COMM SYSTEM <ul style="list-style-type: none"> • Project Mgmt 	
61 Positions	52.25 SY

51-2

PROGRAM: Account Management

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81401

ORGANIZATION #: 0750

MANAGER: Graham Lynch, Manager

REFERENCE: 1996-97 Proposed Budget - Pg. 51-3

AUTHORITY: This program was developed to carry out Administrative Code Article XXII c, Section 399.6 Paragraph (d), which states that the Department of Information Services is responsible for provision of assistance to the Chief Administrative Officer in the development, implementation, monitoring, review and revision of the County's strategic plans for automation.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,041,551	\$1,031,840	\$1,052,639	\$1,023,628	\$1,043,665	2.0
Services & Supplies	9,313	12,322	10,143	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	\$1,050,864	\$1,044,162	\$1,062,782	\$1,036,128	\$1,056,165	1.9
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,050,864	\$1,044,162	\$1,062,782	\$1,036,128	\$1,056,165	1.9
STAFF YEARS	14.96	15.00	14.82	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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actuals are within 2% of budgeted.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Achieved objective to maintain an overall customer feedback rating of very good to excellent (4.5 on a scale of 1-5). Actual rating was 4.5.

1996-97 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.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [2.58 SY; E = \$163,463; 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 = \$892,702; 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 and negotiated salary increases.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 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	\$1,050,864	\$1,044,162	\$1,062,782	\$1,036,128	\$1,056,165
<u>OUTPUT (Service or Product)</u>					
Customer Agencies Supported	52	52	52	52	52
<u>EFFICIENCY (Input/Output)</u>					
Customer Agencies/Support Staff *	4.33	4.35	4.06	4.33	4.33

* Based on Account Manager staff years.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0971	Info Systems Mgr	1	1.00	1	1.00	\$71,382	\$73,827
0983	Data Security Admin	1	1.00	1	1.00	\$44,860	\$46,399
2539	DIS Account Spec II	12	12.00	12	12.00	654,396	676,764
2700	Intermed Clerk Typist	1	1.00	1	1.00	20,586	21,295
9999	Extra Help	3	0.58	3	0.58	10,451	10,451
Total		18	15.58	18	15.58	\$801,675	\$828,736
Salary Adjustments:						(71)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						259,150	256,800
Salary Savings:						(37,126)	(37,576)
VTO Reductions:						(0)	(4,295)
Total Adjustments						\$221,953	\$214,929
Program Totals		18	15.58	18	15.58	\$1,023,628	\$1,043,665

PROGRAM: Application Systems

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81402

ORGANIZATION #: 0750

MANAGER: Steve Reuel, Deputy Director

REFERENCE: 1996-97 Proposed Budget - Pg. 51-7

AUTHORITY: This program was developed to carry out Administrative Code Article XXII c, Section 399.6, Paragraph (c), which states that the Department of Information Services is responsible for planning, design, development, implementation, maintenance and enhancement of information systems applications.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,316,694	\$4,940,935	\$4,994,502	\$5,542,716	\$5,667,539	2.3
Services & Supplies	365,515	706,202	657,877	45,168	41,953	(7.1)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	431	0	5,567	0	0	0.0
TOTAL DIRECT COST	\$5,682,640	\$5,647,137	\$5,657,946	\$5,587,884	\$5,709,492	2.2
PROGRAM REVENUE	(457,888)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$5,224,752	\$5,647,137	\$5,657,946	\$5,587,884	\$5,709,492	2.2
STAFF YEARS	80.32	74.38	74.10	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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The 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. All accounts include expenditure of prior year funds. (Expenditures are reflected in the year that payment is made.)

ACHIEVEMENT OF 1995-96 OBJECTIVES

Exceeded objective of maintaining an overall customer rating of very good to excellent (4.5 on a scale of 1-5) on all completed Applications service requests. Actual rating was 4.6.

Did not meet objective of completing 98% of all service requests requiring 50 analyst hours or less within 30 working days after date of receipt. Actual figure was 96%.

Did not meet objective of completing 86% of all service requests requiring over 50 analyst hours within original estimated date of completion. Actual figure was 74%.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain an overall customer rating of very good to excellent (4.6 on scale of 1-5) on all completed Applications Service Requests.
 - a. Complete 99% of all Service Requests requiring 50 analyst hours or less within 30 working days after date of receipt from the customer.
 - b. Complete 85% of all Service Requests requiring over 50 analyst hours within original estimated date of completion in the priority sequence set by our customers.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [5.33 SY; E = \$205,907; 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 = \$4,942,699; R = \$0] develops, enhances and supports all centrally-managed County application systems and maintains the availability of these systems at specified operating levels. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Decreased one Associate Systems Analyst position (Class 2427) and increased one DIS Multimedia Specialist position (Class 3824). This position was reclassified to support the transition of the San Diego County Information Network (SDCINET) Bulletin Board System to a "Web Page" environment on the Internet.
 - o Increased in appropriations in Salaries & Benefits due to step and benefit changes, and negotiated salary increases.

3. Information Resources [9.00 SY; E = \$560,886; 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, and negotiated salary increases.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
APPLICATION PROGRAMS					
% OF RESOURCES: 87%					
<u>OUTCOME (Planned Result)</u>					
Customer Satisfaction Rating	4.5	4.5	4.6	4.5	4.6
<u>EFFECTIVENESS (Input/Outcome)</u>					
Analyst labor rate per hour	\$43.06	\$50.54	\$50.89	\$50.89	\$51.93
<u>OUTPUT (Service or Product)</u>					
50 hr requests complete w/i 30 days	97%	99%	96%	98%	99%
<u>EFFICIENCY (Input/Output)</u>					
Average cost per Service Request *	\$1,940	\$2,306	\$2,616	\$2,306	\$2,529
<u>OUTPUT (Service or Product)</u>					
Over 50 hr complete w/i target	85.7%	76.4%	74%	86%	85%
<u>EFFICIENCY (Input/Output)</u>					
Average cost per Service Request *	\$1,940	\$2,306	\$2,616	\$2,306	\$2,529

* Based on cost of staff

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0971	Info Systems Mgr	1	1.00	1	1.00	\$61,522	\$63,632
0972	Data Base Administrator	1	1.00	1	1.00	58,073	60,058
2231	Deputy Director, DIS	1	1.00	1	1.00	83,470	86,328
2427	Assoc Systems Analyst	47	47.00	46	46.00	2,294,943	2,328,289
2499	Principal Sys Analyst	5	5.00	5	5.00	284,526	294,471
2525	Senior Systems Analyst	15	15.00	15	15.00	809,240	811,907
2527	Data Base Specialist III	3	3.00	3	3.00	163,599	169,191
2528	Data Base Specialist II	2	2.00	2	2.00	92,355	94,625
2529	Data Base Specialist I	1	1.00	1	1.00	37,931	40,136
2533	DIS QA Analyst III	1	1.00	1	1.00	52,223	54,004
2545	App Sys Engineer II	4	4.00	4	4.00	162,824	189,016
2546	Sr App Sys Engineer	2	2.00	2	2.00	107,184	104,282
2700	Intermed Clerk Typist	2	2.00	2	2.00	38,423	39,822
2730	Senior Clerk	1	1.00	1	1.00	21,488	21,447
2757	Admin Sec II	1	1.00	1	1.00	23,575	25,557
3824	DIS Multimedia Spec	0	0.00	1	1.00	0	40,404
9999	Extra Help	17	3.33	17	3.33	60,616	60,616
Total		104	90.33	104	90.33	\$4,351,992	\$4,483,785
Salary Adjustments:						(9,571)	(4,745)
Premium/Overtime Pay:						0	0
Employee Benefits:						1,401,326	1,416,939
Salary Savings:						(201,031)	(204,356)
VTO Reductions:						(0)	(24,084)
Total Adjustments						\$1,190,724	\$1,183,754
Program Totals		104	90.33	104	90.33	\$5,542,716	\$5,667,539

PROGRAM: Operations

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81403

ORGANIZATION #: 0750

MANAGER: Dean Muir, Deputy Director (Acting)

REFERENCE: 1996-97 Proposed Budget - Pg. 51-12

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,727,782	\$3,438,992	\$3,327,412	\$4,045,447	\$3,908,707	(3.4)
Services & Supplies	2,587,008	3,046,406	3,196,329	3,189,150	3,161,473	(0.9)
Other Charges	253,564	287,880	279,889	288,365	366,811	27.2
Fixed Assets	106,575	2,993,860	95,002	217,100	57,235	(73.6)
TOTAL DIRECT COST	\$6,674,929	\$9,767,138	\$6,898,632	\$7,740,062	\$7,494,226	(3.2)
PROGRAM REVENUE	(409,850)	(449,295)	(432,822)	(195,530)	(314,530)	60.9
NET GENERAL FUND CONTRIBUTION	\$6,265,079	\$9,317,843	\$6,465,810	\$7,544,532	\$7,179,696	(4.8)
STAFF YEARS	77.79	73.41	69.75	88.43	83.43	(5.7)

PROGRAM MISSION

To manage, operate and maintain a large mainframe computer system, minicomputers and a teleprocessing network of computer terminals, microcomputers and printers within Systems Network Architecture (SNA) and Local Area Network (LAN) environments throughout the County of San Diego. The program also provides mission critical data processing services, including: (LAN) design and installation; LAN system administration for County Administration Center (CAC); production and distribution of management information reports; and acquisition, installation, and maintenance of computer equipment.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The estimated actuals reflect transfers from Salaries & Benefits Account to Services and Supplies Account to pay the cost of contract analyst staff hired in lieu of permanent staff. All accounts include expenditure of prior year funds. (Expenditures are reflected in the year that payment is made.) Fixed Asset expenditures are lower than budgeted because expenditures were made within the Department Administration program and because monies were encumbered in the fourth quarter that will be expended in FY 96-97.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Achieved goal of maintaining the availability of all computer platforms for prime time business days at above 99%.

Achieved goal of maintaining production runs without abends at above 99.5%.

Achieved goal of maintaining the service availability of all network devices at above 99%.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Maintain the availability of all computer platforms for prime time business days at above 99%.
 - Process 3,320 hours of CICS CPU time.
 - Process 521 hours of TSO CPU time.
- Maintain production runs without abends at above 99.5%.
 - Process 8,314 hours of Batch CPU time.
- Maintain the service availability of all network devices at above 99%.
 - Maintain 12,500 network devices.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [5.43 SY; E = \$203,194; 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 [48.00 SY; E = \$3,140,544; R = \$314,530] 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, and negotiated salary increases.
 - o Decreased one EDP Operations Coordinator position (Class 3036) in support of the County's Net Cost Reduction Program.
 - o Decreased in Services and Supplies appropriations and increased in Other Charges appropriations. Funding was transferred to lease/purchase to replace older technology direct access storage devices. Lease/purchase costs will be offset by savings in maintenance on the replaced units.
 - o Decreased one Data Control Technician II position (Class 3033) and two DIS Computer Operator positions (Class 3112) deleted as a result of reduction in manual print operations made possible by replacement of older technology printers. The net cost reduction is \$55,882, including increased debt service charges for new printers.

3. Operating System Software [16.00 SY; E = \$2,696,172; 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, and negotiated salary increases.

4. Network Management [14.00 SY; E = \$1,454,316; 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, and negotiated salary increases.
 - o Decreased \$159,865 in one time costs for automation fixed assets.
 - o Decreased one DIS LAN Systems Analyst II position (Class 2466) transferred to Communications Program to reflect current reporting structure.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
9176 AB189 Criminal Justice	\$300	\$0	\$0	\$0
9436 Reim Judicial Expense	0	0	0	0
9782 Interfund Charges-Road Fund	64,496	47,000	47,000	0
9783 Interfund Charges-APCD	181	120	100	(20)
9786 Charges in Internal Service Fund	43,777	38,000	45,000	7,000
9787 Charges in Airport Ent Fund	207	160	100	(60)
9788 Charges in Liq Waste Fund	0	100	0	(100)
9790 Charge in Solid Waste Ent Fund	660	0	180	180
9792 Charges in Spec Dists	30,923	15,000	8,000	(7,000)
9793 Charges in Library Fund	609	150	150	0
9864 Micrographics Fee	0	0	0	0
9865 Recording Fee - Modernization	0	0	0	0
9971 Other Svcs to Other Govmt Agencies	291,669	95,000	214,000	119,000
9988 Rev App Pr Yr-Other Revenue	0	0	0	0
9996 Other Sales-Taxable	0	0	0	0
Sub-Total	\$432,822	\$195,530	\$314,530	\$119,000
Total	\$432,822	\$195,530	\$314,530	\$119,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$6,465,810	\$7,544,532	\$7,179,696	\$(364,836)
Total	\$6,465,810	\$7,544,532	\$7,179,696	\$(364,836)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Increase in Account 9971 reflects increased collections for data line charges for leased communications lines to non-County agencies accessing computer data through the County's mainframe computer network.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$57,235
Total	\$57,235

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
COMPUTING OPERATIONS					
% OF RESOURCES: 60%					
<u>OUTCOME (Planned Result)</u>					
% of network uptime	99.3	99.6	99.6	99.0	99.0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to maintain online platforms *	\$1,410,537	\$1,363,445	\$1,464,855	\$1,464,855	\$1,170,746
<u>OUTPUT (Service or Product)</u>					
CICS CPU hrs ***	3,734	3,933	3,092	4,519	3,320
<u>EFFICIENCY (Input/Output)</u>					
Cost per CICS CPU hour	\$293.70	\$291.43	\$291.74	\$291.74	\$291.22
<u>OUTPUT (Service or Product)</u>					
TSO CPU hrs ***	834	515	834	351	521
<u>EFFICIENCY (Input/Output)</u>					
Cost per TSO CPU hour	\$355.86	\$421.20	\$417.34	\$417.34	\$391.35
<u>OUTCOME (Planned Result)</u>					
% of production runs w/o ABEND	99.9	99.5	99.4	99.5	99.5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to maintain production runs *	\$3,344,627	\$2,975,089	\$3,188,908	\$3,188,908	\$3,779,375
<u>OUTPUT (Service or Product)</u>					
Batch CPU hrs ***	7,699	6,591	8,105	7,017	8,314
<u>EFFICIENCY (Input/Output)</u>					
Cost per batch CPU hour	\$451.37	\$451.36	\$454.45	\$454.45	\$454.58
ACTIVITY B:					
NETWORK MANAGEMENT					
% OF RESOURCES: 16%					
<u>OUTCOME (Planned Result)</u>					
% of network device availability	N/A	99.0	99.0	99.0	99.0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to maintain network devices **	\$1,038,281	\$975,213	\$1,003,771	\$1,322,278	\$1,240,802
<u>OUTPUT (Service or Product)</u>					
Network devices	8,096	11,013	11,500	12,000	12,500
<u>EFFICIENCY (Input/Output)</u>					
Cost to maintain each device	\$128,246	\$88.55	\$87.28	\$110.19	\$99.26

* Based on published rates.

** Based on cost of staff and maintenance fees.

*** Does not include DIS utilization.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0971	Info Systems Manager	1	1.00	1	1.00	\$64,664	\$76,924
2231	Deputy Director, DIS	1	1.00	1	1.00	77,749	86,043
2466	DIS LAN Sys Analyst II	6	6.00	5	5.00	269,753	230,487
2467	DIS LAN Sys Analyst III	1	1.00	1	1.00	54,533	56,397
2468	DIS LAN Sys Supervisor	1	1.00	1	1.00	58,713	51,563
2487	EDP Distr Network Coord	1	1.00	1	1.00	49,481	51,179
2488	Asst Mgr EDP Ops	1	1.00	1	1.00	49,396	51,096
2518	DIS Systems Programmer IV	2	2.00	2	2.00	114,952	117,769
2520	DIS Systems Programmer III	7	7.00	7	7.00	385,944	399,347
2522	DIS Systems Programmer II	5	5.00	5	5.00	245,038	257,373
2524	DIS Systems Programmer I	1	1.00	1	1.00	40,911	40,398
2532	DIS QA Analyst II	2	2.00	2	2.00	81,114	83,895
2650	Stock Clerk	1	1.00	1	1.00	19,733	20,409
2700	Intermed Clerk Typist	3	3.00	3	3.00	56,524	59,993
2757	Admin Secy II	1	1.00	1	1.00	25,372	24,807
2834	Datacomm Net Tech I	3	3.00	3	3.00	83,919	86,805
2842	Datacomm Net Spec II	4	4.00	4	4.00	137,973	143,766
2843	Datacomm Net Spec III	1	1.00	1	1.00	35,907	37,282
3026	Data Process Supvr II	2	2.00	2	2.00	81,402	84,192
3030	Data Entry Operator	9	9.00	9	9.00	174,333	175,901
3031	Data Control Tech IV	1	1.00	1	1.00	27,660	28,611
3032	Data Control Tech III	3	3.00	3	3.00	71,054	74,019
3033	Data Control Tech II	2	2.00	1	1.00	38,423	21,295
3036	EDP Operations Coord	1	1.00	0	0.00	43,758	0
3069	Senior Data Entry Oper	3	3.00	3	3.00	66,501	68,790
3111	Senior DIS Comp Oper	7	7.00	7	7.00	221,492	225,748
3112	DIS Computer Operator	15	14.00	13	12.00	386,506	344,201
3120	Dept Com Spec II	1	1.00	1	1.00	41,678	43,109
9999	Extra Help	17	3.43	17	3.43	61,313	61,313
Total		103	88.43	98	83.43	\$3,065,796	\$3,002,712
Salary Adjustments:						106	(9,835)
Premium/Overtime Pay:						90,700	90,700
Employee Benefits:						1,038,632	988,787
Salary Savings:						(149,787)	(146,678)
VTO Reductions:						(0)	(16,979)
Total Adjustments						\$979,651	\$905,995
Program Totals		103	88.43	98	83.43	\$4,045,447	\$3,908,707

PROGRAM: Telecommunications

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 82303

ORGANIZATION #: 0750

MANAGER: Rod Bankhead, Manager

REFERENCE: 1996-97 Proposed Budget - Pg. 51-18

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,401,908	\$2,541,035	\$2,457,817	\$2,477,558	\$2,479,447	0.1
Services & Supplies	292,416	296,812	396,093	315,935	442,644	40.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,694,324	\$2,837,847	\$2,853,910	\$2,793,493	\$2,922,091	4.6
PROGRAM REVENUE	(165,252)	(257,885)	(350,603)	(332,235)	(425,022)	27.9
NET GENERAL FUND CONTRIBUTION	\$2,529,072	\$2,579,962	\$2,503,307	\$2,461,258	\$2,497,069	1.5
STAFF YEARS	51.57	55.34	50.48	53.25	52.25	(1.9)

PROGRAM MISSION

To provide strategic, cost-effective, and quality telephone, mobile radio, and data network services for all County departments.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actual expenditures in Salaries & Benefits reflect discrepancy between salary savings and vacancy rates. Services & Supplies totals include expenditure of prior year funds. (Expenditures are reflected in the year that payment is made.)

ACHIEVEMENT OF 1995-96 OBJECTIVES

Exceeded objective of maintaining an overall customer feedback rating of very good to excellent (4.5 on a scale of 1-5) on all completed telephone service requests. Actual rating was 4.7.

Achieved objective of processing 100% of all billing information sheets in one day.

Achieved objective of providing a 90% turnaround time on completion of hardware orders.

Achieved objective of reducing repair time of handheld radios from 2 hours to 1.75 hours. Actual average repair time was 1.3 hours.

Did not achieve objective of providing preventative maintenance to 95% of the public safety/emergency services microwave systems. The actual figure was 92%. This objective has been impacted by the Regional Communications System (RCS) project which will replace all existing microwave systems.

1996-97 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 2,900 Telephone Service Requests.
2. Process 100% of Billing Information Sheets in one day.
 - a. Process 300 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 1,200 hardware orders.
4. Maintain average repair time of handheld radios at 1.5 hours or less.
- a. Repair 1,000 radios.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [3.25 SY; E = \$276,670; R = \$126,709] including support personnel is responsible for the overall planning, coordinating, and controlling of the Regional Communications System (RCS) project. The function is:
 - o Discretionary/Discretionary Service Level.
 - o Increased by \$127,000 in appropriations and offsetting revenues from the Capital Outlay Fund for Services and Supplies costs associated with the Regional Communications System project.
 - o Modified by classification of Communications Systems Manager position from 8803 class to 0987 class.
2. Telecommunications Engineering [3.00 SY; E = \$198,538; 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.
 - o Increased one DIS LAN Systems Analyst II position (Class 2466) transferred from Operations Program to reflect current reporting structure.
3. Microwave/Radio Services [31.00 SY; E = \$1,757,340; R = \$146,313] including support personnel installs and maintains microwave and radio equipment for law enforcement, public health and safety, and local government; provides installation and maintenance for a fleet of mobile radios; provides digital and voice pager service Countywide; and is responsible for installing and maintaining audio Board monitors. The function is:
 - o Discretionary/Discretionary Service Level.
 - o Increased in appropriations in Salaries and Benefits due to step and benefit changes and negotiated salary increases.
4. Telecommunications Services [15.00 SY; E = \$689,543; R = \$152,000] 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 Decreased one Video Services Manager position (Class 2360) transferred to CATV budget as part of consolidation of County Video Services. Appropriations and matching revenues in the amount of \$67,922 were also transferred.
 - o Decreased one Administrative Assistant II position (Class 2303) transferred to CATV budget to reflect current reporting structure. The position has been reclassified in that budget to a Video Production Specialist II (Class 2318).
 - o Decreased one Telecommunications Network Manager position (Class 2819) and increased one Senior Telecommunications Network Analyst position (Class 2809). Position has been downgraded in support of the County's net cost reduction program.
 - o Decreased one Communications Systems Manager position (Class 8803) and increased one Communications Systems Manager position (Class 0987). Position has now been classified.
 - o Decreased one Telecommunications Manager position (Class 2386) and increased one Telecommunications Systems Manager position (Class 0992). Position has been reclassified to reflect current job functions.
 - o Decreased four (4) Telephone Systems Specialist positions (Class 2376) and increased four (4) Telecommunications Network Analyst positions (Class 2818). Positions have been reclassified to reflect current job functions.

- o Decreased one Telephone Supervisor position (Class 2815) and increased one Intermediate Clerk Typist position (Class 2700). Position has been reclassified to reflect current job functions.
- o Increased \$44,000 in revenues reflecting increased collections of pay phone commissions resulting from renegotiation of contracts with pay phone providers.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
FEES:				
9210 Rents and Concessions	\$138,662	\$105,690	\$150,000	\$44,310
9694 License Fee	0	0	0	0
9720 Communications Svcs	300	0	1,000	1,000
9746 Other Governmental Agencies	0	0	0	0
9782 Chg in Road Fund	8,541	0	5,000	5,000
9784 Interfund Chgs	0	0	0	0
9785 Chg in COF	109,224	109,000	235,709	126,709
9786 Chg in Internal Service Funds	50,501	40,000	29,813	(10,187)
9787 Chg in Airport Ent. Fund	0	500	500	0
9788 Chg in Liquid Waste Ent. Fund	0	500	500	0
9790 Chg in Solid Waste Ent. Fund	0	0	0	0
9792 Chg in Other/Special Dist.	61	6,000	500	(5,500)
9804 Transfer from CATV	33,961	67,922	0	(67,922)
9816 TSFR From Asset Forfeiture	0	0	0	0
9964 Proceeds - Long Term Debt	0	0	0	0
9987 Rev App Prior Year	0	0	0	0
9988 Miscellaneous Revenue Prior Year	6,169	0	0	0
9989 Recovered Expenditures	0	0	0	0
9994 Other Sales Revenue	226	2,623	2,000	(623)
9996 Other Sales - Taxable	3,005	0	0	0
9998 Work Authorization-Excess Cost	(47)	0	0	0
Sub-Total	\$350,603	\$332,235	\$425,022	\$92,787
Total	\$350,603	\$332,235	\$425,022	\$92,787

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$2,503,307	\$2,461,258	\$2,497,069	\$35,811
Sub-Total	\$2,503,307	\$2,461,258	\$2,497,069	\$35,811
Total	\$2,503,307	\$2,461,258	\$2,497,069	\$35,811

EXPLANATION/COMMENT ON PROGRAM REVENUES

Increase in Account 9210 revenues reflects increased collections of pay phone revenues resulting from renegotiation of contracts with pay phone providers. Increase in Account 9785 revenues reflects increase in appropriations and offsetting revenues from Capital Outlay Funds for Services and Supplies costs associated with the Regional Communications System project. Account 9804 revenues and matching appropriations were transferred mid-year in FY 95-96 to CATV budget as part of a consolidation of County Video Services.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
TELECOMMUNICATIONS SERVICES					
% OF RESOURCES: 30%					
<u>OUTCOME (Planned Result)</u>					
Customer satisfaction rating	4.8	4.7	4.7	4.5	4.5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost for TSR service *	\$27,722	\$27,841	\$27,732	\$27,732	\$28,864
<u>OUTPUT (Service or Product)</u>					
TSR's processed	2,685	2,942	3,200	2,800	2,900
<u>EFFICIENCY (Input/Output)</u>					
Cost per service request	\$10.32	\$9.46	\$8.67	\$9.90	\$9.95
<u>OUTCOME (Planned Result)</u>					
% billing processed w/i one day	N/A	N/A	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to process billing *	N/A	N/A	\$3,585	\$3,585	\$2,308
<u>OUTPUT (Service or Product)</u>					
# of billing sheets processed	N/A	N/A	232	360	300
<u>EFFICIENCY (Input/Output)</u>					
cost per billing sheet	N/A	N/A	\$15.45	\$9.96	\$7.69
<u>OUTCOME (Planned Result)</u>					
% hardware orders processed on time	N/A	N/A	90%	90%	90%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to process hardware orders *	N/A	N/A	\$25,876	\$25,876	\$19,122
<u>OUTPUT (Service or Product)</u>					
# of hardware orders	N/A	N/A	1,622	1,764	1,200
<u>EFFICIENCY (Input/Output)</u>					
Cost per hardware order	N/A	N/A	\$15.95	\$14.67	\$15.93

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY B:					
MICROWAVE/RADIO SERVICES					
% OF RESOURCES: 31%					
<u>OUTCOME (Planned Result)</u>					
Radio repair time (hours)	N/A	N/A	1.3	1.75	1.5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of repair service *	N/A	N/A	\$23,368	\$23,368	\$24,741
<u>OUTPUT (Service or Product)</u>					
Radios repaired	N/A	N/A	995	960	1,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per radio repair	N/A	N/A	\$23.48	\$24.34	\$24.74
<u>OUTCOME (Planned Result)</u>					
% of systems serviced **	N/A	N/A	92%	95%	N/A
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of preventive maint. service *	N/A	N/A	\$70,320	\$70,320	N/A
<u>OUTPUT (Service or Product)</u>					
# of systems serviced	N/A	N/A	1,010	1,093	N/A
<u>EFFICIENCY (Input/Output)</u>					
Cost per system	N/A	N/A	\$69.62	\$64.34	N/A

* Based on cost of staff in unit

** Objective eliminated in FY 96-97 because the Regional Communications System project replaces all existing microwave systems.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
0987	Comm Systems Manager	0	0.00	1	1.00	\$0	\$68,837
0992	Telecomm Sys Manager	0	0.00	1	1.00	0	55,074
2303	Admin Asst II	1	1.00	0	0.00	41,678	0
2360	Video Op Coord	1	1.00	0	0.00	51,954	0
2376	Telephone Sys Spec	4	4.00	0	0.00	147,764	0
2386	Telecomm Manager	1	1.00	0	0.00	53,246	0
2403	Accounting Technician	1	1.00	1	1.00	26,562	27,472
2466	DIS LAN Sys Analyst II	0	0.00	1	1.00	0	37,933
2493	Intermed Account Clerk	3	3.00	3	3.00	57,419	60,393
2615	Electronics Pts Storekpr	1	1.00	1	1.00	21,881	21,341
2616	Senior Elect Pts Storekpr	1	1.00	1	1.00	24,104	24,933
2700	Intermediate Clerk Typist	0	0.00	1	1.00	0	21,295
2730	Senior Clerk	1	1.00	1	1.00	20,655	24,673
2757	Admin Secretary II	2	2.00	2	2.00	47,363	49,388
2809	Senior Telecomm Network Analyst	0	0.00	1	1.00	0	37,979
2815	Telephone Supervisor	1	1.00	0	0.00	19,572	0
2818	Telecomm Network Analyst	2	2.00	6	6.00	74,250	202,550
2819	Telecom Network Mgr	1	1.00	0	0.00	49,396	0
3119	Dept Comp Op Spec II	1	1.00	1	1.00	35,131	36,338
3670	Senior Electronics Engr	1	1.00	1	1.00	57,882	65,763
3672	Assoc Electronics Engr	1	1.00	1	1.00	50,542	52,267
6148	Telecomm Technician IV	2	2.00	2	2.00	92,840	96,030
6149	Telecomm Technician III	3	3.00	3	3.00	126,660	130,998
6150	Telecomm Technician II	20	20.00	20	20.00	729,672	763,468
6151	Telecomm Technician I	2	2.00	2	2.00	61,614	66,446
6153	Asst Comm Sys Mgr	1	1.00	1	1.00	53,246	55,074
8803	Comm Systems Mgr	1	1.00	0	0.00	63,566	0
9999	Extra Help	10	1.25	10	1.25	27,930	27,930
Total		62	53.25	61	52.25	\$1,934,927	\$1,926,182
Salary Adjustments:						3,375	43,506
Premium/Overtime Pay:						37,315	37,315
Employee Benefits:						601,083	573,409
Salary Savings:						(99,142)	(91,415)
VTO Reductions:						(0)	(9,550)
Total Adjustments						\$542,631	\$553,265
Program Totals		62	53.25	61	52.25	\$2,477,558	\$2,479,447

PROGRAM: Department Administration

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 92101

ORGANIZATION #: 0750

MANAGER: Jon W. Fullinwider, Director

REFERENCE: 1996-97 Proposed Budget - Pg. 51-24

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$793,539	\$807,476	\$844,160	\$798,918	\$820,310	2.7
Services & Supplies	212,423	333,457	342,560	422,045	422,894	0.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	158,230	408,089	272,000	0	(100.0)
TOTAL DIRECT COST	\$1,005,962	\$1,299,163	\$1,594,809	\$1,492,963	\$1,243,204	(16.7)
PROGRAM REVENUE	(0)	(136)	(2,377)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,005,962	\$1,299,027	\$1,592,432	\$1,492,963	\$1,243,204	(16.7)
STAFF YEARS	16.02	15.13	16.18	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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actual expenditures in Salaries & Benefits reflect discrepancy between Salary Savings and Vacancy Rates and use of student workers to assist with inventory barcode project. Services and Supplies expenditures less than budgeted to balance over expenditures in other programs. Fixed Assets totals include expenditure of funds budgeted in Operations program and expenditure of prior year funds. (Expenditures are reflected in the year that payment is made.)

ACHIEVEMENT OF 1995-96 OBJECTIVES

Did not achieve objective of collecting 92% of all accounts receivable within 90 days of invoicing. Actual figure was 91%. Met objective of processing 2,264 invoices.

Did not achieve objective of increasing technical and Administrative/Management skill level of staff by 1.5%. The skill level requirement has increased due to an influx of new software products, however, the objective of coordinating 480 training sessions was exceeded by nearly 100%, for a total of 914.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Collect 92% of all accounts receivable within 90 days of invoicing.
 - a. Process 2,250 invoices.
2. Increase technical and administrative/management skill level of DIS staff by 1.5% (scale 0-3).
 - a. Coordinate 490 training sessions.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Director [2.58 SY; E = \$292,600; R = \$0] The Office of the Director manages the Department of Information Services and is responsible for the overall planning, directing, coordinating, monitoring and controlling of allocated assets and resources. The function is:

- o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Decreased \$272,000 in one-time Fixed Asset appropriations for automation equipment.
2. Administrative Services [13.00 SY; E = \$950,604; R = \$0] The Administrative Services Division provides centralized support services to departmental divisions including: budget/fiscal, purchasing and contracting, facility management and capital planning, inventory control, personnel, training, and special studies. The function is:
- o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Increased in Salary and Benefits appropriations due to step and benefit changes and negotiated salary increases.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
MISCELLANEOUS: 9785 Charge in COF	2,377	0	0	0
Sub-Total	\$2,377	\$0	\$0	\$0
Total	\$2,377	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$1,592,432	\$1,492,963	\$1,243,204	\$(249,759)
Sub-Total	\$1,592,432	\$1,492,963	\$1,243,204	\$(249,759)
Total	\$1,592,432	\$1,492,963	\$1,243,204	\$(249,759)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Account 9785 reflects reimbursement from Capital Outlay Fund for Regional Communications System project Services and Supplies.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A: ACCOUNTS RECEIVABLE					
% OF RESOURCES: 23%					
<u>OUTCOME (Planned Result)</u>					
% accts receive collected w/i 90 days	N/A	88%	91%	92%	92%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per dollar collected *	N/A	\$0.13	\$0.15	\$0.16	\$.22
<u>OUTPUT (Service or Product)</u>					
Invoices processed	N/A	2,214	2,270	2,264	2,250
<u>EFFICIENCY (Input/Output)</u>					
Cost per invoice processed *	N/A	\$26.62	\$30.02	\$26.62	\$30.30
ACTIVITY B: TRAINING					
% OF RESOURCES: 23%					
<u>OUTCOME (Planned Result)</u>					
Staff skill level	N/A	1.98	1.88	2.05	2.08
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of training **	N/A	\$81,529	\$157,925	\$168,417	\$180,691
<u>OUTPUT (Service or Product)</u>					
DIS training sessions	N/A	473	914	480	490
<u>EFFICIENCY (Input/Output)</u>					
Cost per training session **	N/A	\$172	\$173	\$351	\$369

* Based on half time cost of staff in Fiscal Unit and charges for current services in org 0771.

** Based on training expenses from Accounts 2349, 2358 and 2430.

STAFFING SCHEDULE

Class	Title	1995-96 Budget Positions	1995-96 Budget Staff Yrs	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1995-96 Budget Cost	1996-97 Budget Cost
2123	Director, DIS	1	1.00	1	1.00	\$101,774	\$105,250
2302	Admin Assistant III	2	2.00	2	2.00	87,661	90,667
2303	Admin Assistant II	2	2.00	2	2.00	75,974	73,737
2307	Dept Personnel Ofc III	1	1.00	1	1.00	51,954	53,735
2369	Admin Services Mgr II	1	1.00	1	1.00	54,533	56,397
2383	Tech Training Coordinator	1	1.00	1	1.00	45,983	47,558
2403	Accounting Technician	1	1.00	1	1.00	26,562	27,472
2413	Analyst III	1	1.00	1	1.00	45,983	47,558
2425	Associate Accountant	1	1.00	1	1.00	25,655	34,395
2493	Intermed Account Clerk	2	2.00	2	2.00	38,196	42,844
2511	Senior Payroll Clerk	1	1.00	1	1.00	22,482	25,815
2700	Intermed Clerk Typist	0	0.00	0	0.00	0	0
2758	Admin Secretary III	1	1.00	1	1.00	29,619	31,703
9999	Extra Help	3	0.58	3	0.58	10,451	10,451
Total		18	15.58	18	15.58	\$616,827	\$647,582
Salary Adjustments:						13,374	0
Premium/Overtime Pay:						0	0
Employee Benefits:						197,707	204,312
Salary Savings:						(28,990)	(29,538)
VTO Reductions:						(0)	(2,046)
Total Adjustments						\$182,091	\$172,728
Program Totals		18	15.58	18	15.58	\$798,918	\$820,310

MAJOR MAINTENANCE

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
MAJOR MAINTENANCE	\$1,777,213	\$4,661,690	\$3,874,278	\$4,689,364	\$1,087,599	(3,601,765)	(76.8)
MAJOR MAINTENANCE REMODELS	307,634	243,303	269,329	145,609	204,404	58,795	40.4
TOTAL DIRECT COST	\$2,084,847	\$4,904,993	\$4,143,607	\$4,834,973	\$1,292,003	\$(3,542,970)	(73.3)
PROGRAM REVENUE	(1,696,885)	(776,380)	(749,152)	(625,802)	(250,119)	375,683	(60.0)
NET GENERAL FUND COST	\$387,962	\$4,128,613	\$3,394,455	\$4,209,171	\$1,041,884	\$(3,167,287)	(75.3)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To support Board of Supervisors priorities. 2% of Major Maintenance budgeted funds support Parks and Libraries. 39% of Major Maintenance budgeted funds support law enforcement/public protection operations. Of this portion, 19% support juvenile probation and courts.

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.

1996-97 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.

511

PROGRAM: Major Maintenance

DEPARTMENT: MAJOR MAINTENANCE

PROGRAM #: 81900

ORGANIZATION #: 5590

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1996-97 Proposed Budget - Pg. 52-1

AUTHORITY: State Administrative Code 25351, 25351.3, 25358: The Board may construct, lease, build, rebuild, furnish, refurnish or repair public buildings as necessary to carry out the work of county government. County Administrative Code #398.5: The Department shall provide project management, plans and specifications, inspection and supervision for the alteration or repair of County buildings and equipment on such property.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Services & Supplies	\$2,551,832	\$4,843,321	\$3,869,845	\$4,655,409	\$1,087,599	(76.6)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	48,471	4,433	33,955	0	(100.0)
TOTAL DIRECT COST	\$2,551,832	\$4,891,702	\$3,874,278	\$4,689,364	\$1,087,599	(76.8)
PROGRAM REVENUE	(1,447,098)	(630,865)	(649,999)	(594,813)	(144,119)	(75.8)
NET GENERAL FUND CONTRIBUTION	\$330,115	\$4,030,825	\$3,224,279	\$4,094,551	\$943,480	(77.0)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary Page.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actual expenditures were \$815,086 less than budgeted. Current year expenditures totaled \$2,490,274 and prior year expenditures were \$1,388,791. The total amount of revenue realized was \$649,999 and represents 17% of the total expenditures.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Achieved 100% of the goal to establish a multi-year major maintenance work program to address current year priority projects and the unfunded deferred major maintenance backlog.
 - a. The five year deferred maintenance plan was updated and an issue paper and budget information were prepared for the Board of Supervisors on May 8, 1996. Pursuant to the Board conference, the Board directed the Chief Financial Officer to identify funding to meet the major maintenance backlog for roofing. On September 17, 1996 (M.O. #48) the Board authorized \$1,367,250 for roof replacement and repairs of 13 County facilities in fiscal year 1996-97.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the department Outcome and Output objectives on the Department Summary Page.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Craft Support [0.00 SY; E = \$113,110; R = \$15,043] including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
 - o Mandated/Discretionary Service Level.
 - o Providing \$300,000 in new funding for maintenance projects.
 - o Offset by 13.3% in program revenue.
2. Contracted Services [0.00 SY; E = \$974,489; R = \$129,076] 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 \$974,489 (89.6% of budget) in privatized services.
- o Providing \$300,000 in new funding for maintenance projects.
- o Offset by 13.3% in program revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
FINES, FORFEITURES & PENALTIES:				
Criminal Justice Facilities (9176)	\$12,580	\$54,900	\$45,000	(9,900)
Court Facilities (9177)	12,948	0	0	0
Sub-Total	\$25,528	\$54,900	\$45,000	\$(9,900)
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Fed Aid-Comm.Develop Block Grant (9683)	\$6,043	\$50,272	\$0	(50,272)
Juvenile Placement Trust Fund (9746)	186,745	0	19,119	19,119
Sub-Total	\$192,788	\$50,272	\$19,119	\$(31,153)
MISCELLANEOUS SERVICES				
Int Service Fund Sales (9917)	\$0	\$9,000	\$0	(9,000)
Sub-Total	\$0	\$9,000	\$0	\$(9,000)
CHARGES FOR CURRENT SERVICES:				
Micro-Automation Fee (9834)	\$7,049	\$10,762	\$0	(10,762)
2% Automation Fees (9837)	0	0	0	0
Micrographics Fee (9864)	0	10,545	0	(10,545)
Recording Fee-Modernization (9865)	19,178	17,404	0	(17,404)
Other-Employee Maintenance (9974)	67,882	80,000	80,000	0
Other Miscellaneous (9979)	0	0	0	0
Sub-Total	\$94,109	\$118,711	\$80,000	\$(38,711)
OTHER REVENUE :				
SDG&E Retrofit Rebates (9957)	\$95,566	\$100,000	\$0	(100,000)
Other Sales (9996)	2,152	0	0	0
Sub-Total	\$97,718	\$100,000	\$0	\$(100,000)
OTHER FINANCING SOURCES:				
Road Fund (9802)	\$63,200	\$7,700	\$0	(7,700)
Inmate Welfare Fund (9812)	176,655	254,230	0	(254,230)
Sub-Total	\$239,855	\$261,930	\$0	\$(261,930)
Total	\$649,998	\$594,813	\$144,119	\$(450,694)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$3,224,279	\$4,094,551	\$943,480	(3,151,071)
Sub-Total	\$3,224,279	\$4,094,551	\$943,480	\$(3,151,071)
Total	\$3,224,279	\$4,094,551	\$943,480	\$(3,151,071)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The FY95-96 revenue is \$46,186 more than budget. This is due primarily to \$189,745 of Juvenile Placement Trust Fund revenue, account 9746, that was budgeted mid-year for renovation of a dormitory at Rancho Del Campo Juvenile Institution. This added revenue was offset by lower than budgeted revenue from Criminal Justice Facilities, account 9176 and Community Development Block Grant, account 9683.

Other major sources of revenue include the following: (1) \$176,655 of Inmate Welfare Trust Fund revenue, account 9812, used for repairs and upgrade of security fencing at Juvenile Hall, and (2) \$95,566 received from SDG&E incentives from mechanical retrofits, account 9957, used in the design of a mechanical retrofit at the County Administration Center.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 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 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). \$23.8 mill					
	\$21.5 mill	\$22.8 mill	\$20.4 mill	\$23.6 mill	
<u>EFFECTIVENESS (Input/Outcome)</u>					
<u>Total Major Maintenance Program Funding</u>	\$6.6 mill	\$ 9.5 mill	\$6.7 mill	\$ 6.3 mill	\$ 3.1 mill
• New appropriation	\$5.1 mill	\$ 4.9 mill	\$1,037,434	\$.5 mill	\$ 380,000
• Rebudgets	\$.7 mill	\$ 3.9 mill	\$4,199,312	\$ 4.2 mill	\$ 707,599
• Carryover	\$.8 mill	\$.7 mill	\$1,522,569	\$ 1.6 mill	\$2,109,363
<u>OUTPUT (Service or Product)</u>					
Increase major maintenance project funding and reduce remaining unfunded backlog costs					
• <u>Total Projects</u>					
• Unfunded backlog costs	\$23,870,000	\$21,544,200	\$22,817,045	\$20,400,000	\$23,617,456
• Total appropriations	\$ 6,675,292	\$ 9,587,663	\$6,759,315	\$ 6,279,832	\$ 3,196,962
• Project expenditures	\$ 2,551,832	\$ 4,891,702	\$3,874,278	\$ 3,139,691 ²	\$ 2,928,420
• Remaining unfunded backlog costs ³	\$18,770,000	\$16,644,200	\$21,779,611	\$19,900,000	\$23,237,456
<u>EFFICIENCY (Input/Output)</u>					
Total project expenditures	\$2,551,832	\$ 4,891,702	\$3,874,278	\$ 3,182,856	\$ 2,928,420
% of program funding expended	38%	51.0%	57.0%	50%	92%
% <reductions> increase in unfunded current year and prior year backlog costs	N/A	(10.6%)	6.0%	5.6%	6.6%
\$ <reduction> increase in unfunded current year and prior year backlog costs	N/A	\$(2,125,800)	\$5,135,411	\$3,255,800	\$1,457,845

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

1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
-------------------	-------------------	-------------------	-------------------	-------------------

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 1996-97 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.
- 5% of annually identified major maintenance program needs were funded in 1995-96.
- 92% of annual project funding will be expended or encumbered within the budget year.
- 1996-97 unfunded major maintenance cost requirements have increased by \$1.4 million from 1995-96 in addition to the \$5.1 million for FY94-95.
- The trend of deferred major maintenance costs estimated at \$23.2 million for FY96-97 represents a significant unfunded liability to the County.

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Services & Supplies	\$307,634	\$243,303	\$269,329	\$145,609	\$204,404	40.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$307,634	\$243,303	\$269,329	\$145,609	\$204,404	40.4
PROGRAM REVENUE	(249,787)	(145,515)	(99,153)	(30,989)	(106,000)	242.1
NET GENERAL FUND CONTRIBUTION	\$57,847	\$97,788	\$170,176	\$114,620	\$98,404	(14.1)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary Page.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The FY95-96 Actual is \$123,720 higher than the FY95-96 Budget. This is due primarily to mid-year project expenditures totaling \$156,616. Major projects and work completed include the following: remodel, painting and carpeting of various Auditor and Controller offices for \$61,214; removal of impediments to the disabled in various County facilities for \$73,543; and a remodel of a Superior Court office at the South Bay Regional Center for \$47,241.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Achieved 47% of the goal to complete 80% of remodel projects approved by the Board of Supervisors in the same year as funded. This outcome is due to late mid-year funding that could not be expended in the same year as budgeted.
2. The objective to develop and take to the Chief Administrative Officer a County-wide policy regarding specifications, Tenant Improvement Standards of Occupancy and Processing Minor Facility Improvement Requests in the Space Management section was transferred to the Architecture and Engineering program.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To provide space remodeling services as approved and funded by the Board of Supervisors.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The 1996-97 Adopted Budget has no new project funding. Five projects were rebudgeted in the amount of \$145,609.

The activities of this program are summarized as follows:

1. Craft Support [0.00 SY; E = \$22,893; R = \$11,800] including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
 - o Discretionary/Discretionary Service Level.
2. Contracted Services [0.00 SY; E = \$181,511; R = \$94,200] 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
INTERGOVERNMENTAL REV:				
Fed Aid - Comm Develop Block Grant (9683)	73,543	30,989	106,000	75,011
Sub-Total	\$73,543	\$30,989	\$106,000	75,011
OTHER FINANCING SOURCES				
Asset Forfeiture (9816)	\$19,856	\$0	\$0	0
Inmate Welfare (9815)	5,400	0	0	0
Other Sales (9996)	294	0	0	
Sub-Total	\$25,610	\$0	\$0	\$0
Total	\$99,153	\$30,989	\$106,000	\$75,011

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
	\$170,176	\$114,620	\$98,404	(16,216)
Sub-Total	\$170,176	\$114,620	\$98,404	\$(16,216)
Total	\$170,176	\$114,620	\$98,404	\$(16,216)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue earned in FY95-96 is \$68,164 higher than budget. This is due primarily to mid-year and carryover projects not reflected in the Adopted Budget. The major source of revenue is from Community Development Block Grant, revenue account 9683, for \$73,543. This revenue was used to remove impediments to the disabled at the County Administration Center, El Cajon Social Services District Office, Escondido Social Services District Office, Lakeside Community Center and Campo Community Center.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 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%	47%	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	\$272,225	\$574,337	\$145,609	\$204,404
Major maintenance remodeling expended	N/A	\$243,303	\$269,329	\$116,487	\$163,523
<u>OUTPUT (Service or Product)</u>					
Provide support to law & justice based on authorized funding	N/A	\$47,986	\$83,924	\$0	\$7,000
<u>EFFICIENCY (Input/Output)</u>					
% of program funding expended (expenditure/encumbrance)	N/A	89%	46.9%	80%	80%
<u>OUTPUT (Service or Product)</u>					
Provide support to General gov't dept's based on authorized funding	N/A	\$195,317	\$185,405	\$145,609	\$197,404

¹ Includes budgeted and mid-year appropriations.

PUBLIC SERVICES UTILITIES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Public Services Utilities	\$15,485,445	\$16,545,378	\$16,979,968	\$18,160,681	\$18,396,488	\$235,807	1.3
TOTAL DIRECT COST	\$15,485,445	\$16,545,378	\$16,979,968	\$18,160,681	\$18,396,488	\$235,807	1.3
PROGRAM REVENUE	(137,337)	(154,948)	(155,993)	(150,895)	(150,895)	0	0.0
NET GENERAL FUND COST	\$15,348,108	\$16,390,430	\$16,823,975	\$18,009,786	\$18,245,593	\$235,807	1.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To support Board of Supervisors priorities. 6% of budgeted utility funds support parks and libraries. 63% supports law enforcement/public protection operations. Of this portion, 21% supports juvenile probation and courts.

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.

1996-97 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 San Diego Gas & Electric financing to fund three energy modernization projects in major maintenance activities.

53-2

AUTHORITY: Administrative Code 398.5 Sections (j) Utilities/Vehicle Fuels and (i) Postage, delegate to the Department of General Services the administration of utilities.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Gas & Electric	\$10,382,314	\$11,258,347	\$10,383,111	\$12,055,000	\$11,300,000	(6.3)
Postage	4,357,259	4,415,312	5,017,918	4,743,060	4,643,410	(2.1)
Water and Sewage	1,553,709	1,681,428	2,213,070	1,933,098	2,128,655	10.1
Bottled Gas	95,375	101,516	105,663	90,000	94,000	4.4
Fixed Assets	0	0	10,837	0	0	0.0
Less Reimbursements	(903,212)	(911,225)	(926,400)	(790,577)	(790,577)	0.0
Other Charges	0	0	175,769	130,100	1,021,000	684.8
TOTAL DIRECT COST	\$15,485,445	\$16,545,378	\$16,979,968	\$18,160,681	\$18,396,488	1.3
PROGRAM REVENUE	(137,337)	(154,948)	(155,993)	(150,895)	(150,895)	0.0
NET GENERAL FUND CONTRIBUTION	\$15,348,108	\$16,390,430	\$16,823,975	\$18,009,786	\$18,245,593	1.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary page.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

FY95-96 Actual net costs are \$1,185,811 less than FY95-96 Budget. This underexpenditure is primarily due to gas and electricity costs coming in at \$1,671,889 less than Budget; and, the overrealization of Costs Applied.

Gas and electricity underspent by \$1,671,889 due to reduced gas and electric costs associated with energy management/lighting retrofit projects at various County facilities.

Postage expenditures were \$274,858 over budget due to a full year cost of the postage rate increase that went into effect February, 1995. Additional funds were not allocated for this increase. In addition, increased costs were incurred due to the presidential election and the Treasurer/Tax Collector increased mailing for property reappraisals.

Water and sewer overspent by \$279,972 due to increases in consumption requirements and increased water costs.

Costs Applied overrealized by \$135,823 due to increased utilities services to the Library Fund and Solid Waste Enterprise Fund.

Other Charges, which reflects debt service costs associated with the energy management program, overspent by \$45,669.

All overexpenditures in postage, water and sewer and other charges are offset by reduced gas and electric costs, resulting in Net Costs savings.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Achieved 500% of goal to continue energy conservation projects designed to save consumption and costs.
 - a. Completed 24 energy conservation rebate projects designed to reduce or avoid utility costs.
2. Unable to achieve a reduction in square foot consumption and avoid added utility costs associated with rate increases due to increased utility consumption Countywide.
 - a. Completed 24 energy modernization projects, or 800% of target, utilizing S.D.G.&E. financing in major maintenance activities.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to department Outcome and Output Objectives on the Department Summary page (green sheet).

1996-97 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 = \$11,691,726; R = \$121,960] is:
 - o Discretionary/Discretionary Service Level.
 - o Providing for payments to SDG&E (\$11,300,000) to include the Hall of Justice/Central Plant.
 - o Decreasing by \$360,000 associated with contracted chilled water services at the Downtown Courthouse.
 - o Increasing by \$890,900 associated with debt service payment requirements for lighting and mechanical retrofit projects.
 - o Offset by \$653,929 in costs applied.

2. Postage [0.00SY; E = \$4,538,710; R = \$0] is:
 - o Mandated/Discretionary Service Level.
 - o Providing funding to process County U.S. metered, bulk and business reply mail.
 - o Decreasing \$35,000 due to U.S. postal discounts for bulk processing of mail.
 - o Decreasing \$64,650 due to funds being transferred to Auditor & Controller for mail finishing equipment which will reduce postage costs.
 - o Offset by \$104,700 in costs applied.

3. Water and Sewage [0.00SY; E = \$2,072,052; 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 Increasing by \$195,557 associated with FY96-97 projected consumption at Central Plant/Hall of Justice.
 - o Offset by \$31,948 in costs applied.

4. Bottled Gas [0.00 SY; E = \$94,000; R = \$0] is:
 - o Mandated/Discretionary Service Level.
 - o Providing for ongoing requirements for bottled gas, which is used primarily in outlying facilities.
 - o Increasing by \$4,000 associated with consumption requirements.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES FOR CURRENT SERVICES				
Internal Service Fund (9786)	\$6,790	\$4,500	\$4,500	0
Employee Maintenance (9974)	6,471	10,000	10,000	0
Other Miscellaneous (9979)	593	0	0	0
Change in Liquid Waste Ent. Fund. (9788)	269			
Sub-Total	\$14,123	\$14,500	\$14,500	\$0
OTHER REVENUE:				
Rents and Concessions (9210)	\$19,124	\$10,500	\$10,500	0
Aid From City of San Diego (9741)	105,465	125,395	125,395	0
Aid From Other Govt. Agencies (9746)	2,288	0	0	0
Other Miscellaneous (9995)	14,993	500	500	0
Recovered Expenditures (9989)	0	0	0	0
Sub-Total	\$141,870	\$136,395	\$136,395	\$0
Revenue Total	\$155,993	\$150,895	\$150,895	\$0
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Road Fund (5682)	\$376,217	\$381,017	\$381,017	0
APCD (5683)	13,164	61,292	61,292	0
Airports (5687)	63,559	55,608	55,608	0
Liq. Waste (5688)	12,954	9,175	9,175	0
Solid Waste (5690)	98,589	54,485	54,485	0
Library Fund (5693)	365,032	229,000	229,000	0
Cost Applied Excess Cost (5998)	(3,115)	0	0	0
Sub-Total	\$926,400	\$790,577	\$790,577	\$0
Costs Applied Total	\$926,400	\$790,577	\$790,577	\$0
Total Revenue & Cost Applied	\$1,082,393	\$941,472	\$941,472	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$16,823,975	\$18,009,786	\$18,245,593	\$235,807
Total	\$16,823,975	\$18,009,786	\$18,245,593	\$235,807

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.

FY95-96 Actual costs applied overrealized FY95-96 Budget by \$135,823, primarily due to utilities services provided to the Library Fund and Solid Waste Enterprise Fund.

FY96-97 Budget revenue and costs applied remain unchanged from FY95-96 Budget.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
ACTIVITY A:					
MANAGEMENT OF GAS, ELECTRIC, WATER AND SEWER SERVICES					
% OF RESOURCES: 74%					
<u>OUTCOME (Planned Result)</u>					
Implement five energy conservation rebate initiatives per year designed to reduce or avoid utility costs.	5	5	24 ¹	5	0
Utilize S.D.G.&E. financing to fund two energy modernization projects in major maintenance activities.	3	2	24 ¹	3	2
Provide reliable utility services to support the provision of public services.	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct Cost					
• Gas and Electricity	\$10,382,314	\$11,315,173	\$9,875,430	\$12,055,000	\$11,300,000
• Water and Sewer	\$ 1,553,709	\$ 1,695,818	2,213,070	1,933,098	\$ 2,128,655
	\$11,936,023	\$13,010,991	\$12,088,500	\$13,988,098	\$13,428,655
Third Party Resources					
• S.D.G.&E. Credit Line	\$5,000,000	\$ 5,000,000	\$3,340,650	\$4,699,094	\$3,340,650
Funding from SDG&E financing (credit line)	\$0	\$ 300,906	\$1,358,444	\$800,000	\$3,340,650
Annual debt service payment	\$0	\$ 19,820	\$284,202	\$130,100	\$1,021,000
Rate Consultant Contract Costs	\$11,640	\$ 11,640	\$11,640	\$ 11,640	\$ 11,640
<u>OUTPUT (Service or Product)</u>					
Provide utility services to 6.2 million square feet of County buildings	6,214,992	6,451,992	6,161,971 ²	6,751,992	6,199,971 ³
<u>EFFICIENCY (Input/Output)</u>					
Average utility costs per sq. ft.	\$ 1.82	\$ 2.02	\$ 1.96	\$ 2.07	\$ 2.16
Law & justice sq. ft.	3,239,019	3,332,639	3,409,840	3,632,639	3,447,840
Law & justice utility costs/sq.ft.	\$ 2.10	\$ 2.19	\$ 2.06	\$ 2.15	\$ 2.17
Law & justice costs (millions)	\$ 6.8	\$ 7.3	\$ 7.0	\$ 7.8	\$ 7.9
BOMA ⁴ average cost per sq. ft.	\$ 1.90	\$ 1.94	\$ 2.03	\$ N/A	\$ 2.03
<u>OUTPUT (Service or Product)</u>					
Implement 1.2 million sq. ft. of lighting retrofits.	116,320	605,372	4,253,709	1,284,777	N/A ⁵
Save 3.1 million Kwh.(Base Year=92/93)	818,632	1,920,932	7,275,818	3,118,147	N/A ⁵
Complete lighting retrofits @ 40K sq.ft. in 96-97	N/A	N/A	N/A	N/A	40,000
<u>EFFICIENCY (Input/Output)</u>					
Electrical cost avoidance	\$72,450	\$ 170,195	\$ 640,271	\$332,862	\$7,000
Rate consultant cost savings	\$34,940	\$ 179,134	\$ 275,984	\$75,000	\$300,000
<u>OUTPUT (Service or Product)</u>					
Purchase 103 million Kwh of electricity.	101,483	105,925	104,967	103,305	104,030
Reduce Kwh per sq. ft. per year to 16.5.	16.3	16.4	17.0	15.3	16.5

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget
<u>EFFICIENCY (Input/Output)</u>					
Electricity cost per 1000 kwh	\$88.52	\$ 88.60	\$88.00	\$106.75	\$90.00
<u>OUTPUT (Service or Product)</u>					
Purchase 1.9 million therms of gas	1,809	1,884	1,893	1,958	1,958 ⁶
<u>EFFICIENCY (Input/Output)</u>					
Gas cost per 1000 therms	\$551.43	\$492.54	\$458.10	\$525.81	\$483.00
Therms per sq. ft. per year	289	292	307	290	315
<u>OUTPUT (Service or Product)</u>					
Purchase 574 thousand units of water (unit = 748 gallons)	505,161	547,314	640,659	573,919	650,000 ⁶
<u>EFFICIENCY (Input/Output)</u>					
Water use per sq. ft. per year (units)	8.1	8.6	10.3	8.5	9.9
Water cost per unit	\$ 1.52	\$ 1.47	\$ 1.65	\$ 1.64	\$ 1.65
Sewer cost per unit	\$ 1.08	\$ 1.54	\$ 1.53	\$ 1.35	\$ 1.53
Service cost per unit	\$.31	\$.18	\$.26	\$.20	\$.26
Total cost per unit	\$ 2.91	\$ 3.19	\$ 3.44	\$ 3.19	\$ 3.44
<u>OUTPUT (Service or Product)</u>					
Reduce purchase of chilled water to 800 thousand tons	1,392	1,908	1,047	800	0 ⁷
<u>EFFICIENCY (Input/Output)</u>					
Chilled water cost per unit (1000 tons)	\$.26	\$.25	\$.32 ⁷	\$.25	\$ 0 ⁷

¹Energy conservation and modernization projects overachieved their targets due to close coordination with SDG&E and the opportunity to achieve savings more quickly than originally planned, i.e., a three year work program was compressed into one year.

²Square footage reduction due to lease consolidation, termination and renegotiations during FY95-96.

³Includes Emergency Communications Complex, 38,000 sq. ft..

⁴1994 Building Owners and Managers Assn. Annual Report for the San Diego Region.

⁵Lighting retrofit target achieved in FY95-96.

⁶Therms and water increases reflect increased consumption due to new facilities coming on-line (Hall of Justice, S.D. Central Jail, Emergency Communications Complex).

⁷Purchase of chilled water discontinued in November 1996 due to completion of central plant at the Hall of Justice. Consumption for the five month period equalled 1,047,247 tons at a cost of \$339,425, or \$.32 per 1,000 tons.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 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	\$4,357,259	\$4,415,312	\$5,017,918	\$4,743,060	\$4,643,410
<u>OUTPUT (Service or Product)</u>					
Number of pcs. of U.S. mail	15,558,573	14,206,789	13,933,920	14,500,000	16,000,000
<u>EFFICIENCY (Input/Output)</u>					
U.S. Postal Rate/First Class/1 oz only	\$.2900	\$.2900	\$.3200	\$.3200	\$.320
County Cost when presorted & barcoded by Zip Code/First Class/1 oz.	\$.2330	\$.2740	\$.2400	\$.2640	\$.235
Differential	\$.0570	\$.0310	\$.0560	\$.0560	\$.085
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost Avoidance Percentage	19.65%	10.16%	17.50%	17.50%	26.60%

COUNTY-WIDE RENTS AND LEASES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
RENTS AND LEASES	\$10,844,343	\$10,810,080	\$9,741,323	\$10,995,132	\$8,722,840	\$(2,272,292)	(20.7)
TOTAL DIRECT COST	\$10,844,343	\$10,810,080	\$9,741,323	\$10,995,132	\$8,722,840	\$(2,272,292)	(20.7)
PROGRAM REVENUE	(2,727,164)	(2,718,461)	(2,174,020)	(2,320,895)	(1,585,679)	735,216	(31.7)
NET GENERAL FUND COST	\$8,117,179	\$8,091,619	\$7,567,303	\$8,674,237	\$7,137,161	\$(1,537,076)	(17.7)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To support Board of Supervisors priorities. Approximately 5% of County-wide Rents and Leases budgeted funds support Parks and Libraries. Approximately 48% support law enforcement/public protection operations (including Juvenile Probation).

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.

1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Realize significant rental savings over lease term by renegotiating and consolidating existing acquisition leases.
 - a. Renegotiate 5 existing lease contracts for approximately \$4,500,000 savings over lease term.

PROGRAM: RENTS AND LEASES

DEPARTMENT: COUNTY-WIDE RENTS AND LEASES

PROGRAM #: 82105

ORGANIZATION #: 5580

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1996-97 Proposed Budget - Pg. 54-1

AUTHORITY: Federal Public Law 91-646; California Code of Civil Procedure, State Government Code, State Administrative Code; County Administrative Code Article XXII(b) Section 398.5 (b), (k), (l), (m), (n), (p).

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Services & Supplies	\$12,091,316	\$12,078,721	\$11,002,271	\$12,288,646	\$10,045,654	(18.3)
Less Reimbursements	(1,246,973)	(1,268,641)	(1,260,948)	(1,293,514)	(1,322,814)	2.3
TOTAL DIRECT COST	\$10,844,343	\$10,810,080	\$9,741,323	\$10,995,132	\$8,722,840	(20.7)
PROGRAM REVENUE	(2,727,164)	(2,718,461)	(2,174,020)	(2,320,895)	(1,585,679)	(31.7)
NET GENERAL FUND CONTRIBUTION	\$8,117,179	\$8,091,619	\$7,567,303	\$8,674,237	\$7,137,161	(17.7)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary page.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

In FY95-96, net General Fund contributions are \$1,106,934 under budget. Expenditures are \$1,286,375 under budget due primarily to the mid-year transfers of appropriations for (1) phone costs for the Assessor/Recorder/Clerk Kearny Mesa lease, (2) major maintenance costs associated with the County Administration Center fire, and (3) the lease/purchase of the Probation Ohio Street facility; the successful renegotiation of Public Defender South Bay, Probation South Bay and various other leases as a part of the Lease Savings Program; the cancellation of the Loma Portal Health Services lease; changes in relocating the Environmental Health El Cajon to an alternate site; continued negotiations for a new Sheriff Poway lease; and revised time schedules on the 800 MHz Regional Communications Systems program. Revenues are underrealized by \$146,875 due to the mid-year transfer of revenue to the Department of Information Services for telecommunication equipment at the new Assessor/Recorder/Clerk Kearny Mesa facility; continued negotiations for the new Sheriff Poway lease with the City of Poway; and receipt of unbudgeted revenue from the City of San Diego for the Otay Mesa Pre-Arrestment facility ground lease.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Achieved 232% of goal to realize \$1,500,000 in rental savings over lease term. Resulted in \$3,476,218 in savings from successful renegotiations of seven lease contracts and from relocating, consolidating and terminating three lease contracts.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the departmental Outcome and Output Objectives on the Department Summary page.

1996-97 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 = \$8,722,840; R = \$1,585,679]
 - o Mandated/Discretionary Service Level
 - o Acquiring Board approved leases for all County departments and offices.
 - o Providing property management services for 228 leases serving 30 County departments and offices.

- o Providing budget administration for 192 leases serving 26 County departments.
- o Adding 43 new site leases and permits for the new 800 Mhz Regional Communications System.
- o Terminating six leases due to the construction of the new Hall of Justice.
- o Offset by \$1,322,814 in costs applied reimbursements.

PROGRAM: RENTS AND LEASES

DEPARTMENT: COUNTY-WIDE RENTS AND LEASES

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
FINES, FORFEITURES & PENALTIES				
Criminal Justice Facilities (9176)	\$806,506	\$812,352	\$289,202	\$(523,150)
Court Facilities (9177)	0	0	0	0
Sub-Total	\$806,506	\$812,352	\$289,202	\$(523,150)
USE OF MONEY AND PROPERTY:				
Rents and Concessions (9210)	\$719,111	\$460,725	\$623,000	\$162,275
Sub-Total	\$719,111	\$460,725	\$623,000	\$162,275
AID FROM OTHER GOVERNMENT AGENCIES:				
State Auto Ins. Fraud (9502)	\$32,900	\$32,900	\$0	\$(32,900)
State Aid - Office of Alcohol (9516)	207,569	235,800	243,500	7,700
Women, Infants & Children-WIC (9538)	20,078	21,000	21,000	0
Fed Aid for Contr - Other (9617)	62,201	70,200	52,560	(17,640)
Fed - Other Fed Grants (9678)	33,280	33,300	35,000	1,700
Fed - Other - IVD Admin Costs (9679)	58,500	58,500	0	(58,500)
Aid From Other Government Agencies (9746)	25,708	29,700	29,850	150
Sub-Total	\$440,236	\$481,400	\$381,910	\$(99,490)
CURRENT SERVICES:				
Prop Tax Syst Adm Fee (9717)	\$0	\$0	\$36,492	\$36,492
Recording Fee - Modernization (9865)	83,318	364,718	99,300	(265,418)
Contract Cities - Law Svcs (9879)	124,810	201,700	155,775	(45,925)
Other Misc. (9996)	39	0	0	0
Sub-Total	\$208,167	\$566,418	\$291,567	\$(274,851)
Revenue Total	\$2,174,020	\$2,320,895	\$1,585,679	\$(735,216)
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Road Fund (5682)	\$275,883	\$283,100	\$283,100	\$0
APCD (5683)	304,837	331,000	335,710	4,710
Internal Service Fund (5686)	61,484	62,500	63,100	600
Liquid Waste Enterprise Fund (5688)	131,385	129,600	129,600	0
Inmate Welfare Fund (5692)	3,400	3,400	4,600	1,200
Library Fund (5693)	486,176	483,914	506,704	22,790
Excess Cost (5998)	(2,217)	0	0	0
Costs Applied Total	\$1,260,948	\$1,293,514	\$1,322,814	\$29,300
Total Revenue	\$2,174,020	\$2,320,895	\$1,585,679	\$(735,216)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$7,567,303	\$8,674,237	\$7,137,161	\$(1,537,076)
Total	\$7,567,303	\$8,674,237	\$7,137,161	\$(1,537,076)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

FY95-96 overall revenue is \$146,875 underrealized due to the mid-year revenue transfer of \$281,400 to the Department of Information Services for telecommunications equipment in the Assessor/Recorder/Clerk Kearny Mesa facility, Account 9865, and delays in the Sheriff Poway lease negotiations, Account 9879. Revenue will be overrealized in Account 9210 due to receipt of unbudgeted revenue from the City of San Diego for the Otay Mesa Pre-Arrestment Facility ground lease.

FY96-97 budgeted revenue is \$735,216 less than FY95-96 due primarily to the construction of the Hall of Justice which resulted in the cancellation of six leases, Accounts 9176, 9502 and 9679; and Recording Fees revenue decreases by \$265,418 due to a reduction of FY95-96 one-time costs associated with the Assessor/Recorder/Clerk Kearny Mesa lease, Account 9865. Revenue will increase by \$162,275 in Account 9210 due primarily to the City of San Diego Otay Mesa Pre-Arrestment Facility ground lease.

PERFORMANCE MEASURES

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 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.	\$712,196	\$1,098,723	\$3,476,218	\$1,500,000	\$4,500,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct Cost to renegotiate lease contracts ²	\$33,695	\$40,991	\$111,115	\$62,551	\$106,154
Effectiveness Ratio = Rental savings over lease term/Direct Cost	\$1:21.14	\$1:\$26.80	\$1:\$31.28	\$1:\$23.98	\$1:\$42.39
DIRECT COST					
<u>OUTPUT (Service or Product)</u>					
Renegotiate lease contracts	7	5	10	4	5
<u>EFFICIENCY (Input/Output)</u>					
Direct Cost per renegotiated lease	\$4,814	\$8,198	\$11,112	\$15,638	\$21,231

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. FY95-96 rental savings are significantly increased due to the size and number of leases targeted. FY96-97 budgeted rental savings are significantly increased due to the planned relocation of the Department of Social Services Lemon Grove facility at an estimated savings of \$3,792,000.

² Staff resources (input) are budgeted in the Department of General Services Real Property program budget. These amounts are estimated based on new reporting systems developed in FY94-95 which are being tested and refined in FY95-96 and FY96-97. These estimates include direct and indirect division costs. Additional staff resources were shifted to this program in FY95-96 as additional leases were targeted for renegotiation. This shift in staff resources will continue into FY96-97.

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.

CAPITAL/MISCELLANEOUS

CAPITAL

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget	% Change
Capital Outlay Fund	\$20,282,517	\$26,500,334	\$37,425,625	\$16,529,930	\$17,667,971	1,138,041	6.9
County Health Complex	3,870,800	4,440,455	2,376,089	2,385,715	2,550,621	164,906	6.9
Criminal Justice Facilities	32,186,647	47,215,174	65,017,738	12,743,133	18,462,038	5,718,905	44.9
TOTAL DIRECT COST	\$56,339,964	\$78,155,963	\$104,819,452	\$31,658,778	\$38,680,630	\$7,021,852	22.2
PROGRAM REVENUE	(37,584,909)	(51,301,377)	(77,868,475)	(6,506,236)	(11,015,646)	(4,509,410)	69.3
NET GENERAL FUND COST	\$18,755,055	\$26,854,586	\$26,950,977	\$25,152,542	\$27,664,984	\$2,512,442	10.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00		

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.

1996-97 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: Pamela Sanford

ORGANIZATION #: 5490
 REFERENCE: 1996-97 Proposed Budget - Pg. 55-3

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Lease/Purchase	\$9,637,917	\$14,172,522	\$15,781,704	\$15,929,930	\$17,555,737	10.2
Land Acquisition	4,153,670	1,013,470	1,128,475	0	0	
Capital Projects	6,490,930	11,314,342	10,253,256	600,000	112,234	(81.3)
Equipment Acquisition	0	0	10,262,190	0	0	
Operating Transfers	0	0	0	0	0	
TOTAL DIRECT COST	\$20,282,517	\$26,500,334	\$37,425,625	\$16,529,930	\$17,667,971	6.9
PROGRAM REVENUE	(10,301,867)	(12,672,090)	(22,004,225)	(1,647,638)	(2,671,798)	
FUND BALANCE	79,713	112,478	193,974	(0)		
NET GENERAL FUND CONTRIBUTION	\$10,060,363	\$13,940,722	\$15,615,374	\$14,882,292	\$14,996,173	0.8
STAFF YEARS	0.00	0.00		0.00		

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Budgeted lease/purchase payments finished the year \$148,226 under budget due to the availability of bond residuals for debt payment. Significant land expenditures included the CAC Trolley Land (\$755,109) and Rutherford Ranch Ph III (\$329,601). Significant Capital project expenditures included the Grossmont College Transit Center (\$837,829), the RCS 800 Mhz Radio Sites (\$1,821,464), the RCS 800 Mhz Communications Center (\$550,359), the Sweetwater Park (\$799,212) and the Guajome Adobe Restoration (\$1,134,570). The equipment acquisition expenditures are all for the RCS 800 Mhz radio project.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see the Capital Summary page for information on objectives.

1996-97 CAPITAL PROJECTS

Capital Project Funding (\$112,234) augments KK6107, No County Animal Shelter by \$18,000 from COF Fund Balance and combines \$94,234 from projects KK0129, KK1639, and KK3116 into Project KK5016, RCS 800 Mhz.

Project #	Description	Funding Source	Amount
Lease-Purchase			
PP0047	So. County Regional Center	Gen Fund	\$3,803,081
PP0052	East County Regional Center	Gen Fund	\$5,080,462
PP0085	Vista Regional Center	Gen Fund	2,851,695
PP4379	MTS Towers	Gen Fund	2,594,865
PP0396	Topaz Bldg (AAA/Vector)	Gen Fund	469,552
PP0263	Children's Center	CAPF	1,644,769
PP0391	Star Builders Bldg Restor	Gen Fund	113,874
New	800 Mhz RCS-Motorola Contract	CSA'S	997,439

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
Sales & Use Tax (TDA 9061)	\$1,070,689	0	\$0	\$0
Federal Aid (CDBG)	0	0	0	0
Road Fund (9802)	110,483	0	0	0
Parkland Dedication (PLDO 9811)	439,116	0	0	0
Op Tsfr from Other/Sp Dis (9812)	16,987	0	0	0
Op Tsfr from Library Fund (9813)	15,000	0	0	0
Aid From Other Gov't Agent (9746)	801,640	0	0	0
Aid From Other Cities (9742)	0	0	0	0
Aid From JPA (9743)	18,335	0	0	0
State Construction Other (9446)	1,500,000	0	0	0
State Aid - Recreation (9444)	2,274,088	0	0	0
Charges in Other/Spec. Dists. (9792)	0	0	997,439	997,439
AB-189 Criminal Justice Facilities (9176)	0	0	11,590	11,590
Interest (9190)	68,439	0	0	0
Donations from Private Party (9957)	1,667,703	1,647,638	1,644,769	(2,869)
Fed Aid - HUD (9683)	1,288,439	0	0	0
Other - Misc Revenues (9990)	78,070	0	0	0
Other Miscellaneous (9995)	258,483	0	0	0
SANCAL Reimbursement (9949)	1,647,076	0	0	0
Sale of Fixed Assets (9993)	463,042	0	0	0
Charges in Internal Service Funds (9786)	0	0	0	0
Micrographics Fees (Recorder) (9864)	63,200	0	0	0
Recording Fees - Modernization (9865)	0	0	0	0
Proceeds Long Term Debt (9964)	10,223,435	0	0	0
Fund Balance (8998)	0	0	18,000	18,000
General Fund Contribution (COF 9801)	15,615,374	14,882,292	14,996,173	113,881
Sub-Total	\$37,619,599	\$16,529,930	\$17,667,971	\$1,138,041
Total	\$37,619,599	\$16,529,930	\$17,667,971	\$1,138,041

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$15,615,374	\$14,882,292	\$14,996,173	\$113,881
Sub-Total	\$15,615,374	\$14,882,292	\$14,996,173	\$113,881
Total	\$15,615,374	\$14,882,292	\$14,996,173	113,881

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.

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: Pamela Sanford

REFERENCE: 1996-97 Proposed Budget - Pg. 55-5

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37; F-20; F-37; Administrative Code section 398.5.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Lease/Purchase - Structures	\$3,868,116	\$4,440,455	\$2,376,089	\$2,385,715	\$2,550,621	6.9
Fixed Assets - Structures	0	0	0	0	0	
Operating Transfers	2,684	0	0	0	0	
TOTAL DIRECT COST	\$3,870,800	\$4,440,455	\$2,376,089	\$2,385,715	\$2,550,621	6.9
PROGRAM REVENUE	(622,562)	(5,397)	(4,441)	(0)	(0)	
FUND BALANCE	19,878	5,397	6,105	0	0	
NET GENERAL FUND CONTRIBUTION	\$3,268,116	\$4,440,455	\$2,377,753	\$2,385,715	\$2,550,621	6.9
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Lease/purchase costs are projected to end the year on budget. There are NO open capital projects in this unit. The \$4,441 in revenue is interest earnings from the Health Services Complex bond reserves and, as indicated, is currently retained in the COF as fund balance.

1996-97 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.

1996-97 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	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
Interest	\$4,441	\$0	\$0	0
Transfer from General Fund	2,377,753	2,385,715	2,550,621	164,906
Sub-Total	\$2,382,194	\$2,385,715	\$2,550,621	\$164,906
Total	\$2,382,194	\$2,385,715	\$2,550,621	\$164,906

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	2,377,753	2,385,715	2,550,621	164,906
Total	\$2,377,753	\$2,385,715	\$2,550,621	\$164,906

EXPLANATION/COMMENT ON PROGRAM REVENUES

The General Fund contribution for all Capital Programs is budgeted in contributions to Capital (Org. 5350), but treated as revenue in each individual Capital program.

PROGRAM: Criminal Justice Facilities

DEPARTMENT: CAPITAL

PROGRAM #: 86400
 MANAGER: Pamela Sanford

ORGANIZATION #: 5492
 REFERENCE: 1996-97 Proposed Budget - Pg. 55-7

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37, F-20, and F-37; Administrative Code Section 398.5.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Lease/Purchase	\$8,858,276	\$10,261,744	\$12,277,643	\$12,443,133	\$18,392,038	47.8
Land Acquisition	8,584,422	31,665	12,590	50,000	0	(100.0)
Capital Projects	14,743,949	36,921,765	51,773,220	250,000	70,000	(72.0)
Equipment Acquisition	0	0	954,285	0	0	
Operating Transfers	0	0	0	0	0	
TOTAL DIRECT COST	\$32,186,647	\$47,215,174	\$65,017,738	\$12,743,133	\$18,462,038	44.9
PROGRAM REVENUE	(26,900,847)	(38,850,926)	(56,176,333)	(4,858,598)	(8,343,848)	71.7
FUND BALANCE	140,776	103,534	116,446	0	0	
NET GENERAL FUND CONTRIBUTION	\$5,426,576	\$8,467,782	\$8,957,851	\$7,884,535	\$10,118,190	28.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Lease/purchase payments finished the year \$165,490 under budget due to the availability of bond residuals to assist with debt payments. Significant capital project expenditures include the San Diego Central Jail Project (\$26,716,440), the Hall of Justice (\$17,329,867), the North County Regional Center Expansion (\$593,699) and the Downtown Central Mechanical Plant (\$2,340,525). The Equipment Acquisition was for the Hall of Justice Project.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see the Capital Summary page for information on objectives.

1996-97 CAPITAL PROJECTS

KK7101 Las Colinas Berm \$70,000 funding source, Poway Redevelopment Trust Fund

Project #	Description	Funding Source	Amount	Comment
Lease-Purchase				
PP4356	East Mesa	Gen Fund	\$5,289,812	
PP4356	East Mesa	Pen.Asses	\$2,256,613	sancal 87a Intrm Justice issue
PPMuni	SD Muni Ct. Civil Bldg	Pen.Asses	757,089	
PP4338	Burnham Bldg.	Pen.Asses	764,728	
PP0340	Juvenile Hall	Pen.Asses	1,215,192	sancal 87a Intrm Justice & 89a issues
PP0474	Ridgehaven (Sheriff)	Gen Fund	479,387	
PP0090	Clairemont Crime Lab	Gen Fund	1,828,617	
PP0358	Central Mechanical Plant	Gen Fund	575,818	
New	Hall of Justice	Gen Fund	1,944,556	
	Hall of Justice	Pen.Asses	1,588,226	the District Attorney, IV-D & SEIF Revenues
	Hall of Justice	DA/IV-D	442,000	
	Hall of Justice	Parking	450,000	
	Hall of Justice	City of SD	800,000	

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
SB-668 (County Courthouse Constr. Fund 9177)	\$14,446	\$0	\$0	0
AB-189 (County Justice Facility Constr. Fund 9176)	6,906,099	4,858,598	6,581,848	1,723,250
Aid from Joint Powers Authority (JPA 9743)	21,045,237	0	0	0
State Aid Correctional Facility Const.(9451)	20,332,953	0	0	0
State-Support Enc- SEIF (9329)	0	0	442,000	442,000
Aid from City of San Diego (9741)	0	0	800,000	800,000
Aid from Redevelopment Agency (9744)	329,379	0	70,000	70,000
Interest (9190)	79,211	0	0	0
Donation from Priv Party (9957)	67,050	0	0	0
Rents & Concessions (9210)	300,000	0	450,000	450,000
Other - Misc	2,434	0	0	0
Sale of Fixed Assets (9993)	41,635	0	0	0
Transfer from Asset Forfeiture (9816)	52,434	0	0	0
Op Tsfr from Other/Sp Dis (9812)	171,455	0	0	0
SANCAL Reimbursements (9949)	6,834,000	0	0	0
General Fund Contribution	8,957,851	7,884,535	10,118,190	2,233,655
Sub-Total	65,134,184	12,743,133	18,462,038	5,718,905
Total	\$65,134,184	\$12,743,133	\$18,462,038	\$5,718,905

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$8,957,851	\$7,884,535	\$10,118,190	2,233,655
Sub-Total	8,957,851	7,884,535	10,118,190	2,233,655
Total	\$8,957,851	\$7,884,535	\$10,118,190	\$2,233,655

EXPLANATION/COMMENT ON PROGRAM REVENUES

The General Fund contribution for all Capital Programs is budgeted in Contributions to Capital (org. 5350), but treated as revenue in each individual Capital program. Please see comments on program revenues under Capital Outlay Fund program (org 5490) for further explanation on revenues.

PROGRAM: Contributions to Capital

DEPARTMENT: CAPITAL

PROGRAM #: 86300

ORGANIZATION #: 5350

MANAGER: Pamela Sanford

REFERENCE: 1996-97 Proposed Budget - Pg. 55-11

AUTHORITY: California Government Code # 53730-37; Board of Supervisors Policy B-37, F-37; Administrative Code Section 398.5.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Lease/Purchase	\$8,142,025	\$0	\$0	\$0	\$0	
Operating Transfers	18,755,055	26,825,934	26,950,977	25,152,542	27,664,984	10.0
TOTAL DIRECT COST	\$26,897,080	\$26,825,934	\$26,950,977	\$25,152,542	\$27,664,984	10.0
PROGRAM REVENUE	(8,244,025)	(68,148)	(231,461)	(160,382)	(160,382)	0.0
NET GENERAL FUND CONTRIBUTION	\$18,653,055	\$26,757,786	\$26,719,516	\$24,992,160	\$27,504,602	10.1
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	

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).

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Expenditures for debt payments are projected to finish the year on budget. The estimated actual exceeds budget due to expenditures for projects approved in prior years. Please see the individual Capital Programs for further detail.

1996-97 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
CHARGES:				
Other - Miscellaneous	109,198	0	0	0
Aid from Joint Powers Authority (9743)	0	0	0	0
Charges in Solid Waste Ent. Fd. (9790)	122,263	160,382	160,382	0
Interest (9190)	0	0	0	0
Sub-Total	\$231,461	\$160,382	\$160,382	\$0
Total	\$231,461	\$160,382	\$160,382	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1995-96 Actual	1995-96 Budget	1996-97 Budget	Change From 1995-96 Budget
GENERAL FUND SUPPORT COSTS:	\$26,719,516	\$24,992,160	\$27,504,602	2,512,442
Sub-Total	26,719,516	24,992,160	27,504,602	2,512,442
Total	\$26,719,516	\$24,992,160	\$27,504,602	2,512,442

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.

FY96/97 OPEN & CONTINUING CAPITAL PROJECTS

The following is a listing of all Capital Projects created in prior years on the books in the Capital O Fund for FY96/97. Column A is the remaining project appropriations; column B is the remaining General Fund contribution to the project for FY96/97; column C is the cumulative total project expenditures from FY89/90 thru FY95/96.

General Government (org. 5490)		A	B	C
Page 1 of 5		Remaining Project Appropriations	Remaining Gen Fund Contribution	Project Expenditures Thru FY95/96
Project #	Project Description			
Land Acquisition				
KA0071	SPRING VALLEY TRANSIT CTR	\$50,000	\$50,000	\$0
KA1308	GOODAN RANCH ACQUISITION	\$26,327	\$26,327	\$2,073,674
KA2217	SWEETWATER SUMMIT ACQ.	\$25,252	\$25,252	\$4,548
KA3946	BAY FRONT TRLLY STATION	\$59,608	\$59,608	\$532,985
KA4261	ESCONDIDO TRANSIT CTR LND	\$674,067	\$674,067	\$4,858,171
KA5028	RUTHERFORD RNCH PH III	\$0	\$0	\$329,601
KA6250	SWEETWATER REG PARK ACQ	\$66,250	\$66,250	\$0
KA6312	JULIAN PARK-JESSE MARTIN	\$68,000	\$68,000	\$67,775
KA6314	SPOONERS MESA GOAT CNYN	\$238,528	\$238,528	\$238,528
KA6316	RIOS CANYON BLFLD ACQ	\$61,420	\$61,420	\$2,071
KA7686	OSIDE TRNS CTR PKG ACQUIS	\$1,411,887	\$1,411,887	\$4,823,460
KA7913	BANCROFT PARK LAND ACQ	\$12,154	\$12,154	\$898,575
KA8764	CAC TROLLEY LAND	\$496,626	\$496,626	\$773,374
KA9730	TIJUANA RIVER VALLEY ACQ	\$2,465,285	\$2,465,285	\$6,462,418
Capital Projects				
KH0069	SANTEE TRANSIT CENTER	\$526,274	\$526,274	\$473,727
KH0070	CARLSBAD TRANSIT CENTER	\$446,881	\$446,881	\$3,559,709
KH0071	SPRING VALLEY TRANSIT CTR	\$953,825	\$953,825	\$196,175
KH0072	SO WESTRN COLLEGE TR CTR	\$1,124,674	\$1,124,674	\$375,326
KH0073	GROSSMONT COLLEGE TR CTR	\$335,908	\$335,908	\$1,277,143
KH2109	4842 NEW FUEL TNKS-JULIAN	\$5,324	\$5,324	\$35,398
KH2120	4847 CAMPO RD NEW BLDG	\$33,421	\$33,421	\$61,579
KH2127	4853 KEARNY MESA BUS XFER	\$1,800,000	\$1,800,000	\$0
KH3933	SDSU TRANSIT CTR.CONST.	\$28,240	\$28,240	\$132,408
KH3946	CHULA VISTA E ST TROLLEY	\$847,988	\$847,988	\$798,886

FY96/97 Open Capital Projects

General Government (org. 5490)

Cont'd Page 2 of 5

Project #	Project Description	A Remaining Project Appropriations	B Remaining Gen Fund Contribution	C Project Expenditures Thru FY95/96
Capital Projects (cont'd)				
KH4249	SAN MARCOS TRAN CTR	\$215,024	\$215,024	\$1,396
KH4261	ESCONDIDO MULTI TRANS FAC	\$628,776	\$628,776	\$2,959,748
KH7686	OCEANSIDE TRAN CTR PKING	\$5,821,812	\$5,821,812	\$1,388,608
KH8764	CAC LIGHT RAIL STATION	\$452,902	\$452,902	\$532,530
KH9629	ENCINITAS TRANSIT CTR	\$1,035,066	\$1,035,066	\$3,514,934
KK0066	EDGEMOOR TUNNEL	\$32,797	\$32,797	\$29,472
KK0129	UC MED CENTER MICRW ANTNA	\$0	\$0	\$10,299
KK2113	4843 TOPAZ BLDG HEATING U	\$14,374	\$14,374	\$3,626
KK2206	STAR BUILDERS RESTORATION	\$1,154,524	\$1,068,972	\$145,476
KK5005	CAC RECORDER REMODEL	\$117,233	\$117,233	\$30,867
KK5011	CAC/COUNTY CLK MARR FUNC	\$26,241	\$26,241	\$200,529
KK5014	EL CAJON DSS OFFICE REMOD	\$0	\$0	\$111,000
KK5015	RCS RADIO SITE UPGRADE	\$61,550,999	\$61,550,999	\$12,633,670
KK5016	RCS COMMUNICATIONS/EOC	\$8,772,726	\$8,772,726	\$641,525
KK5021	PINE VALLEY LIBRARY 4678	\$0	\$0	\$123,000
KK5022	RAMONA LIBRARY 4679	\$3,581	\$3,581	\$58,419
KK5026	ANIM CTRL MODU UNITS-4826	\$1,989	\$1,989	\$63,131
KK5027	RELOCATION MOD UNITS	\$6,183	\$6,183	\$241
KK5490	STANDARD EXP & REV	\$0	\$180,620	\$278,275
KK6100	4869 UNGROUND STORAGE TNK	\$2,679,676	\$2,679,676	\$8,598
KK6107	4721 NC SHELTER KENNEL	\$108,288	\$90,288	\$108,288
KK6108	4722 RIFORD ANIMAL MEDCTR	\$62,141	\$62,141	\$6,869
KK6109	4723 ASSRS PUB INFO CTR	\$116,559	\$116,559	\$29,463
KK6110	4724 JACUMBA LIBRARY	\$204,558	\$204,558	\$161,154
KK6111	DESCANSO LIBRARY	\$164,498	\$164,498	\$32,376
KK6112	4730 MILLS BLDG REFURB	\$197,667	\$197,667	\$65,090
KK9743	CLAIREMONT HOSPITAL	\$0	\$0	\$17,979,775
KN0005	4575 AGUA CALIENTE PARK	\$12,192	\$12,192	\$12,090
KN0015	MISSION TRAIL PK TRAIL DV	\$0	\$0	\$120,300
KN0087	SWEETWATER REGL PK-PH IV	\$103,854	\$103,854	\$1,146
KN0110	ALPINE UNION JPA PARK PRJ	\$101,218	\$101,218	\$302,782
KN0125	SAN DIEGUITO LOCAL PARK	\$1,123,671	\$1,123,671	\$224,763
KN0130	SWTWATER LN PARK GRADING	\$283,335	\$283,335	\$1,273,856
KN1131	RAMONA TOWNHALL RESTOR	\$88,152	\$88,152	\$219,848

55-12

FY96/97 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 FY95/96
Capital Projects (cont'd)				
KN1304	FALLBROOK COMM CTR IMP	\$13,710	\$13,710	\$21,290
KN1313	FALLBROOK COM CTR RSTR IM	\$50,030	\$39,410	\$109,790
KN1318	FALLBROOK AIRPCK FLD 4874	\$3,158	\$3,158	\$46,842
KN2104	4836 HERITAGE PK PRKNG LT	\$45,851	\$45,851	\$244,149
KN2105	4838 GUAJOME CAMPGRND II	\$305,744	\$305,744	\$262,508
KN2106	4839 EL MONTE C PICNIC UP	\$1,176	\$1,176	\$319,824
KN2107	4840 TIJUANA RVR VLL PARK	\$84,308	\$84,308	\$16,955
KN2210	4881 FALLBRK SCHOOL DIST	\$5,187	\$5,187	\$34,813
KN3021	GOODLAND ACRES COM CT4552	\$38,495	\$38,495	\$66,505
KN3033	PAUMA SCHOOL DISTRICT JPA	\$2,221	\$2,221	\$113,629
KN3106	SWTWTR-LAKEVIEW REC SITE	\$280,468	\$280,468	\$7,193,240
KN3944	LOS PENASQUITOS RANCH HSE	\$32,087	\$32,087	\$373,664
KN4902	LINDO LAKE WALKWAY LIGHT	\$40,909	\$35,909	\$51,091
KN4909	COLLIER YOUTH RECREA BLDG	\$56,037	\$56,037	\$399,878
KN5012	SAN PASQUAL SCH DIST JPA	\$106,211	\$106,211	\$24,789
KN5013	FALLBROOK CNTRL MINI PARK	\$1,654	\$1,654	\$23,246
KN5018	COMM SERVICES DISTRIC JPA	\$362,359	\$362,359	\$177,991
KN5019	CAJON VALLEY SCH DIST JPA	\$0	\$0	\$148,623
KN5020	COLLIER PARK IMPROVEMENTS	\$135,552	\$135,552	\$22,448
KN5023	SAN ELIJO L VISITORS 4823	\$40,000	\$40,000	\$0
KN5024	VALLECITO SEISMIC STA4824	\$2,579	\$2,579	\$27,421
KN5025	LAKE MORENA BOAT DOCK4825	\$43,821	\$43,821	\$228
KN6010	4692 MTN EMPIRE DESCAN PK	\$1,491	\$1,491	
KN6012	4705 LAKE MORENA PARK	\$2,477	\$2,477	\$1,473
KN6013	4703 LAKE JENNINGS PARK	\$6,205	\$6,205	\$5,169
KN6014	4704 DOS PICOS PARK	\$13,690	\$13,690	\$12,017
KN6015	4720 POTRERO PARK UPGRADE	\$10,277	\$10,277	\$9,241
KN6016	4643 LIVE OAK BALLFLD IMP	\$3,195	\$3,195	\$1,438
KN6017	4644 DUSSAULT PK IMPROV	\$33,000	\$33,000	\$2,777
KN6018	4618 NANCY JANE PARK IMPRV	\$94,725	\$94,725	\$87,708
KN6019	4619 HERITAGE PK BANDSTND	\$15,000	\$15,000	
KN6272	SPRING VAL ROOM ADDITION	\$51,295	\$51,295	\$935,444
KN6905	TREES FOR QUAIL GARDENS	\$5,000	\$5,000	\$0

FY96/97 Open Capital Projects

General Government (org. 5490)

Cont'd Page 4 of 5

Project #	Project Description	A Remaining Project Appropriations	B Remaining Gen Fund Contribution	C Project Expenditures Thru FY95/96
Capital Projects (cont'd)				
KN6907	SAN ELIJO NATURE TRAIL	\$12,000	\$12,000	\$0
KN7010	4732 LOUIS STELZER RSTRM	\$37,400	\$37,400	\$1,000
KN7012	4733 OLD IRONSIDE PARK	\$45,000	\$45,000	\$5,338
KN7014	4734 STEELE CANYON PARK	\$830,000	\$830,000	\$168,192
KN7022	4741 OTAY LAKE PARK RESTO	\$940,500	\$940,500	\$16,935
KN7915	GUAJOME RESTORATION	\$174,272	\$174,272	\$1,596,485
KN8687	LINDO LAKE COMMUNITY CTRE	\$21,779	\$21,779	\$1,633,803
KN8688	LAKESIDE BLM SITE DEVELOP	\$2,441	\$2,441	\$43,356
KN8689	S DIGUITO UPPER AREA DEV	\$5,133	\$5,133	\$274,048
KN8702	GUAJOME MARSH RESTORATION	\$70,138	\$70,138	\$680,541
KN9600	SWEETWATER RIPARIAN HAB	\$19,002	\$19,002	\$399,105
KN9613	RAMONA WELLFIELD PARK IMP	\$37,604	\$37,604	\$100,396

Health Services (org. 5491)

KQ2310	COUNTY HEALTH COMPLEX	\$0	\$0	\$647,800
--------	-----------------------	-----	-----	-----------

Criminal Justice Facilities (org. 5492)

Land Acquisition

KA6116	FIREARMS TRNG FAC LAND	\$45,000	\$45,000	\$45,395
KA7905	EAST MESA DETENTION LAND	\$91,013	\$91,013	\$22,470,172
KA8758	DESCANSO LAND ACQU.	\$0	\$0	\$0

Capital Projects

KC5492	JUSTICE FACILITY	\$0	\$102,400	\$264,965
KK0108	DOWNTOWN JAIL	\$46,615,751	\$46,615,751	\$8,412,126
KK1031	4864 SD CRTHSE RPR AIR HN	\$3,320	\$3,320	\$840,499
KK1200	BARRETT PANIC ALARM DO	\$20,824	\$20,824	\$28,176
KK2139	4849 SUP CT HVAC REP-UPGR	\$0	\$0	\$447,591
KK2201	4875 SD MUNI CIVIL DIV	\$0	\$0	\$0
KK3019	DWNTWN CRTHSE BOILRS 4550	\$3,929	\$3,929	\$356,071
KK3020	PROB DWNTWN CT RMDL- 4551	\$3,000	\$3,000	\$21,004
KK3023	NO CTY REG CTR EXPANSION	\$45,372,541	\$45,372,071	\$3,277,459
KK3032	4568 DWTWN CT/OFC BLDG	\$1,949,453	\$1,949,453	\$923,308

FY96/97 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 FY95/96
Capital Projects (cont'd)				
KK4901	DWNTWN CRTHS REMODEL 4651	\$1,717,925	\$1,717,460	\$440,589
KK4904	OCEANSIDE DEPEND CT REMOD	\$104,701	\$104,701	\$94,531
KK4905	EL CAJON DETENT FAC REMOD	\$6,368,299	\$6,368,299	\$1,353,485
KK4906	CENTRAL MECHANICAL PLANT	\$50,673	\$50,673	\$5,394,327
KK4907	4659 CENTRAL INVEST FAC	\$98,091	\$51,831	\$91,122
KK5010	EAST MESA PRINT SHOP	\$170,269	\$170,269	\$179,731
KK6105	4695 NCRC MECH PLANT	\$2,446,060	\$4,121,936	\$1,348,164
KK6106	4636 JUVENILE BOOT CAMP	\$21,736	\$21,736	\$21,736
KK6110	4724 JACUMBA LIBRARY	\$0	\$0	\$0
KK6114	4626 CAMP BARRETT HOUSING	\$195,000	\$195,000	\$8,823
KK6115	4634 ADULT SUPV OFC OHIO	\$820,000	\$820,000	\$0
KK6116	4647 FIREARMS TRAINING	\$912,473	\$912,473	\$356,548
KK7015	4740 EAST MESA RETROFIT	\$300,000	\$300,000	\$200,158
KK7027	4745 LAS COLINAS WHSE	\$102,400	\$0	\$0
KK7101	4560 LAS COLINAS BERM	\$70,000	\$70,000	\$0
KK7904	JUVENILE HALL EXPANSION	\$0	\$0	\$17,126,112
KK7905	4531 EAST MESA PROJ SHERF	\$240,598	\$240,598	\$10,660
KK7910	DESCANSO DETENTION WELL	\$23,094	\$23,094	\$107,906
KK8758	DESCANSO IMPROVEMENTS	\$338,117	\$302,207	\$32,937

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 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 FY95/96
Total expenditures & General Fund Contribution from
FY89/90 to Present**

Project #	Project Description	General Fund Contribution	Total Expenditures
General Government (org. 5490)			
KA2211	4883 GOPHER CYN RD PARK	\$6,193	\$13,835
KA3017	MISSION TRAILS RELOCATION	\$7,964	\$47,044
KA9728	LAND-FIELD STAN-ALPINE	\$20,000	\$7,082
KH1096	INS BUTIMAL TANK RAMONA	\$29,732	\$268
KH2118	4844 DIV I RPLC A/C VENT	\$11,474	\$33,326
KK1018	COC WATER LINES REPLAC	\$1,335	\$66,665
KK1311	MEDICAL EXAMINER'S RMDL	\$3,042	\$127,958
KK1639	COC B-12 EARTHQUAKE TOW	\$57,943	\$5,057
KK4903	LINCOLN ACRE COM CTR HVAC	\$8,962	\$21,038
KN0121	FLINN SPRINGS PARK SYS UP	\$15,216	\$138,656
KN1130	WM HEISE RESTROOM IMPRO	\$27,041	\$250,000
KN2102	4837 JACUMBA RSTRM/SEPTIC	\$47,750	\$2,250
KN3037	JAMUL PK-DEV.LOCAL PARK	\$26,235	\$206,365
KN4908	LINDO LAKE PARK WALKWAYS	\$3,164	\$112,052
KN6248	FALLBROOK PK IMPROVEMENTS	\$15,431	\$68,688
KN6904	SAN ELIJO LAGOON DREDGING	\$4,923	\$56,584
KN6913	FELICITA PK PICNIC AREA	\$24,659	\$310,701
Criminal Justice Construction (org. 5492)			
KK0106	ECRC-REMODEL 4 COURTROOMS	\$4,177	\$5,627,899
KK3116	SHERIFF COMM CTR-COC 2400	\$0	\$24,580

NOTES:

Total expenditures and General Fund contributions represent the total reported from FY89/90 thru FY95/96. 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: Stan Riggis

ORGANIZATION #: 1850
REFERENCE: 1996-97 Proposed Budget -- Pg. 56-1

AUTHORITY: Section 29084 of the Government Code allows the Board of Supervisors to establish a Contingency Reserve up to 15% of the total appropriations.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Operating Transfers	\$0	\$0	\$0	\$10,061,148	\$8,923,575	(11.3%)
TOTAL DIRECT COST	\$0	\$0	\$0	\$10,061,148	\$8,923,575	(11.3%)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$10,061,148	\$8,923,575	(11.3%)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

The 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) for departmental or Countywide appropriation and revenue shortfalls. The Proposed Operating Reserve for FY 1996-97 is \$5,107,587. The remaining \$3,815,988 is set aside as a reserve for potential additional costs in various departments and Courts for the following:

<u>Purpose set-aside</u>	<u>Amounts</u>
1. Social Services Matching costs if planned State AFDC reductions are not implemented.	\$2,256,889
2. General Relief set-aside	759,099
3. Remaining misc. salary adjustments	<u>200,000</u>
Total for special purposes	\$3,815,988

PROGRAM: Contribution to Library Fund

DEPARTMENT: CONTRIBUTION TO LIBRARY FUND

PROGRAM #: 00001

ORGANIZATION #: 0245

REFERENCE: 1996-97 Proposed Budget - Pg. 57-1

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Contribution to Library	\$687,517	\$727,926	\$830,822	\$814,928	\$1,099,928	
TOTAL DIRECT COST	\$687,517	\$727,926	\$830,822	\$814,928	\$1,099,928	35.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	
NET GENERAL FUND CONTRIBUTION	\$687,517	\$727,926	\$830,822	\$814,928	\$1,099,928	35.0

PROGRAM MISSION

To ensure an informed and literate society by providing equal access to information that meets the current and future information needs of each branch community.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The 1995-96 budget of \$814,928 was expended as budgeted. An additional \$15,894 was added to Contribution to Library at mid-year to cover the increase in public liability costs.

ACHIEVEMENT OF 1995-96 OBJECTIVES

See Library Services Program Achievement of 1995-96 objectives.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See Library Services Program outcome and output objectives. The General Fund Contribution as shown above will be used to provide supplemental funding to achieve the objectives at the described levels.

PROGRAM: Contribution To LAFCO

DEPARTMENT: CONTRIBUTION TO LAFCO

PROGRAM #: 31007
MANAGER: Michael D. Ott

ORGANIZATION #: 0220
REFERENCE: 1996-97 Proposed Budget - Pg. 58-1

AUTHORITY: The Local Agency Formation Commission is established by State law, the Cortese/Knox Local Government Reorganization Act of 1985 (Government Code Section 56000, et seq.) (formerly the Knox-Nisbet Act of 1963, Government Code Section 54773, et seq.).

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Contribution to LAFCO	\$252,632	\$220,943	\$311,687	\$331,163	\$331,163	0.0
TOTAL DIRECT COST	\$252,632	\$220,943	\$311,687	\$331,163	\$331,163	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$252,632	\$220,943	\$311,687	\$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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

LAFCO's actual total costs were 6% or \$19,476 below budget in FY 1995-96. LAFCO is operating under budget because processing fee revenue approximated expected projection levels and expenditures were contained. Several large jurisdictional change and sphere of influence proposals were submitted in FY 1995-96, which allowed LAFCO to approach 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, and office equipment maintenance.

ACHIEVEMENT OF 1995-96 OBJECTIVES

All 1995-96 objectives were achieved with a lower staffing level and net county cost, compared to budgeted amounts. Work product quality and proposal processing times continued to improve due to office streamlining and records management efforts.

1996-97 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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Services & Supplies	39,020	101,062	229,322	75,000	0	(100.0)
Other Charges	0	50,000	0	0	0	0.0
Fixed Assets	335,493	596,378	217,671	225,000	0	(100.0)
Operating Transfer	0	27,000	52,434	0	0	0.0
TOTAL DIRECT COST	\$374,513	\$774,440	\$499,427	\$300,000	\$0	(100.0)
PROGRAM REVENUE	(872,648)	(610,537)	(105,469)	(300,000)	(0)	(100.0)
FUND BALANCE CONTRIBUTION	498,135	(163,903)	(393,958)	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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Actual Services and Supplies and fixed asset expenditures are \$146,993 higher than budgeted due to mid-year actions to fund minor equipment and expenses for the new Hall of Justice Video/Conference/Training System. Operating transfer of \$52,434 includes expenditures related to the Firearms Training Facility. Due to changes in the Asset Forfeiture laws, realized revenue is lower than budgeted.

1996-97 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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$0	\$0	\$0	\$0	0.0
Operating Transfers	70,938	43,411	48,428	207,700	214,000	3.0
TOTAL DIRECT COST	\$70,938	\$43,411	\$48,428	\$207,700	\$214,000	3.0
PROGRAM REVENUE	(60,517)	(39,932)	(56,393)	(51,700)	(39,000)	(24.6)
FUND BALANCE	(10,421)	(3,479)	7,965	(156,000)	(175,000)	12.2
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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The actuals were less than budgeted amounts due to the postponement of the EIR on the Edgemoor Property pending completion of specific pre-development planning activities.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1. Obtained Board approval of "Settlement Agreement" with the City of Santee which will transfer 55 acres of County-owned land to the City of Santee for park purposes, in return for the ability to re-use the temporary facilities at the Las Colinas Detention Facility for additional female inmates. Included in the Settlement Agreement is a provision that the earthen berm will be constructed by the City of Santee as part of a drainage improvement project on the Edgemoor property.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Proceed with pre-development planning activities.
 - a. Complete construction of earthen berm west of Las Colinas.
 - b. Prepare environmental documentation and submit Town Center Specific Plan amendment request to the City of Santee.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Edgemoor Development Fund: (0.00 SY; E = \$214,000; R = \$214,000) including support personnel is:
 - o Discretionary Activity/Discretionary Service Level

PROGRAM: General Fund Adjustments & Special Reserves

DEPARTMENT: GENERAL FUND ADJUSTMENTS

PROGRAM #: 01830
MANAGER: Stan Riggin

ORGANIZATION #: 1830
REFERENCE: 1996-97 Proposed Budget - Pg. 61-1

AUTHORITY: Section 29085 of the Government Code allows the Board of Supervisors to establish Reserves.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	0	0	0	0	0	0.0
Operating Transfers	0	11,500,000	2,400,000	2,400,000	2,400,000	0.0
TOTAL DIRECT COST	\$0	\$11,500,000	2,400,000	\$2,400,000	2,400,000	0.0%
PROGRAM REVENUE	(0)	(14,337,198)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$(2,837,198)	\$2,400,000	\$2,400,000	\$2,400,000	0.0%
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

1996-97 PROGRAM MISSION

The above amounts for FY 1996-97 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 1996-97 this is estimated to be \$2,400,000.

PROGRAM: Cash Borrowing

DEPARTMENT: COUNTYWIDE GENERAL EXPENSES

PROGRAM #: 86000

ORGANIZATION #: 1650

MANAGER: Robert Booker, Ed.D.

REFERENCE: 1996-97 Proposed Budget - Pg. 62-1

AUTHORITY: Section 53950 of the California Government Code and pursuant to resolution adopted annually by the Board of Supervisors, issuance of notes is allowed that provides funds to meet general fund expenditures.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$0	\$0	\$0	\$0	0.0
Contributions for Self Insurance:	24,335,000	0	0	0	0	0.0
Debt Service-Service Charge	599,092	176,758	1,445,330	0	0	0.0
Interest Pymts on Cash Financing	13,842,008	18,075,002	15,420,031	18,600,000	18,700,000	0.5
Buy-Out (ILP)	1,218,592	0	0	0	0	0.0
TOTAL DIRECT COST	\$39,994,692	\$18,251,760	\$16,865,361	\$18,600,000	\$18,700,000	0.5
Funding Cancellation of Reserve	(0)	(0)	(0)	(0)	(0)	0.0
	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$39,994,692	\$18,251,760	\$16,865,361	\$18,600,000	\$18,700,000	0.5
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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

1995-96 actual costs were lower than the budgeted costs. This is attributed to lower amounts of borrowing in Teeter financing from \$99 million to \$68 million. Corresponding reduction in interest revenue for FY 1995-96 were also realized.

ACHIEVEMENT OF 1995-96 OBJECTIVES

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

The 1996-97 Adopted Budget reflects the cash flow projection and the financing plan for the County's projected 1996-97 cash flow requirement. The costs reflect \$210 million tax (TRANS) and at 4.3% and \$87.5 million in Teeter funds.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Cash Borrowing: [0.00 SY; E = \$0; R = \$0]:
 - o Discretionary/Mandated Service Level

PROGRAM: Debt Service

DEPARTMENT: PENSION OBLIGATION BONDS

PROGRAM #: 91000

ORGANIZATION #: 1810

MANAGER: Robert Booker, Ed.D.

REFERENCE: 1996-97 Proposed Budget - Pg. 63-1

AUTHORITY: Section 53950 of the California Government Code and pursuant to resolution adopted annually by the Board of Supervisors, issuance of notes is allowed that provides funds to meet general fund expenditures.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Services & Supplies	\$1,890,476	\$3,146	\$3,302	\$36,000	\$33,000	(8.3)
Debt Service Payments	0	26,492,355	26,492,354	26,492,355	42,109,873	59.0
TOTAL DIRECT COST	1,890,476	\$26,495,501	26,495,656	\$26,528,355	42,142,873	58.9
Funding/FB/Interfund chgs	(0)	(27,812,852)	(25,613,917)	(26,528,355)	(42,142,873)	58.9
NET FUND CONTRIBUTION	\$1,890,476	\$(1,317,351)	\$881,739	\$0	\$0	0.00
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00

PROGRAM MISSION

To assure that sufficient funding is available to meet the annual pension obligation bond debt payment and related costs.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

1995-96 actual costs were covered by budgeted appropriations, adjusted for overcollections (\$1,357,000) in the prior fiscal year. The ending Fund Balance for FY 1995-96 of \$475,000 is attributed to interest earnings and split payroll.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1996-97 Adopted Budget appropriations reflect the legally required level of debt service and related costs for the pension obligation bonds. These payments are scheduled according to the master refinancing of the Retirement program through Pension Obligation Bonds in 1994-95.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are as follows:

1. Debt Service: [SY; E = \$42, 142, 873; R = \$42, 148, 813]:
 - o Mandated/Mandated Service Level

PROGRAM: Probation Inmate Welfare Fund

DEPARTMENT: PROBATION

PROGRAM #: 92101
MANAGER: David Price/Rena Robinson

ORGANIZATION #: 3560
REFERENCE: 1996-97 Proposed Budget - Pg. 64-1

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$0	\$119,513	\$229,000	\$229,000	
Other Charges	0	0	81,318	0	0	
Fixed Assets	0	0	3,312	2,400	0	
Operating Transfers	0	0	193,978	319,200	0	
TOTAL DIRECT COST	\$0	\$0	\$398,121	\$550,600	\$229,000	(58.4)
PROGRAM REVENUE	(0)	(0)	312,262	(247,450)	229,000	
FUND BALANCE	0	0	565,979	(303,150)	565,979	
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$398,121	\$0	\$229,000	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	

PROGRAM MISSION

To expend funds solely for the benefit, education, and welfare of inmates confined within the Probation Detention Facilities.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Expenditures were below budget by \$152,479 primarily a result of lower cost to enhance fence security at Juvenile Hall that were re-budgeted in the current year. These costs are offset by revenue generated from contracts with private providers for "collect only" inmate phone service for inmates detained at Probation facilities.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Inmate Welfare Funds provided increase security at the Juvenile Hall facility, paid for the Grossmont School contract providing educational programs in Adult Institutions and provided recreational equipment for adult and juvenile offenders.

1996-97 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, recreational equipment, and facility maintenance or improvement, thus preparing individuals for employment upon release, and providing equipment for productive use of detention time.

1996-97 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Adult Institutions [0 SY; E = \$150,400; R = \$0]
2. Juvenile Institutional Corrections [0 SY; E = \$78,600; R = \$229,000]

PROGRAM: CAO/Sheriff

DEPARTMENT: CAO/SHERIFF

PROGRAM #: 00001

ORGANIZATION #: 0350

MANAGER: Myron Klippert, Assistant Sheriff

REFERENCE: 1996-97 Proposed Budget -- Pg. 65-1

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$1,300,000	\$1,832,233	40.9
Services & Supplies	0	0	0	200,000	89,240	(55.4)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	146,200	27,000	(81.5)
Vehicle/Comm. Equip.	0	0	0	1,853,800	1,203,525	(35.1)
TOTAL DIRECT COST	\$0	\$0	\$0	\$3,500,000	\$3,151,998	(9.9)
PROGRAM REVENUE	(0)	(0)	(0)	(3,500,000)	(3,151,998)	(9.9)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	42.00	33.83	(19.5)
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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The appropriations have been frozen until identified revenue is received.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Utilized Contract City revenue and False Alarm Fees to add 14 Deputy Sheriff positions to the Sheriff's Department for the unincorporated area.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

To realize identified revenue necessary to fund these positions.

1996-97 ADOPTED 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 [33.83 SY; E = \$3,151,998; R = \$3,151,998] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for law enforcement in the unincorporated area of San Diego County.
 - 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.
 - Responsible for responding to over 99,900 calls for service.
 - Responsible for requisite Homicide detectives and Gang Detail personnel.
 - Decreased by 3 positions which were transferred to the federal C.O.P.S. grant for the unincorporated area. In FY95/96 the positions had been adjusted by 23 for the C.O.P.S. program.
 - Decreased by 12 positions which were added to the unincorporated area as detectives. These positions are offset by contract city revenue.
 - Decreased by 2 positions which were added to the unincorporated area as patrol deputies. These position are offset by false alarm revenue.
 - Increased by 4 Deputy Sheriff positions which had been inadvertently excluded from the FY95/96 budget.

PROGRAM: Sheriff's Asset Forfeiture Program

DEPARTMENT: SHERIFF

PROGRAM #: 12006

ORGANIZATION #: 5980

MANAGER: Jack Drown, Undersheriff

REFERENCE: 1996-97 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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	285,779	378,631	269,381	500,000	400,000	(20.0)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	648,596	706,961	330,962	860,150	525,000	(39.0)
Vehicle/Comm. Equip.	35,400	29,796	0	50,000	70,000	40.0
Less Reimbursements	0	0	0	0	0	0.0
Operating Transfers	737,381	272,048	48,610	36,634	39,090	6.7
TOTAL DIRECT COST	\$1,707,156	\$1,387,436	\$648,953	\$1,446,784	\$1,034,090	(28.5)
PROGRAM REVENUE	(1,346,130)	(1,193,677)	(405,017)	(828,700)	(805,000)	(2.9)
FUND BALANCE CONTRIBUTION	(361,026)	(193,759)	(243,936)	(618,084)	(229,090)	(62.9)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

Services & Supplies: Expenditures are \$230,619 less than budget due to lower than anticipated resource requirements.

Fixed Assets: Expenditures are \$579,188 less than budgeted appropriations due to lower than anticipated resource requirements.

Operating Transfers: Expenditures were \$11,976 over budgeted appropriations. After partial year funding for a Distributed Network Technician III, the balance of the overexpenditure was for misc. transfers.

ACHIEVEMENT OF 1995-96 OBJECTIVES

Transferred \$405,017 derived from seized assets to support Sheriff's Department Operations.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Transfer approximately \$1 million derived from seized assets, to support Sheriff's Department operations.
 - a. Monitor Sheriff's Asset Forfeiture acquisitions.

1995-96 BUDGET

The \$1,034,090 included in the FY 1996-97 Adopted Budget will be utilized as follows:

Services & Supplies \$400,000

Fixed Assets

Office Equipment	25,000
Data Processing Equip.	350,000
Laboratory Equip.	25,000
Electronic Equip.	25,000
Spec. Dept./Safety Equip.	100,000
Communications Equip.	40,000
Transportation Equip.	<u>30,000</u>

Subtotal \$595,000

Operating Transfers 39,090

Total 1,034,090
=====

PROGRAM: Sheriff's Inmate Welfare

DEPARTMENT: SHERIFF

PROGRAM #: 15003

ORGANIZATION #: 3540

MANAGER: Ernie Frial, Facility Services Manager

REFERENCE: 1996-97 Proposed Budget - Pg. 65-6

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.

	1993-94 Actual	1994-95 Actual	1995-96 Actual	1995-96 Budget	1996-97 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	1,603,282	1,204,886	1,972,203	1,956,171	2,502,822	27.9
Other Charges	0	0	0	0	0	0.0
Fixed Assets	135,091	168,649	150,876	588,524	345,300	(41.3)
Vehicle/Comm. Equip.	0	0	0	3,300	57,200	1,633.3
Less Reimbursements	0	0	0	0	0	0.0
Operating Transfers	400,000	352,490	400,000	400,000	608,978	52.2
TOTAL DIRECT COST	\$2,138,373	\$1,726,025	\$2,523,079	\$2,947,995	\$3,514,300	19.2
PROGRAM REVENUE	(2,094,470)	(2,375,433)	(2,803,113)	(2,352,000)	(2,765,000)	
)	49.4					
FUND BALANCE CONTRIBUTION	(43,903)	649,408	280,034	(595,995)	(749,300)	25.7
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.

1995-96 ACTUAL TO 1995-96 BUDGET COMPARISON

The 1995-96 actuals for fixed assets are lower than the 1995-96 budget, because some fixed asset purchases were deemed not critical at this time and were not purchased.

ACHIEVEMENT OF 1995-96 OBJECTIVES

\$2.9 million dollars in profits, commission revenues, and part of the prior year fund balance was used to provide benefits, education, and increase overall welfare to detention inmates.

\$713,000 was expended to provide educational services and supplies to benefit detention inmates.

\$400,000 was spent to help defray the total overall cost of counseling services to detention inmates.

1996-97 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Use over \$2,700,000 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.