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County of San Diego
California

1997-98
Adopted
Program Budget

Department Program
Budgets

Lawrence B. Prior III
Chief Administrative Officer

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

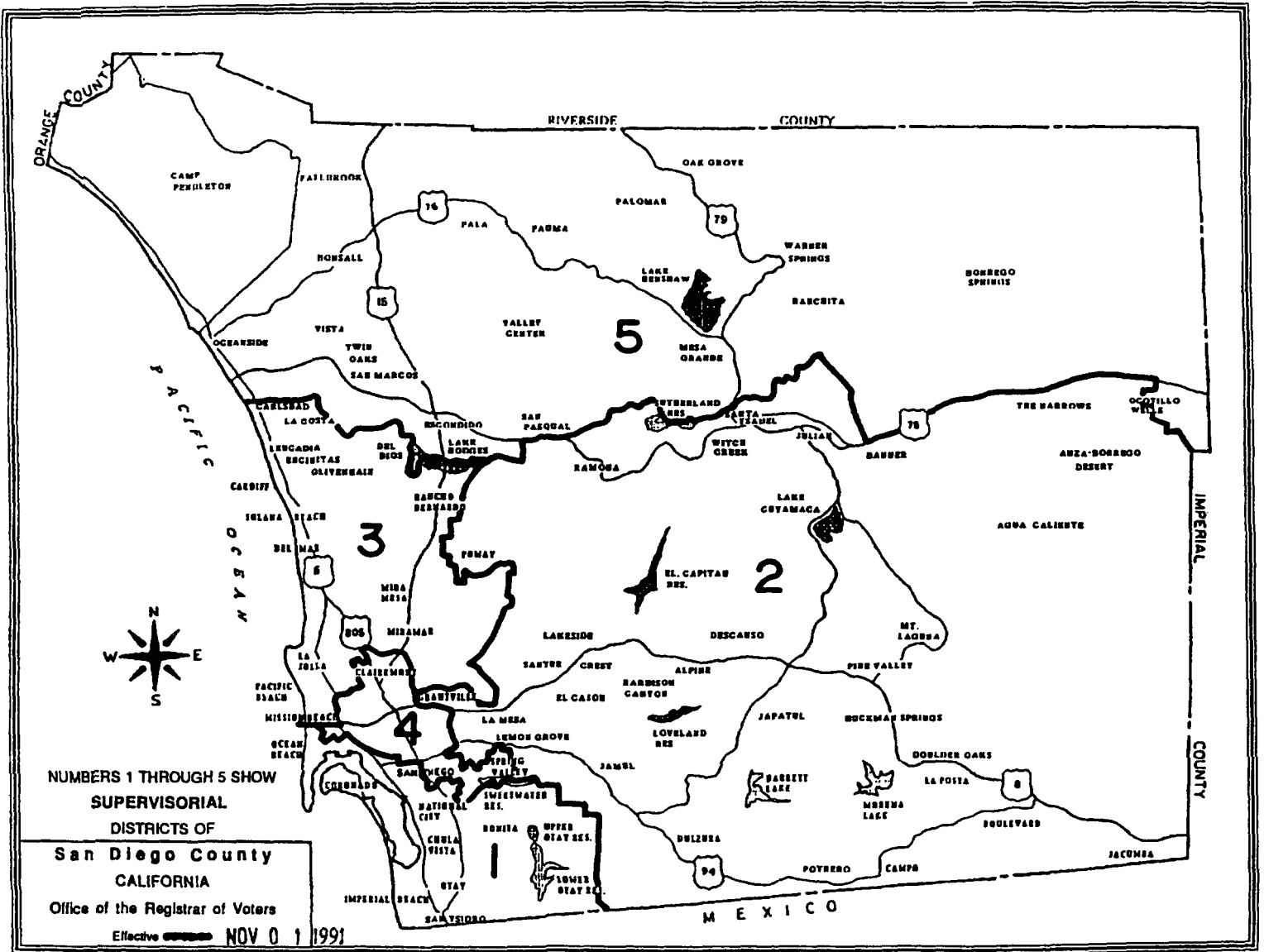
**COUNTY OF
SAN DIEGO**

**1997-98
ADOPTED
PROGRAM BUDGET**

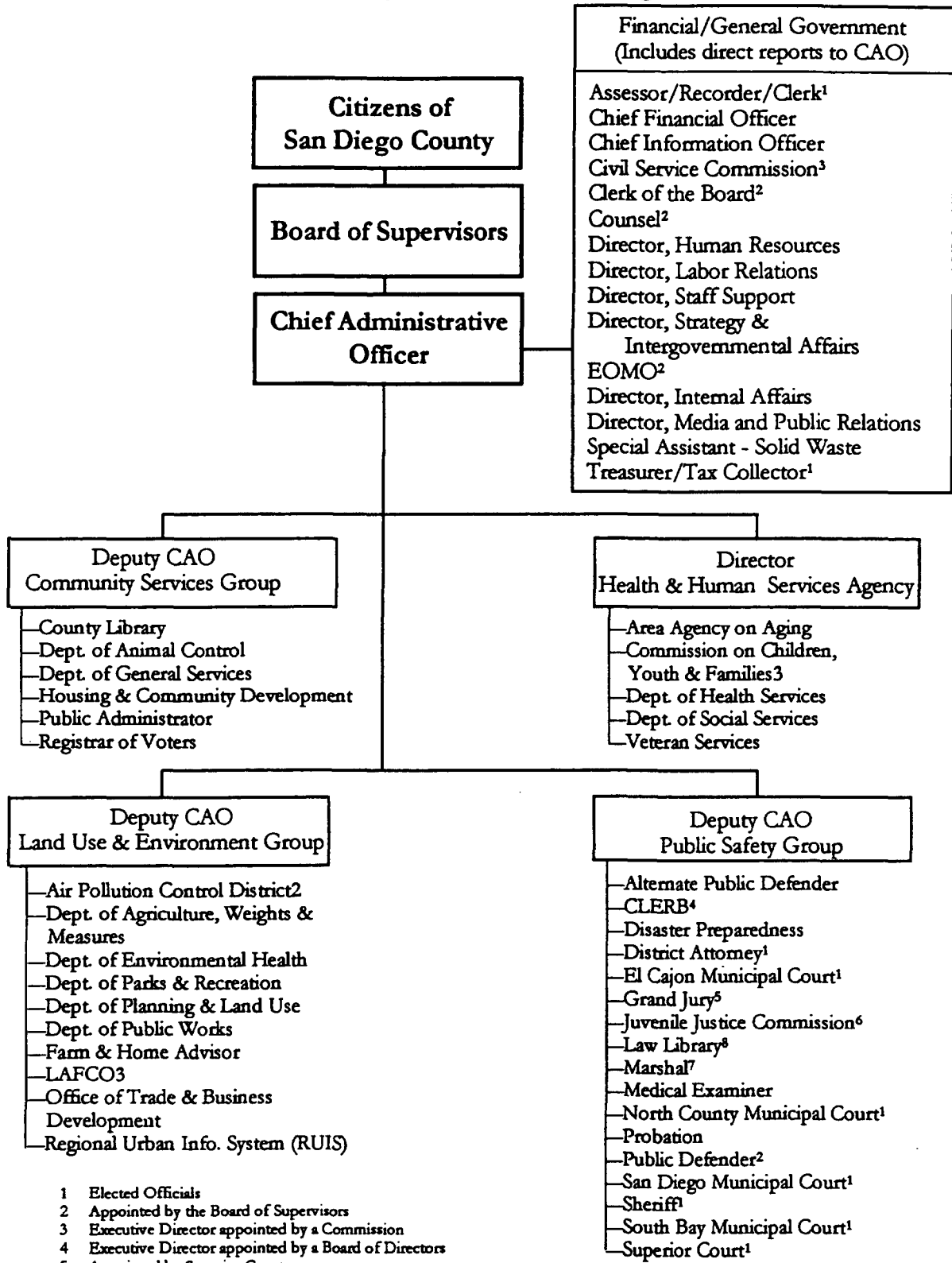
Department Program Budgets

LAWRENCE B. PRIOR III
CHIEF ADMINISTRATIVE OFFICER

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



County of San Diego



- 1 Elected Officials
- 2 Appointed by the Board of Supervisors
- 3 Executive Director appointed by a Commission
- 4 Executive Director appointed by a Board of Directors
- 5 Appointed by Superior Court
- 6 Appointed by Juvenile Court Judges
- 7 Appointed by the Five Court Districts
- 8 County provides a facility



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.

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PUBLIC SAFETY GROUP

PUBLIC SAFETY GROUP (*)

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Executive Office	\$0	\$0	\$309,045	\$0	\$481,924	481,924	100.0
Disaster Preparedness	0	0	720,358	0	768,997	768,997	100.0
Juvenile Justice Commission	0	0	0	0	106,764	106,764	100.0
TOTAL DIRECT COST	\$0	\$0	\$1,029,403	\$0	\$1,357,685	\$1,357,685	100.0
PROGRAM REVENUE	(0)	(0)	(565,741)	(0)	(592,783)	(592,783)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$463,662	\$0	\$764,902	\$764,902	100.0
STAFF YEARS	0.00	0.00	14.00	0.00	17.00	17.00	100.0

MISSION

Provide county residents with an efficient and responsive criminal justice system in order to ensure the highest levels of public safety and security.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Establish a long term and consistent resource allocation plan (requires a baseline funding agreement) for the justice agencies to become progressively less reliant on General Fund monies:
 - a. Work with the District Attorney, the Probation Department and the Sheriff to develop and implement a Prop 172 Five-Year Expenditure Plan;
 - b. Aggressively procure new justice grant funds (minimum new \$500,000 per year);
 - c. Improve cost recovery (example: continue to seek \$3 million annual cost for alien incarceration);
 - d. Assist the County's Municipal Courts in their efforts to establish Drug Court Programs; and
 - e. Expand jail bed leases (example: develop a project for the future use of the Center Detention Facility -- proposed for vacation at time of opening of the new jail).
2. Restructure or combine operations to enhance efficiency:
 - a. Institutional food production and distribution;
 - b. Sheriff Crime lab with the City of San Diego;
 - c. Have one combined dispatch for Marshal, District Attorney, Animal Control and Sheriff, and
 - d. Seek SAFE funding to support 800 Mhz.
3. Initiate or participate in appropriate response to emergency and/or ongoing justice problems -- such as elder abuse, domestic violence, gang violence;
4. Collectively sponsor an ongoing assessment of justice system policies to validate correct response levels. Detention vs. community treatment; Prevention vs. Enforcement; and Independence vs. Collaboration;
5. Expand the CHOICE program;
6. Complete the "Comprehensive Strategy" to produce a road map that describes how the county can best address juvenile crime and delinquency;
7. Support the Superior Court's initiative to streamline the management of dependency matters; and
8. Dramatically expand efforts of the Methamphetamine Strike Force to shut down not just the methamphetamine labs, but a whole range of drug processing and distribution networks in the County.

(*) The Public Safety Group budget unit was created during FY 1996-97. The Executive Office was established based on mid-year Board action transferring appropriations from the Chief Administrative Officer's (CAO) budget. Therefore, the FY 1996-97 estimated actuals reflect only these expenditures.

Estimated actuals for the Office of Disaster Preparedness and the Juvenile Justice Commission are included in the CAO summary totals (see page 50-1). Comprehensive program information for FY 1995-96 and FY 1996-97 is provided in this budget section for comparative purposes only.

PUBLIC SAFETY GROUP FY 1997-98 PROPOSED BUDGET

EXECUTIVE OFFICE	
Public Safety Group leadership & support to the Board of Supervisors	
Deputy Chief Administrative Officer	1.0
CAO Project Manager	1.0
CAO Staff Officer	1.0
Admin. Secretary IV	1.0
TOTAL	4.0

JUVENILE JUSTICE COMMISSION	
Develop and recommend policy/procedure; Consult with agencies regarding investigations on Child Dependency issues; Support to Commission	
Admin. Officer, Juvenile Justice Commission	1.0
Juvenile Justice Commission Assistant	1.0
TOTAL	2.0

DISASTER PREPAREDNESS	
Public Education; Hazardous Material Safety Training; Radiological incident response training; Regional emergency planning; Fire service coordination	
Director, Office of Disaster Preparedness	1.0
Asst. Director, Office of Disaster Preparedness	1.0
Fire Services Coordinator	1.0
Disaster Prep Oper Officer III	1.0
Disaster Prep Oper Officer II	3.0
Accounting Technician	1.0
Administrative Secretary II	1.0
Intermediate Clerk Typist	1.0
Dept. LAN Analyst I	1.0
TOTAL	11.0

Total Positions: 17.0

PROGRAM: Executive Office

DEPARTMENT: PUBLIC SAFETY GROUP

PROGRAM #: 00630
MANAGER: Rich Robinson

ORGANIZATION #: 0630
REFERENCE: 1997-98 Proposed Budget - Pg. 1-5

AUTHORITY: County Charter Section 703 mandates the Chief Administrative officer under the direction of the Board of Supervisors, to exercise administrative supervision over the affairs of the County. In an effort to maximize the management of the County's resources, the Chief Administrative Officer has reorganized his Office and in doing so has created the Public Safety Group.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	0	0	306,366	0	387,705	100.0
Services & Supplies	0	0	2,679	0	94,219	100.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$309,045	\$0	\$481,924	100.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$309,045	\$0	\$481,924	100.0
STAFF YEARS	0.00	0.00	4.00	0.00	4.00	100.0

1997-98 MISSION STATEMENT

Provide county residents with an efficient and responsive criminal justice system in order to ensure the highest levels of public safety and security.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The Public Safety Group budget unit was established during FY 96-97. Therefore, an estimated actual to budget comparison is not possible.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES -- 1997 GOALS

1. Establish a long term and consistent resource allocation plan (requires a baseline funding agreement) for the justice agencies to become progressively less reliant on General Fund monies:
 - a. Work with the District Attorney, the Probation Department and the Sheriff to develop and implement a Prop 172 Five-Year Expenditure Plan;
 - b. Aggressively procure new justice grant funds (minimum new \$500,000 per year);
 - c. Improve cost recovery (example: continue to seek \$3 million annual cost for alien incarceration);
 - d. Assist the County's Municipal Courts in their efforts to establish Drug Court Programs; and,
 - e. Expand jail bed leases (example: develop a project for the future use of the Central Detention Facility - proposed for vacation at time of opening of the new jail).
2. Restructure or combine operations to enhance efficiency:
 - a. Institutional food production and distribution;
 - b. Sheriff Crime lab with the City of San Diego;
 - c. Combined dispatch for Marshal, District Attorney, Animal Control and Sheriff; and,
 - d. SAFE funding to support 800 Mhz.

3. Initiate or participate in appropriate response to emergency and/or ongoing justice problems -- such as elder abuse, domestic violence, gang violence;
4. Collectively sponsor an ongoing assessment of justice system policies to validate correct response levels. Detention vs. community treatment; Prevention vs. Enforcement; and Independence vs. Collaboration;
5. Expand the CHOICE program;
6. Complete the "Comprehensive Strategy" to produce a road map that describes how the county can best address juvenile crime and delinquency;
7. Support the Superior Court's initiative to streamline the management of dependency matters; and
8. Dramatically expand efforts of the Methamphetamine Strike Force to shut down not just the methamphetamine labs, but a whole range of drug processing and distribution networks in the County.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0347	CAO Project Manager	0	0.00	1	1.00	\$ 0	\$75,040
0348	CAO Staff Officer	0	0.00	1	1.00	0	58,046
2104	Deputy Chief Admin. Officer	0	0.00	1	1.00	0	114,736
2759	Administrative Secretary IV	0	0.00	1	1.00	0	35,160
Total		0	0.00	4	4.00	\$0	\$282,982
Salary Adjustments:						0	25,832
Premium/Overtime Pay:						0	0
Employee Benefits:						0	79,143
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	(252)
Total Adjustments						\$0	\$104,723
Program Totals		0	0.00	4	4.00	\$0	\$387,705

PROGRAM: Disaster Preparedness

DEPARTMENT: PUBLIC SAFETY GROUP

PROGRAM #: 31519
MANAGER: Daniel J. Eberle

ORGANIZATION #: 0630
REFERENCE: 1997-98 Proposed Budget - Pg. 1-8

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).

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$524,315	\$541,993	\$554,766	\$555,448	\$610,612	9.9
Services & Supplies	119,483	55,332	157,487	86,640	158,385	82.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	3,390	9,979	8,105	9,500	0	(100.0)
TOTAL DIRECT COST	\$647,188	\$607,304	\$720,358	\$651,588	\$768,997	18.0
PROGRAM REVENUE	(414,880)	(420,864)	(565,741)	(470,739)	(592,783)	25.9
NET GENERAL FUND CONTRIBUTION	\$232,308	\$186,440	\$154,617	\$180,849	\$176,214	(2.6)
STAFF YEARS	10.41	10.41	10.00	10.00	11.00	10.0

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.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1996-97 objectives of training 5,090 students in Standardized Emergency Management System (SEMS) and revising the San Diego County Emergency Plan were met on schedule. The third goal/objective is on schedule with an operational implementation date of 6/1/98. SEMS training goal and revision of plan are complete and finished.

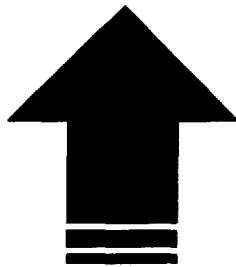
1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

As indicated by Performance Measures, ODP will continue/complete the 3 program outcome and output objectives in FY 96-97. Activity B was completed in October 1996. Outcome/Objective 3 (Activity C) will continue throughout FY 96-97 and into FY 97-98. Outcome/objective (Activity A) was completed June 1997.

1. 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 66 committee and sub-committee meetings to develop management and operational administration policies of the Regional Communication System by June 1998.
 - b. Complete 40 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 by June 1998.
 - c. Attend 60 Design Development meetings to complete the Emergency Operations Center/Communications Center.
2. Develop a county-wide datalink to provide interface for all jurisdictions with fire and emergency services both prior to, and during, an actual response to a disaster.
 - a. Attend 72 committee meetings to design and develop the datalink system by June 1998.
 - b. Attend 72 meetings with 18 cities, 15 fire protection districts and 10 volunteer fire agencies in the development of the ODP website by June 1998.



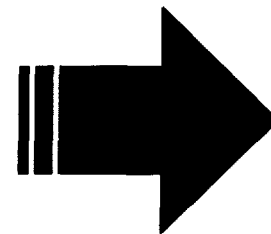
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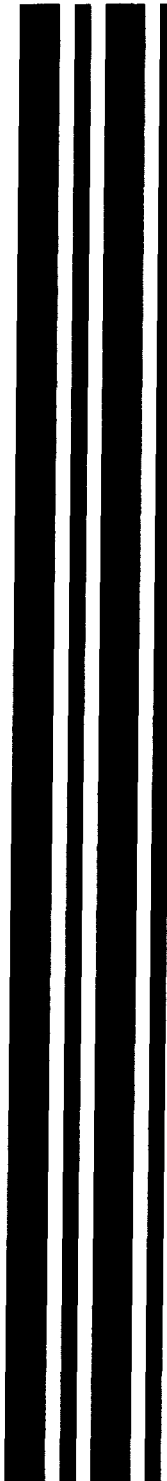
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- c. Procure one network system to be located in the new emergency operation center complex for utilization by all fire agencies by June 1998.
3. Develop four Dam Evacuation Plans for the San Diego County Operational Area and complete digitization of four Dam Inundation Maps.
- a. Select four dams/reservoirs in the County that require current Dam Failure Evacuation Data plans. Coordinate selection of dams with staff at the Department of Public Works Cartographic Services. Trace (by hand) the inundation pathways over current Thomas Brothers maps by December 1997.
 - b. Working with the four reservoirs/dams, review existing evacuation data for accuracy by analyzing inundation pathways traced over current Thomas Brothers maps. Update evacuation data on computer via data entry by March 1998.
 - c. Schedule meetings with fire and law enforcement agencies downstream of the four dams in order to obtain additional update evacuation data and determine appropriate traffic control points, evacuation routes, command posts, etc. (Includes preparation of memo and xeroxing of draft maps and evacuation data plans.) Conduct meetings by March 1998.
 - d. Finalize entry of evacuation data for all four dams and distribute to affected agencies downstream of each dam by June 1998.
 - e. The Department of Public Works (DPW), Cartographic Services, will digitize 4 maps. Review digitization of inundation pathways and assign appropriate symbols on maps in conjunction with Map Legend (barricade locations; mass care centers, traffic control points, etc.). Coordinate with DPW, Cartographic Services, by June 1998.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. SONGS [1.00 SY; E = \$117,000; R = \$117,000] 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 1996-97 staffing level.
2. HIRT (Hazardous Materials Incident Response Team) [1.00 SY; E = \$79,000; R = \$79,000] including planning, development, management, and maintenance of the HIRT Program, and management of the HIRT Trust Fund and Cost Recovery Program. This activity is:
 - o Mandated Activity/Mandated Service Level
 - o Offset 100% by revenue
 - o Remaining at FY 1996-97 staffing level.
3. PLANNING [4.00 SY; E = \$232,737; R = \$173,700] including development and revision of the County's Emergency Plan and annexes, and other emergency plans such 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 74.6% by revenue
 - o Addition of 0.5 staff years.
4. OPERATIONS [4.00 SY; E = \$232,737; R = \$173,700] 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 74.6% by revenue
 - o Addition of 0.5 staff years.
5. FIRE SERVICES [1.00 SY; E = \$107,523; R = \$49,383] including coordinating fire services in the County and resolving fire protection issues. This activity is:
- o Discretionary Activity/Discretionary Service Level
 - o Offset 88.98% by revenue
 - o Remaining at FY 1996-97 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.
 - o Administers Safe Grant.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
INTERGOVERNMENTAL REVENUE:				
Civil Defense Cities (44% match required)	\$92,557	\$92,556	\$99,204	\$6,648
Sub-Total	\$92,557	\$92,556	\$99,204	\$6,648
AID FROM OTHER GOV'T. AGENCIES:				
Civil Defense Administration (44% match required)	\$306,637	\$252,000	\$316,402	\$64,402
Hazard Mitigation Grant	\$23,842	\$44,683	\$44,683	\$0
Fed Aid - Rain Damage	30,000	0	0	0
State Grants - Other	4,884	0	7,500	7,500
Joint Powers Authority	74,000	74,000	124,994	50,994
Sub-Total	\$439,363	\$370,683	\$493,579	\$122,896
OTHER REVENUE:				
Recovered Expenditures	\$31,849	\$7,500	\$0	\$(7,500)
Fire Mitigation Fees/Safe Grant	\$1,972	\$0	\$0	0
Sub-Total	\$33,821	\$7,500	\$0	\$(7,500)
Total	\$565,741	\$470,739	\$592,783	\$122,044

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$154,617	\$180,849	\$176,214	\$(4,635)
Total	\$154,617	\$180,849	\$ 176,214	\$(4,635)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Estimated actuals are \$95,002 greater than budgeted due to unanticipated revenue received to conduct a soil erosion study after the Harmony Grove fire, an extra adjustment payment from the Emergency Management Administration, and recovered expenditures from state and federal agencies.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: SEMS TRAINING					
% OF RESOURCES: 11.09%					
INPUT	N/A	\$83,900	\$42,136	\$23,618	0
<u>OUTCOME (Planned Result)</u>					
Students Trained	N/A	2,600	1,706	1,814	0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/student	N/A	\$32.26	\$12.75	\$13.02	0
<u>OUTPUT (Service or Product)</u>					
Provide Course Materials	N/A	2,500	1,706	1,814	0
<u>EFFICIENCY (Input/Output)</u>					
Cost per Student	N/A	\$2.76	\$2.50	\$2.76	0
<u>OUTPUT (Service or Product)</u>					
Train & certify county/cities personnel	N/A	250	56	50	0
<u>EFFICIENCY (Input/Output)</u>					
Cost per personnel trained & certified	N/A	\$200	\$195	\$223	0
<u>OUTPUT (Service or Product)</u>					
Conduct 3 Train-the-Trainer	N/A	6	1	2	0
<u>EFFICIENCY (Input/Output)</u>					
Cost per Training Course	N/A	\$4,500	\$5,200	\$5,802	0
Comment: SEMS training completed in FY 96-97.					
ACTIVITY B: UPDATE & REVISE SDC PLAN					
% OF RESOURCES: 3.51%					
<u>OUTCOME (Planned Result)</u>					
Update & Revise SDCE Plan	1	1	1	1	0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Project	\$2,310	\$17,850	\$15,420	\$11,070	0
<u>OUTPUT (Service or Product)</u>					
Meet with County departments	0	100	18	12	0
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	0	\$30	\$30	\$30	0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
<u>OUTPUT (Service or Product)</u>					
Meet w/ Disaster Council and Board of Supervisors	N/A	5	3	2	0
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	N/A	\$30	\$90	\$30	0
<u>OUTPUT (Service or Product)</u>					
Prepare Master for Printing (1 staff 40 hours)	N/A	40	40	40	0
<u>EFFICIENCY (Input/Output)</u>					
Cost per hour	N/A	\$30	\$1,200	\$30	0
<u>OUTPUT (Service or Product)</u>					
Print Plan	N/A	500	500	300	0
<u>EFFICIENCY (Input/Output)</u>					
Cost per Plan	N/A	\$27.00	\$27.18	\$31.50	0
Comment: SDC training completed in FY 96-97.					
ACTIVITY C: ESTABLISH 800 MHz SYSTEM					
% OF RESOURCES: 4.5%					
<u>OUTCOME (Planned Result)</u>					
Establish Reg. 800 MHz Sys	N/A	1	1	1	1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Completed Project	N/A	\$19,140	\$34,992	\$36,036	\$31,572
<u>OUTPUT (Service or Product)</u>					
Committee & Sub-Committee Meetings	N/A	129	252	275	166
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	N/A	\$19,140	\$34,992	\$36,036	\$31,572
ACTIVITY D: ESTABLISH COUNTY WIDE DATALINK					
% OF 4.5%					
<u>OUTCOME (Planned Result)</u>					
Establish Datalink	0	0	0	0	1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Completed Project	\$0	\$0	\$0	\$0	\$27,300
<u>OUTPUT (Service or Product)</u>					
Attend 72 Committee Meetings	0	0	0	0	72

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
<u>EFFICIENCY (Input/Output)</u>					
Cost to attend per meeting	\$0	\$0	\$0	\$0	6,480
<u>OUTPUT (Service or Product)</u>					
Develop WEBSITE	0	0	0	0	1
<u>EFFICIENCY (Input/Output)</u>					
Cost to develop WEBSITE	\$0	\$0	\$0	\$0	\$4,320
<u>OUTPUT (Service or Product)</u>					
Purchase Equipment & software	0	0	0	0	0
<u>EFFICIENCY (Input/Output)</u>					
Cost of Equipment	\$0	\$0	\$0	\$0	\$16,500
ACTIVITY E:					
Develop 4 Dam Evacuation Plans & Digitized Dam Inundation Maps					
<u>OUTCOME (Planned Result)</u>					
Complete Dam Evacuation Plans & Maps	0	0	0	0	4
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost of completed project	\$0	\$0	\$0	\$0	\$10,492
<u>OUTPUT (Service or Product)</u>					
Select four dams/reservoirs with Public Works & trace maps and meet with downstream Fire & Law Enforcement to finalize evacuation routes & traffice control points.	0	0	0	0	4
<u>EFFICIENCY (Input/Output) (Efficiency)</u>					
Cost per dam	\$0	\$0	\$0	\$0	\$1,026
<u>OUTPUT (Service or Product)</u>					
Review digitization and assign appropriate symbols (map legend) to maps and distribute to affected agencies.	0	0	0	0	4
<u>EFFICIENCY (Input/Output)</u>					
Cost per map	\$0	\$0	\$0	\$0	\$1,597

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0380	Asst Dir, Ofc/Disaster Prep	1	1.00	1	1.00	\$50,423	\$50,407
0949	Fire Services Coordinator	1	1.00	1	1.00	42,915	42,908
2284	Dir, Ofc/Disaster Preparedness	1	1.00	1	1.00	72,704	72,686
2403	Accounting Technician	1	1.00	1	1.00	27,149	28,278
2700	Intermediate Clerk Typist	1	1.00	1	1.00	21,295	21,936
2757	Administrative Secretary II	1	1.00	1	1.00	24,673	25,401
5864	Disaster Prep. Oper. Off. III	1	1.00	1	1.00	43,109	44,409
5865	Disaster Prep Operations Off. II	3	3.00	3	3.00	118,614	122,193
2465	Dept. LAN Analyst I	0	0.00	1	1.00	0	50,994
Total		10	10.00	11	11.00	\$400,882	\$459,212
Salary Adjustments:						9,172	0
Premium/Overtime Pay:						15,000	15,000
Other Extraordinary Pay:						13,500	13,500
Employee Benefits:						130,600	137,615
Salary Savings:						(12,262)	(13,271)
VTO Reductions:						(1,444)	(1,444)
Total Adjustments						\$154,566	\$151,400
Program Totals		10	10.00	11	11.00	\$555,448	\$610,612

PROGRAM: Juvenile Justice Commission

DEPARTMENT: PUBLIC SAFETY GROUP

PROGRAM #: 80103
MANAGER: Yolanda Levy

ORGANIZATION #: 0630
REFERENCE: 1997-98 Proposed Budget - Pg. 1-17

AUTHORITY: The Juvenile Justice Commission is mandated and given its authority through Welfare & Institutions Code Sections 209, 225, 229, 229.5, 230 and 270. The Commission staffing was authorized by the Board of Supervisors on May 5, 1992. The 1991-92 Grand Jury issued Report #2, "Families in Crisis". In its response to the Report, the Board of Supervisors directed the Chief Administrative Officer to budget staff support for the Juvenile Justice Commission. The Commission was budgeted (1) Administrative Officer and (1) Juvenile Justice Commission Assistant.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	106,325	104,958	78,365	113,214	104,547	(7.7)
Services & Supplies	1,990	4,920	372	2,217	2,217	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$108,315	\$109,878	\$78,737	\$115,431	\$106,764	(7.5)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$108,315	\$109,878	\$78,737	\$115,431	\$106,764	(7.5)
STAFF YEARS	2.00	2.00	1.50	2.00	2.00	0.0

PROGRAM MISSION

The Juvenile Justice Commission's role is to inquire into all activities surrounding the administration of the Juvenile Justice System in San Diego County. It is mandated to do annual inspections of publicly administered juvenile facilities where youngsters are detained. The creation of the staff support enables the Commission to investigate unresolved complaints regarding the juvenile dependency and delinquency systems after having gone through the chain of command in the respective department.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Estimated actuals are less than budgeted due to the Juvenile Justice Commission Assistant position. This position was temporarily reduced to part-time status until a permanent appointment is made.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To take a leadership role in identifying systematic changes to better address the needs of children, youth and families.
2. Inspect all publicly administered juvenile detention facilities and emergency shelter facilities.
3. Inspect one private operated 24-hour residential placement facility.
4. Inspect 28 jails and lockups operated by police departments and the Sheriff's Department.
5. Review all appropriate critical incidents in both Probation and Social Services involving wards and dependent children.
6. Do inquiries of cases which have been elevated to the Commission's attention.
7. Issue reports with findings and recommendations regarding all Commission inspections and inquiries.
8. Do random observations of Juvenile Court proceedings.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0368	Administrative Officer, JJC	1	1.00	1	1.00	\$49,947	\$49,945
2409	Juvenile Justice Com. Assistant	1	1.00	1	1.00	37,577	39,293
Total		2	2.00	2	2.00	\$87,524	\$89,238
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						28,621	26,188
Salary Savings:						(2,697)	(2,670)
VTO Reductions:						(234)	(8,209)
Total Adjustments						\$25,690	\$15,309
Program Totals		2	2.00	2	2.00	\$113,214	\$104,547

ALTERNATE PUBLIC DEFENDER

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Conflicts Defense	\$5,303,558	\$5,591,212	\$5,653,732	\$5,813,227	\$6,129,919	316,692	5.5
TOTAL DIRECT COST	\$5,303,558	\$5,591,212	\$5,653,732	\$5,813,227	\$6,129,919	\$316,692	5.5
PROGRAM REVENUE	(39,506)	(454,099)	(288,953)	(298,827)	(351,744)	(52,917)	17.7
NET GENERAL FUND COST	\$5,264,052	\$5,137,113	\$5,364,779	\$5,514,400	\$5,778,175	\$263,775	4.8
STAFF YEARS	68.64	69.26	66.30	72.00	71.00	(1.00)	(1.4)

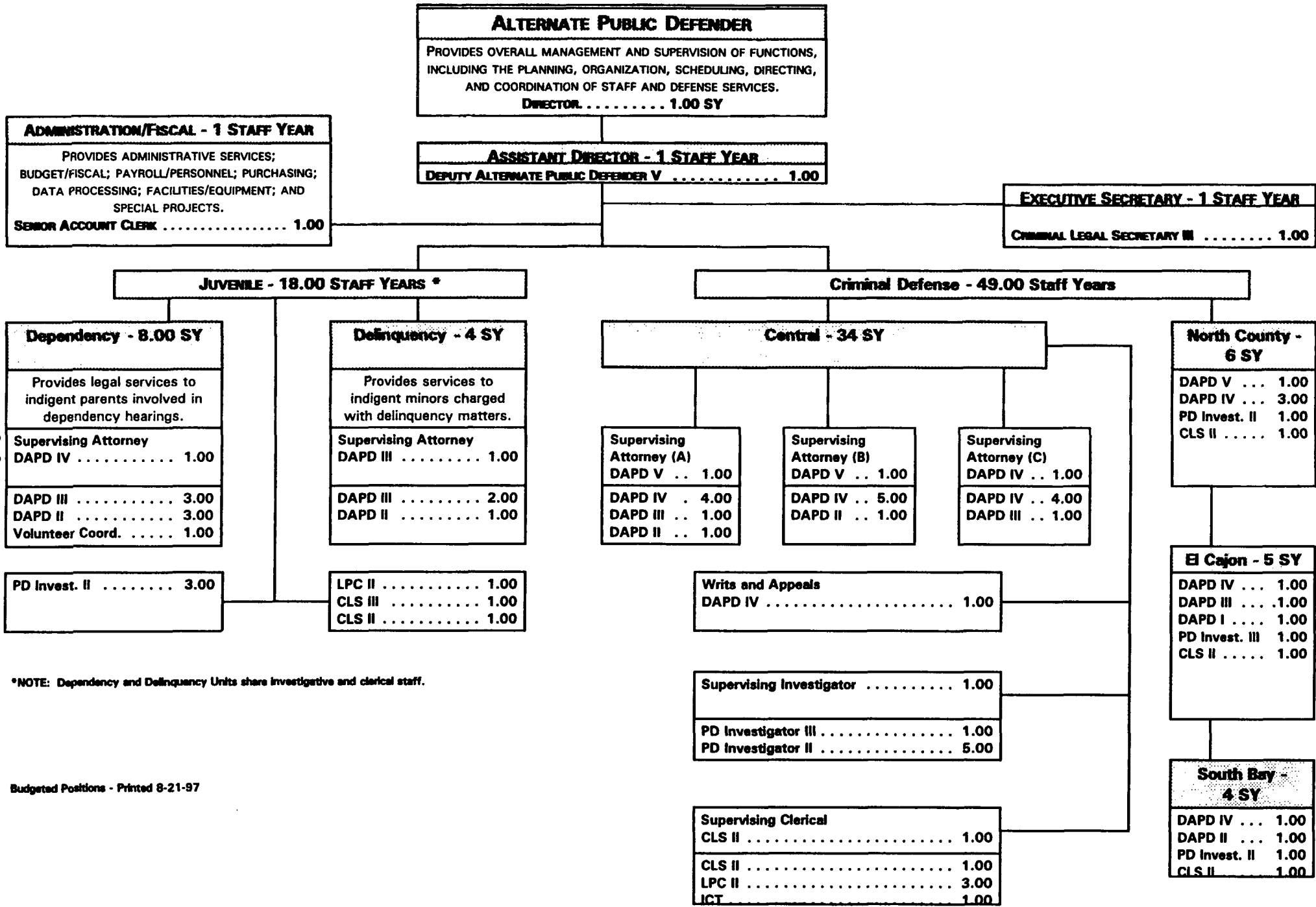
MISSION

To protect the rights of indigent persons for whom the possibility of custody or loss of substantial rights exist, by providing competent and effective legal representation pursuant to state and federal laws.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Provide legal representation for 100% of the cases appointed by the Courts, except for cases where a conflict of interest exists.
 - a. Provide legal representation for 1,700 class three cases (property/drug crimes).
 - b. Provide legal representation for 335 class four cases (crimes against people).
 - c. Provide legal representation for 65 class five cases (murder/attempted murder).
 - d. Provide legal representation for 3 class six cases (death penalty cases).
 - e. Provide legal representation for 170 two strike cases (felony with one prior serious felony).
 - f. Provide legal representation for 95 three strike cases (felony with two prior serious felonies).
 - g. Provide legal representation for 2,225 dependency cases.
 - h. Provide legal representation for 700 delinquency cases.
2. Ensure that attorneys have the necessary training to maintain proper certification and that investigators have the necessary training to maintain competent investigative skills.
 - a. Provide a minimum of 12 hours of MCLE (Minimum Continuing Legal Education) training for each attorney.
 - b. Provide a minimum of 4 hours of training for each investigator.
3. Increase the Alternate Public Defender's budgeted workforce through the use of volunteer personnel.
 - a. Provide a minimum of 10,000 hours of volunteer support in fiscal year 1997-98.

DEPARTMENT OF THE ALTERNATE PUBLIC DEFENDER - 71 STAFF YEARS



*NOTE: Dependency and Delinquency Units share investigative and clerical staff.

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PROGRAM: Conflicts Defense

DEPARTMENT: ALTERNATE PUBLIC DEFENDER

PROGRAM #: 13050
MANAGER: Timothy A. Chandler

ORGANIZATION #: 3000
REFERENCE: 1997-98 Proposed Budget - Pg. 2-3

AUTHORITY: This program was developed in order to comply with Sections 710 through 717 of the San Diego County Administrative Code and Section 9872 of the Penal Code. These Codes define the Director's duties and responsibilities as well as the County's mandate to provide counsel to indigent defendants and minors when the Public Defender has declared a conflict of interest and is unable to provide counsel.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,763,483	\$5,071,423	\$5,136,786	\$5,332,916	\$5,375,240	0.8
Services & Supplies	482,015	519,789	516,946	480,311	754,679	57.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	58,060	0	0	0	0	0.0
TOTAL DIRECT COST	\$5,303,558	\$5,591,212	\$5,653,732	\$5,813,227	\$6,129,919	5.4
PROGRAM REVENUE	(39,506)	(454,099)	(288,953)	(298,827)	(351,744)	17.7
NET GENERAL FUND CONTRIBUTION	\$5,264,052	\$5,137,113	\$5,364,779	\$5,514,400	\$5,778,175	4.8
STAFF YEARS	68.64	69.26	66.30	72.00	71.00	(1.4)

PROGRAM MISSION

To protect the rights of indigent persons for whom the possibility of custody or loss of substantial rights exist, by providing competent and effective legal representation pursuant to state and federal laws.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The 1996-97 expenditures are projected to come in under budget by approximately \$130,000.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Achieved 100% of goal by providing legal representation to 337 Class 4 and 71 Class 5 cases.

Achieved 100% of goal by providing legal representation to 97 three strike cases.

Dependency cases were not assigned to the Alternate Public Defender during FY 1996/97.

Achieved 100% of goal by providing legal representation to 48 two strike cases.

Achieved 100% of goal by providing legal representation to 1,668 Class 3 cases.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(Please refer to Department Summary page).

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [4.00 SY; E = \$635,965; R = \$351,744] including the Alternate Public Defender (APD), 1 Deputy APD V, 1 Criminal Legal Secretary III and 1 Senior Account Clerk is:
 - o Mandated/Discretionary Service Level.

- o Establishing the Department's operating policies, procedures and overall management direction for a \$6.1 million budget.
 - o Managing the department's budget, fiscal, personnel, payroll, space and automation needs.
 - o Increasing appropriations by \$292,160 in response to the reallocation of General Services funds to individual departments.
 - o Increasing revenues by \$49,852, from the Penalty Assessment Fund, to offset lease costs (this revenue is part of the Department of General Services reallocation of funds).
2. Juvenile Dependency [10.00 SY; E = \$840,807; R = \$*] including 7 attorneys, 1 volunteer coordinator, and 2 investigators is:
- o Mandated/Mandated Service Level.
 - o Representing the offending parents or guardians in Juvenile Court dependency proceedings.
 - o Providing legal representation for approximately 2,225 dependency cases.
 - o Sharing clerical staff with Delinquency unit.
 - o Deleting 4 staff years from this subprogram as part of the Department's program restructuring.
3. Juvenile Delinquency [8.00 SY; E = \$516,295; R = \$*] including 4 attorneys, 1 investigator, and 3 clerical (Dependency Unit shares its investigators with Delinquency) is:
- o Mandated/Mandated Service Level.
 - o Representing minors in delinquency cases when the Department of Public Defender cannot provide representation due to a conflict of interest.
 - o Providing legal representation for approximately 700 delinquency cases.
 - o Sharing clerical staff with Dependency unit.
 - o Deleting 1 staff year to this subprogram as part of the Department's program restructuring.
4. Criminal [49.00 SY; E = \$4,136,852; R = \$*] including 30 attorneys, 10 investigators, and 9 clerical is:
- o Mandated/Mandated Service Level.
 - o Representing clients in criminal cases when the Department of Public Defender cannot provide representation due to a conflict of interest.
 - o Providing legal representation for approximately 2,368 criminal cases.
 - o Adding 4 staff years to this criminal subprogram as part of the Department's program restructuring.
 - o Deleting one ADPD III and using the funds to upgrade two APD III positions to ADPD IV positions and ADPD III positions to ADPD V positions. This restructuring is to make senior level positions available for attorney's who demonstrate the ability, experience and commitment to successfully handle complex death penalty litigation and management duties.
 - o Planning to delete two staff positions by the close of FY 1997-98, in response to the CAO's budget reduction request of \$140,000. In the interim, we plan to introduce case accounting and time management systems that will assist management in deciding where to eliminate these positions.

* Revenues collected for these programs are identified in the Administration subprogram.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
Recovered Expenditures	\$62,252	\$49,506	\$40,000	(9,506)
Trial Court Funding	\$226,701	\$249,321	\$261,892	12,571
AB 189 - Penalty Assessment Fund	\$0	\$0	\$49,852	49,852
Sub-Total	\$288,953	\$298,827	\$351,744	\$52,917
Total	\$288,953	\$298,827	\$351,744	\$52,917

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$5,364,779	\$5,514,400	\$5,778,175	263,775
Total	\$5,364,779	\$5,514,400	\$5,778,175	\$263,775

EXPLANATION/COMMENT ON PROGRAM REVENUES

FISCAL YEAR 1997-98

Additional attorney fees for the collection of seriously delinquent accounts were added to the Recovered Expenditures category in FY 1996-97 at the request of Revenue and Recovery. For FY 1997-98, this revenue in the amount of \$9,506 has been transferred to Revenue and Recovery as contract recovery fees.

Trial court funding was increased by \$12,571 for FY 1997-98 based on projections provided by the CAO.

Beginning with the 1997-98 fiscal year, General Services now distributes to each individual department their allocation for rents and leases. General Services has informed the office of the APD that, in addition to the allocation for rents and leases, General Services has allocated \$49,852 in revenue from penalty assessments which will be used to offset a portion of the department's rent.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A - Conflicts Defense*					
% of Resources: 100%					
<u>Outcomes</u>					
Provide legal representation for 100% of cases appointed by the Courts, except in cases of conflict of interest.	n/a	100%	100%	100%	100%
1) Class 3 cases (property/drug crimes)					
<u>Effectiveness</u>					
Cost of providing legal representation for all Class 3 cases.	n/a	\$1,044,384	\$985,139	\$1,034,748	\$1,122,653
<u>Outputs</u>					
Number of Class 3 cases defended.	n/a	1,698	1,668	1,716	1,700
<u>Efficiency</u>					
Cost per Class 3 case defended.	n/a	\$615	\$591	\$603	\$660
2) Class 4 cases (crimes against people)					
<u>Effectiveness</u>					
Cost of providing legal representation for all Class 4 cases.	n/a	\$680,264	\$568,758	\$721,260	\$631,988
<u>Outputs</u>					
Number of Class 4 cases defended.	n/a	387	337	418	335
<u>Efficiency</u>					
Cost per Class 4 case defended.	n/a	\$1,758	\$1,688	\$1,726	\$1,887
3) Class 5 cases (murder/attempted murder)					
<u>Effectiveness</u>					
Cost of providing legal representation for Class 5 cases.	n/a	\$984,107	\$1,118,027	\$1,125,959	\$1,144,445
<u>Outputs</u>					
Number of Class 5 cases defended.	n/a	60	71	70	65
<u>Efficiency</u>					
Cost per Class 5 case defended.	n/a	\$16,401	\$15,747	\$16,085	\$17,607
4) Class 6 cases (death penalty cases)					
<u>Effectiveness</u>					
Cost of providing legal representation for Class 6 cases.	n/a	\$147,676	\$141,747	\$289,260	\$475,477

* The figures in Activity "A" reflect the methodology used to calculate case costs in past years. An Audit conducted by Deloitte-Touche in FY 1995-96 recommended that the department re-evaluate how case standards are established and how case costs are calculated. A new method is being developed; therefore, new data will not be available until the close of FY 97/98.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
4) Class 6 cases con't					
<u>Outputs</u>					
Number of Class 6 cases defended.	n/a	1	1	2	3
<u>Efficiency</u>					
Cost per Class 6 case defended.	n/a	\$203,611**	\$141,747	\$289,261	\$202,000**
5) Two Strike Cases (a felony with one prior serious felony)					
<u>Effectiveness</u>					
Cost of providing legal representation for "Two Strike" cases.	n/a	\$236,186	\$279,950	\$289,800	\$359,249
<u>Outputs</u>					
Number of "Two Strike" cases defended.	n/a	120	148	150	170
<u>Efficiency</u>					
Cost per "Two Strike" case defended.	n/a	\$1,968	\$1,892	\$1,932	\$2,113
6) Three Strike Cases (a felony with two prior serious felonies)					
<u>Effectiveness</u>					
Cost of providing legal representation for "Three Strike" cases.	n/a	\$708,557	\$916,628	\$674,940	\$1,003,784
<u>Outputs</u>					
Number of "Three Strike" cases defended.	n/a	72	97	70	95
<u>Efficiency</u>					
Cost per "Three Strike" case defended.	n/a	\$9,841	\$9,450	\$9,642	\$10,566
7) Ongoing Dependency Cases					
<u>Effectiveness</u>					
Cost of providing legal representation for ongoing dependency cases.	n/a	\$1,399,823	\$1,240,714	\$1,083,966	\$895,330
<u>Outputs*</u>					
Number of ongoing dependency cases defended.	n/a	719	-(b)	1,042	2,225(a)
<u>Efficiency</u>					
Cost per ongoing dependency case defended.	n/a	\$1,947*	\$-(b)	\$1,040*	\$402*

n/a Data not available due to change in manner department reports performance measures.

(a) This is a new output measure for 97/98, FY 95/96 and 96/97 measured new cases only and does not include cases from prior years that are still active.

(b) Dependency cases were not appointed during this time period.

* The efficiency number is derived by dividing the totals in the effectiveness row by the totals in the outputs row.

** Prior to the arrival of Steven J. Carroll as Acting Alternate Public Defender, complete historical costs of death penalty cases were not maintained in this department. Therefore, this figure is an estimate based on historical cost data provided by the Public Defender. This figure represents the average cost for 25 closed death penalty cases handled since the creation of the Public Defender's Office. In the future the department will track and maintain its own total costs on death penalty cases.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
8) Delinquency Cases					
<u>Effectiveness</u>					
Cost of providing legal representation for delinquency cases.	-	-	-	-	\$514,785
<u>Outputs</u>					
Number of delinquency cases defended.	-	-	-	-	700
<u>Efficiency</u>					
Cost per delinquency case defended.	-	-	-	-	\$735
ACTIVITY B: Training (This is a new performance measure; therefore, historical data is not available).					
% of Resources: Less than .3%					
<u>Outcomes</u>					
Ensure that 100% of attorneys and investigators have required training to maintain proper certification and competent investigative skills.	-	-	-	-	100%
<u>Effectiveness</u>					
Cost of training program.	-	-	-	-	\$13,680
<u>Outputs</u>					
Average number of hours of training per attorney provided.	-	-	-	-	12
<u>Efficiency</u>					
Cost per hour of attorney training.	-	-	-	-	\$25
<u>Outputs</u>					
Average number of hours of training per investigator provided.	-	-	-	-	4
<u>Efficiency</u>					
Cost per hour of investigator training.	-	-	-	-	\$15

- This was not a performance measure in the FY 1996-97 budget, therefore, data for this column is not included.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY C - Volunteer Support (*This is a new performance measure; therefore, historical data is not available).					
% of Resources: 0.0%					
<u>Outcomes</u>					
Increase Alternate Public Defender's budgeted workforce by a minimum of 10,000 volunteer hours with volunteer personnel.	-	-	-	-	10,000
<u>Effectiveness</u>					
Cost avoidance of volunteer personnel provided.	-	-	-	-	\$124,800
<u>Outputs</u>					
Number of volunteer hours provided.	-	-	-	-	10,400
<u>Efficiency</u>					
Cost/hour of volunteer service provided.	-	-	-	-	\$12.00

- This was not a performance measure in the FY 1996-97 budget, therefore, data for this column is not included.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2127	Alternate Public Defender	1	1.00	1	1.00	\$106,737	\$107,508
2510	Senior Account Clerk	1	1.00	1	1.00	24,673	25,401
2700	Intermediate Clerk Typist	1	1.00	1	1.00	21,295	21,936
2776	Criminal Legal Secretary II	6	6.00	6	6.00	182,499	194,927
2777	Criminal Legal Secretary III	2	2.00	2	2.00	63,805	69,168
2907	Legal Procedures Clk. II	4	4.00	4	4.00	89,803	93,466
3918	Deputy Alternate P.D. I	1	1.00	1	1.00	38,913	42,400
3919	Deputy Alternate P.D. II	7	7.00	7	7.00	405,641	434,688
3920	Deputy Alternate P.D. III	15	15.00	9	9.00	1,049,672	680,940
3921	Deputy Alternate P.D. IV	19	19.00	21	21.00	1,579,201	1,857,392
3922	Deputy Alternate P.D. V	1	1.00	4	4.00	97,769	356,790
5750	Supervising P.D. Investigator	1	1.00	1	1.00	51,998	53,546
5764	Public Defender Invest. I	1	1.00	0	0.00	36,056	0
5765	Public Defender Invest. II	9	9.00	10	10.00	363,620	430,113
5766	Public Defender Invest. III	2	2.00	2	2.00	84,974	87,530
6344	Coordinator, Volunteer Services	1	1.00	1	1.00	32,462	33,442
9999	Temporary Help	0	0.00	0	0.00	0	0
Total		72	72.00	71	71.00	\$4,229,118	\$4,489,247
Salary Adjustments:						85,055	(89,700)
Premium/Overtime Pay:						5,819	5,819
Employee Benefits:						1,120,585	1,080,323
Salary Savings:						(82,148)	(84,936)
VTO Reductions:						(25,513)	(25,513)
Total Adjustments						\$1,103,798	\$885,993
Program Totals		72	72.00	71	71.00	\$5,332,916	\$5,375,240

CITIZENS LAW ENFORCEMENT REVIEW BOARD

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Citizens Law Enforcement Review Board ¹	\$290,498	192,762	\$198,133	\$199,012	\$195,898	(3,114)	(1.6)
TOTAL DIRECT COST	\$290,498	\$192,762	\$198,133	\$199,012	\$195,898	\$(3,114)	(1.6)
PROGRAM REVENUE	(8)	(0)	(0)	(0)	(0)	0	0.0
FUND BALANCE CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0	0.0
NET GENERAL FUND COST	\$290,490	\$192,762	\$198,133	\$199,012	\$195,898	\$(3,114)	(1.6)
STAFF YEARS	4.24	2.54	2.00	5.00	4.00	(1.00)	(20.0)

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.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Intake
 - a. Process 145 complaints received to assess and assign for investigation.
2. Investigations - Conduct staff investigations on 100 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 - Hold 18 regular and/or special meetings; provide Review Board staff support in accordance with California Public Meetings Law and Review Board Rules and Regulations.
4. Litigation - Litigate challenges to subpoena power, Review Board authority as needed.
5. Administrative/Office Overhead
 - a. Maintain a non-electronic register of 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.

¹ As part of the Chief Administrative Office (CAO) reorganization, effective FY 1997-98, the Citizens Law Enforcement Review Board was transferred from the CAO and established as a separate department under the Public Safety Group. Historical program information is provided for illustrative purposes only - FY 1994-95 actuals, FY 1995-96 actuals, and FY 1996-97 estimated actuals are included in the CAO summary totals.

AUTHORITY: San Diego County Charter Section 606, effective December 25, 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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$255,527	\$155,887	\$146,846	\$155,849	\$152,735	(2.0)
Services & Supplies	34,971	36,875	51,287	43,163	43,163	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$290,498	\$192,762	\$198,133	\$199,012	\$195,898	(1.6)
PROGRAM REVENUE	(8)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$290,490	\$192,762	\$198,133	\$199,012	\$195,898	(1.6)
STAFF YEARS	4.24	2.54	2.00	5.00	4.00	(20.0)

PROGRAM MISSION

(See departmental mission statement)

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Estimated actuals are greater than budgeted due to staffing changes made this fiscal year.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Intake - Processed 182 complaints.
2. Investigations - Conducted 90 staff investigations.
3. Board Support - Held 17 regular and/or special meetings.
4. Litigation - Retained counsel effectively represented CLERB interests throughout the fiscal year when County Counsel declared conflict of interest.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(See departmental outcome and output objectives)

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Citizens Law Enforcement Review Board [4.00 SY; E = \$195,898; R = \$0]:
 - o Mandated Activity/Discretionary Service Level

- 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.

STAFFING SCHEDULE

Class	Title	1996-97	1996-97	1997-98	1997-98	1996-97	1997-98
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0375	Special Investigator	2	2.00	1	1.00	89,784	51,654
0447	Executive Officer, CLERB	1	1.00	1	1.00	56,684	56,671
2700	Intermediate Clerk Typist	1	1.00	1	1.00	18,527	18,496
2757	Administrative Secretary II	1	1.00	1	1.00	22,836	22,794
9999	Extra Help	0	0.00	0	0.00	0	0
Total		5	5.00	4	4.00	\$187,831	\$149,615
Salary Adjustments:						(85,389)	(41,290)
Premium/Overtime Pay:						0	0
Employee Benefits:						59,943	49,274
Salary Savings:						(6,282)	(4,610)
VTO Reductions:						(254)	(254)
Total Adjustments						\$(31,982)	\$3,120
Program Totals		5	5.00	4	4.00	\$155,849	\$152,735

DEFENSE ATTORNEY CONTRACT CLAIMS PROCESSING

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Contract Claims Processing	\$0	\$0	\$9,106,177	\$0	\$9,116,950	9,116,950	100.0
TOTAL DIRECT COST	\$0	\$0	\$9,106,177	\$0	\$9,116,950	\$9,116,950	100.0
PROGRAM REVENUE	(0)	(0)	(1,736,734)	(0)	(1,734,880)	(1,734,880)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$7,369,443	\$0	\$7,382,070	\$7,382,070	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

Process and pay all claims for indigent defense presented by the San Diego County Bar Association, in accordance with the Master Contract with the San Diego County Bar Association. Also process and pay all claims for Probate and Family Court cases from Superior Court, Pre-Arrestment Counseling Services of the El Cajon Municipal Court, and a number of cases from the former Office of Panel Administration.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Process and pay approximately 7,500 claims for indigent defense contract attorney services presented by the San Diego County Bar Association, pursuant to the Master Contract with the San Diego County Bar Association; and
2. Process and pay approximately 729 claims annually for the Superior Court's Probate and Family Court cases; and
3. Process and pay claims presented for Pre-Arrestment Counseling Services performed at the El Cajon Municipal Court; and
4. Process and pay claims presented for a number of cases from the former Office of Panel Administration.

AUTHORITY: This program was created pursuant to Penal Code section 987 which mandates that the County provide counsel to indigent defendants accused of criminal violations. It was formerly administered by the Office of Panel Administration within the Public Defender. Administration functions have been transferred to the San Diego County Bar Association, with the processing of the claims residing with the Contract Attorney Claims Processing Budget Unit.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	9,106,177	0	9,116,950	100.0
Other Charges	0	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$9,106,177	\$0	\$9,116,950	100.0
PROGRAM REVENUE	(0)	(0)	(1,736,734)	(0)	(1,734,880)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$7,369,443	\$0	\$7,382,070	100.0
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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

This budget unit appears in the Program Budget for the first time in the 1997-98 fiscal year. Formerly, the contracted indigent defense attorney services were administered by the Office of Panel Administration within the Public Defender. This administrative function was transferred to the San Diego County Bar Association during 1996-97, with the claims processing function being transferred to the Defense Attorney Contract Claims Processing Unit, under the Auditor and Controller. Although the majority of cases are administered by the San Diego County Bar Association, under the Master Contract with the San Diego County Bar Association, some cases remain outside the contract, such as the Superior Court's Probate and Family Court cases, Pre-Arrestment Counseling services performed at the El Cajon Municipal Court, and a number of cases from the former Office of Panel Administration. These cases are contracted for separately and the claims are processed by the Defense Attorney Contract Claims Processing Unit.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Not applicable. Please refer to above explanation concerning the formation of this new budget unit.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to Department Summary page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Contract Claims Processing [0.00 SY; E = \$9,116,950; R = \$1,734,880]:
 - o Mandatory/Mandatory Service Level.
 - o Payment of claims presented by the San Diego County Bar Association for indigent defense representation by the private bar, as well as the Superior Court's Probate and Family Court cases, Pre-Arrestment Counseling Services performed at the El Cajon Municipal Court, and a number of cases from the former Office of Panel Administration.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
Court Appointed Attorney	\$520,289	\$0	\$329,607	329,607
Trial Court Funding	\$1,216,445	\$0	\$1,405,273	1,405,273
Sub-Total	\$1,736,734	\$0	\$1,734,880	\$1,734,880
Total	\$1,736,734	\$0	\$1,734,880	\$1,734,880

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
	\$7,369,443	\$0	\$7,382,070	7,382,070
Sub-Total	\$7,369,443	\$0	\$7,382,070	\$7,382,070
Total	\$7,369,443	\$0	\$7,382,070	\$7,382,070

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue and Recovery collects attorney fees for Court Appointed Attorneys.

DISTRICT ATTORNEY

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1997-98 Budget	% Change
General Criminal Prosc.	25,214,351	27,693,217	31,101,002	30,421,760	35,409,856	4,988,096	16.4
Juvenile Court Serv.	3,351,660	3,709,408	4,063,898	4,319,979	4,755,382	435,403	10.1
Specialized Criminal Prosc.	16,792,700	18,737,895	20,368,357	16,700,803	19,005,172	2,304,369	13.8
Child Support Enforcement	6,881,200	12,616,816	17,333,578	17,062,877	27,785,929	10,723,052	62.8
Department Overhead	2,510,695	2,866,068	2,499,117	2,571,007	2,001,079	(569,928)	(22.2)
Public Assistance Fraud	(1,017,184)	(771,463)	(996,836)	(964,861)	(916,746)	48,115	(5.0)
TOTAL DIRECT COST	\$53,733,422	\$64,851,941	\$74,369,116	\$70,111,565	\$88,040,672	\$17,929,107	25.6
PROGRAM REVENUE	(44,383,220)	(53,686,574)	(63,034,485)	(53,866,702)	(68,073,699)	(14,206,997)	26.4
NET GENERAL FUND COST	\$9,350,202	\$11,165,367	\$11,334,631	\$16,244,863	\$19,966,973	\$3,722,110	22.9
STAFF YEARS	921.00	1072.90	1267.60	1255.87	1507.95	252.08	20.1

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.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

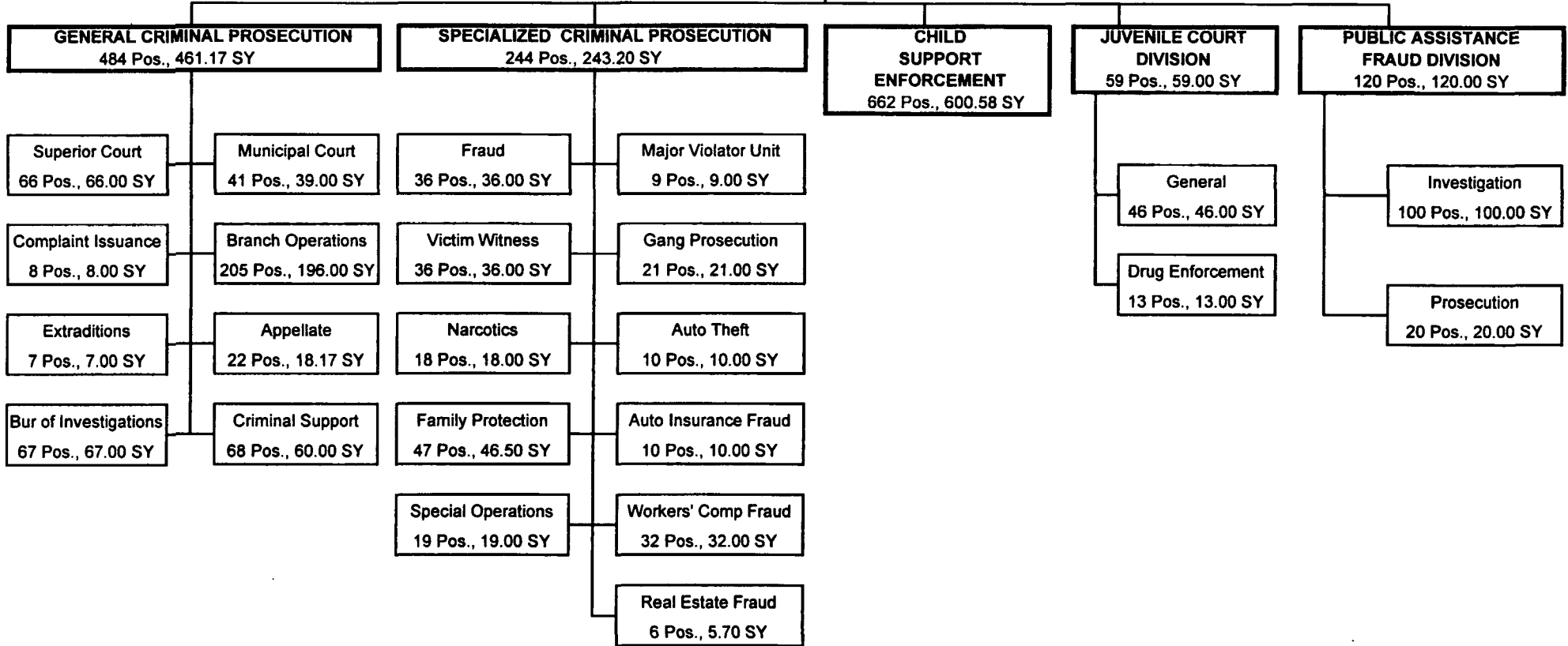
1. Manage the Two and Three Strikes caseload.
2. Reduce plea bargaining for defendants in violent felony cases.
3. Improve the quality of the juvenile justice system to deter future criminals.
4. Maintain and strengthen the services of the Child Support Enforcement Program.
5. Proactively identify, arrest 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 gang violence in San Diego County.

**OFFICE OF THE DISTRICT ATTORNEY
1997-98 Adopted Budget**

	Positions	Staff Years
Total Permanent	1282	1260.58
Non-Permanent	311	247.37
Total	1593	1507.95

DISTRICT ATTORNEY
1 Pos., 1.00 SY

ADMINISTRATION
23 Pos., 23.00 SY



5-2

PROGRAM: General Criminal Prosecution

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13033

ORGANIZATION #: 2900

MANAGER: Paul J. Pfingst, District Attorney

REFERENCE: 1997-98 Proposed Budget - Pg. 4-3

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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$22,376,400	\$25,025,850	\$26,812,657	\$28,020,331	\$31,492,366	12.4
Services & Supplies	2,647,248	2,467,341	3,946,211	2,186,565	3,724,626	70.3
Other Charges	92,364	34,599	76,673	72,864	72,864	0.0
Fixed Assets	98,339	165,427	265,461	142,000	120,000	(15.5)
TOTAL DIRECT COST	\$25,214,351	\$27,693,217	\$31,101,002	\$30,421,760	\$35,409,856	16.4
PROGRAM REVENUE	(15,041,588)	(16,026,074)	(17,728,247)	(17,169,395)	(18,828,063)	9.7
NET GENERAL FUND CONTRIBUTION	\$10,172,763	\$11,667,143	\$13,372,755	\$13,252,365	\$16,581,793	25.1
STAFF YEARS	367.44	428.00	420.00	434.17	461.17	6.2

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Actuals include prior year encumbrances in fixed assets, services and supplies, and other charges. Actual salaries/benefits were below budget because of delays in filling newly approved positions. Services and supplies were higher than budget because of mid-year adjustments such as Law Enforcement Block Grant, etc. Additional funding sources enabled the purchase of more fixed assets, primarily data processing equipment.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Issued 47,986 estimated actual misdemeanor cases
2. Issued cases for 17,186 estimated actual defendants
3. Participated in 597 estimated actual Superior Court jury/court trials

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Manage the Two and 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 violence in San Diego County.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Superior Court [66.00 SY; E = \$6,129,785; R = \$3,615,156] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Able to prosecute all criminal matters set for trial and undertakes any civil matters which the law requires be litigated by the District Attorney in the Superior Court of San Diego County.
 - o Providing budget/administrative actions implementing the above activity which include:

- The addition of one (1) Deputy District Attorney V (Forensic Crime Lab Deputy) funded by AB 3229.
 - The addition of three (3) Legal Support Supervisor II, two (2) Legal Support Assistant III and five (5) Legal Support Assistant II, and deletion of two (2) Criminal Legal Secretary II, one (1) Criminal Legal Secretary III and seven (7) Legal Procedures Clerk III as part of the department-wide reclassification.
 - The deletion of one (1) Investigative Specialist II as part of Investigative Support upgrade and reassignment.
 - Services/Supplies change includes \$800 for AB 3229.
2. Municipal Court [39.00 SY; E = \$3,324,457; R = \$1,734,422] including support personnel is:
- Mandated/Discretionary Service Level.
 - Able to present evidence at preliminary hearings of felony cases filed in the San Diego Municipal Court. Evaluates all felony cases filed in San Diego Municipal Court for the purpose of arriving at a disposition prior to transfer of the case to the Superior Court and to select out those cases to be retained in the Municipal Court for final determination.
 - Providing budget/administrative actions implementing the above activity which include:
 - The addition of two (2) Intermediate Transcriber Typist, four (4) Legal Support Assistant II, one (1) Legal Support Assistant III, and one (1) Legal Support Supervisor I, and deletion of one (1) Legal Procedures Clerk III, five (5) Legal Procedures Clerk II and two (2) Legal Procedures Clerk I as part of the department-wide reclassification.
3. Branch Offices [196.00 SY; E = \$15,122,206; R = \$8,690,508] including support personnel is:
- Mandated/Discretionary Service Level.
 - Able to issue and prosecute all cases set for trial in the Superior and Municipal Courts located in East County, North County and South Bay.
 - Providing budget/administrative actions implementing the above activity which include:
 - The addition of twenty-nine (29) Legal Support Assistant II, fourteen (14) Legal Support Assistant III, thirteen (13) Legal Support Supervisor I, nine (9) Legal Support Supervisor II, and deletion of six (6) Criminal Legal Secretary II, three (3) Criminal Legal Secretary III, four (4) Legal Procedures Clerk I, seven (7) Legal Procedures Clerk III, forty-three (43) Legal Procedures Clerk II, one (1) Word Processor Operator, and one (1) Departmental Aide as part of the department-wide reclassification.
 - The transfer of ten (10) positions to Criminal Support which include one (1) Information Systems Manager, DA, three (3) Associate Systems Analyst, one (1) Principal Systems Analyst, two (2) Senior Systems Analyst and three (3) Departmental Computer Specialist II.
 - The addition of 1.00 Deputy District Attorney III, 1.00 Legal Assistant II and 1.00 Legal Support Assistant III for the HIDTA Grant in South Bay. The grant also added one (1) District Attorney Investigator III for the Airport/Harbor Task Force and one (1) Deputy District Attorney III for the Narcotics Task Force.
 - Deletion of two (2) Investigative Specialist II as part of Investigative Support upgrade and reassignment.
 - Addition of ten (10) Temporary Extra Help positions (3 SYs) for Graduate Law Clerks, to assist prosecutors.
 - Services/Supplies changes for a total of \$722,725 include baseline ISF adjustments, (\$434,590 in postage, \$54,435 in inter-departmental mail, \$232,500 in rents and leases) and \$1,200 for HIDTA Grant.
4. Complaint Issuance [8.00 SY; E = \$669,572; R = \$431,056] including support personnel is:
- Mandated/Discretionary Service Level.
 - Responsible for the issuance and review of all felony cases submitted to the main office for prosecution. Drafts search warrants and processes emergency daytime telephone search warrants.

- o Providing budget/administrative actions implementing the above activity which include:
 - The addition of three (3) Legal Support Assistant II, one (1) Legal Support Assistant III and one (1) Legal Support Supervisor I, and the deletion of one (1) Legal Procedures Clerk I, one (1) Legal Procedures Clerk III, two (2) Legal Procedures Clerk II and one (1) Senior Word processor Operator as part of the department-wide reclassification.
5. Extradition Division [7.00 SY; E = \$581,410; 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.
 - o Providing budget/administrative actions implementing the above activity which include:
 - The addition of four (4) Legal Support Assistant II, one (1) Legal Support Assistant III, one (1) Legal Support Manager, and the deletion of one (1) Criminal Legal Secretary III, one (1) Legal Procedures Clerk I, one (1) Legal Procedures Clerk III, and three (3) Legal Procedures Clerk II as part of the department-wide reclassification.
6. Appellate Division [18.17 SY; E = \$1,610,658; R = \$1,094,403] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for providing appellate support to the District Attorney's Office and other law enforcement agencies in San Diego County. This division prepares and handles pre-trial motions and other extraordinary motions involving constitutional and non-routine legal questions before the Superior and Appellate Courts; prepares and handles writs before the Superior and United States District Courts; and provides timely legal training and instruction to the District Attorney staff and other County of San Diego law enforcement agencies.
 - o Providing budget/administrative actions implementing the above activity which include:
 - The addition of one (1) Deputy District Attorney IV, two (2) Investigative Specialist II and one (1) Criminal Legal Secretary II for the Lifer Unit, and one (1) Grants Coordinator funded by AB 3229.
 - The addition of one (1) Public Affairs Officer, District Attorney, and deletion of two (2) positions (one staff year) Departmental Public Affairs Officer.
 - The transfer of one (1) Departmental Computer Specialist III to Criminal Support.
 - Services/Supplies change includes \$1,200 for AB 3229.
7. Bureau of Investigation [67.00 SY; E = \$4,647,947; R = \$1,752,011] 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 Providing budget/administrative actions implementing the above activity which include:
 - The addition of one (1) Supervising Investigative Technician to supervise Technical Services, and deletion of one (1) prior year unspecified class as a result of Bureau reorganization.
 - The addition of two (2) District Attorney Investigator III funded by AB 3229.
 - The transfer of one (1) District Attorney Investigator III (East County) Gang position to the Bureau from Criminal Support.
 - The addition of one (1) Criminal Legal Secretary II and two (2) Legal Support Assistant II, and deletion of one (1) Criminal Legal Secretary I, one (1) Legal Procedures Clerk I, one (1) Legal Procedures Clerk II as part of the department-wide reclassification.
 - The addition of seven (7) Supervising Investigative Specialists to the Bureau of Investigation and the deletion of four (4) Investigative Specialist II as part of Investigative Support upgrade and reassignment.
 - The addition of \$240,000 for overtime costs for witness protection and gangs investigation.

- Services/Supplies changes for a total of \$424,920 include \$2,600 for AB 3229, baseline ISF adjustments (\$141,634 in fuel, \$50,360 in vehicle maintenance), addition of \$65,000 for courtroom exhibits/photographs, \$135,326 for vehicle ISF allocation adjustment (change letter), and \$30,000 for in-house training.
8. Criminal Support Services [60.00 SY; E = \$3,323,821; R = \$1,087,745] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Providing criminal support including information technology, criminal records filing, subpoena issuance, and stenographic assistance to operating divisions of the office.
 - o Providing budget/administrative actions implementing the above activity which include:
 - The addition of twenty-three (23) Legal Support Assistant II, two (2) Legal Support Assistant III, three (3) Legal Support Supervisor I, seven (7) Legal Support Supervisor II, and deletion of four (4) Criminal Legal Secretary III, one (1) Radio Telephone Operator, two (2) Legal Procedures Clerk I, twenty-three (23) Legal Procedures Clerk III, three (3) Legal Procedures Clerk II and two (2) Criminal Legal Secretary II as part of the department-wide reclassification.
 - The transfer of one (1) District Attorney Investigator III to Bureau of Investigations.
 - The transfer of one (1) Information Systems Manager, District Attorney, one (1) Assistant Systems Analyst, four (4) Associate Systems Analyst (one of which was classified as Departmental Systems Engineer II), one (1) Departmental EDP Coordinator, two (2) Principal Systems Analyst, three (3) Senior Systems Analyst III, five (5) Departmental Computer Specialist II, and one (1) Departmental Computer Specialist III from Administration, Appellate, Special Operations and Branches.
 - The deletion of one (1) Information Systems Manager, one (1) Assistant Systems Analyst, three (3) Associate Systems Analyst and two (2) Departmental Computer Specialist II, and the addition of one (1) Director of District Attorney Information Systems, one (1) Departmental Systems Engineer II, one (1) Senior Departmental Systems Engineer, and one (1) DIS Systems Analyst III, one (1) Senior Systems Analyst, and two (2) Departmental Computer Specialist III.
 - The addition of ten (10) Temporary Extra Help positions (4.0 SYs) for Student Workers in ITD.
 - Services/Supplies changes for a total of \$388,416 include transfer of \$217,476 from administration program and addition of \$25,559 for public liability insurance; addition of \$75,000 for LAN costs in branches, and \$70,381 for equipment servicing costs.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
INTERGOVERNMENTAL REVENUE:				
Public Protection Sales Tax (Prop 172)	\$16,829,326	\$16,717,326	\$17,562,870	845,544
Adult Deferred Prosecution	0	0	0	0
HIDTA Grant	397,765	180,763	512,837	332,074
ST AID - COPS Prog AB 3229	0	0	489,050	489,050
Federal Law Enforcement Block Grant	200,000	0	0	0
Sub-Total	\$17,427,091	\$16,898,089	\$18,564,757	\$1,666,668
CHARGES FOR CURRENT SERVICES:				
Extradition	\$215,636	\$200,000	\$200,000	0
Training Peace Officers - POST	41,017	14,000	14,000	0
Other Miscellaneous	44,503	57,306	49,306	(8,000)
Sub-Total	\$301,156	\$271,306	\$263,306	\$(8,000)
Total	\$17,728,247	\$17,169,395	\$18,828,063	\$1,658,668

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$13,372,755	\$13,252,365	\$16,581,793	3,329,428
Sub-Total	\$13,372,755	\$13,252,365	\$16,581,793	\$3,329,428
Total	\$13,372,755	\$13,252,365	\$16,581,793	\$3,329,428

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1996-97 Budget included a total of \$25,167,500 in Public Protection Sales Tax revenue which replaced an equal amount of General Fund support dollars. The 1997-98 Adopted Budget includes an increase in this revenue to \$26,239,500. A portion of that revenue is displayed in this program.

AB3229 revenue was appropriated mid-year in General and Special Criminal Prosecution on 9/24/96 (27). A total of \$1,040,000 was estimated at the time of the action; actual revenue will be \$1,043,356. The difference of \$3,356 is included in this program's portion of the AB3229 revenue. All realized revenue was applied to the Specialized Criminal Prosecution Program.

The Federal Law Enforcement Block Grant added \$200,000 in appropriations and revenues on 5/6/97 (17).

Calendar Year 1997 HIDTA Grant funds were available to fully fund in FY 1996-97 the mid-year positions added in 1995-96.

Reimbursement of extradition costs and POST were higher than budgeted.

Other Miscellaneous revenue includes cellular phone employee reimbursement, discoveries and recovered costs and prior year adjustments.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$120,000
Total	\$120,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
GENERAL CRIMINAL PROSECUTION					
% OF RESOURCES: 100%					
<u>OUTPUT (Service or Product)</u>					
Misdemeanor Cases* Issued	64,376	57,831	47,986	50,000	50,000
Felony Cases* Issued	17,875	17,090	17,186	16,992	16,992
Preliminary Hearings Set	14,426	13,812	13,837	11,756	11,756
Superior Court Jury/Court Trials	754	632	597	650	650

* An unduplicated count of unique case numbers. New accounting systems and technology and refined definitions are providing a more accurate estimate of workload for Fiscal Year 1996-97.

STAFFING SCHEDULE

Class	Title	1996-97	1996-97	1997-98	1997-98	1996-97	1997-98
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
3925	Deputy DA V	37	37.00	39	38.00	\$3,379,938	\$3,641,078
3926	Deputy DA IV	36	36.00	37	37.00	3,270,469	3,545,260
3927	Deputy DA III	72	68.00	73	70.00	2,423,505	5,206,742
3928	Deputy DA II	14	14.00	14	14.00	3,372,418	1,042,631
0955	Information Systems Manager, D.A.	1	1.00	0	0.00	71,866	0
0971	Information Systems Manager	0	0.00	0	0.00	0	0
2499	Principal Systems Analyst	1	1.00	2	2.00	51,563	120,289
2426	Asst. Systems Analyst	0	0.00	0	0.00	0	0
2427	Assoc. Systems Analyst	3	3.00	0	0.00	136,330	0
2525	Senior Systems Analyst	2	2.00	4	4.00	104,282	211,783
2460	Dept. Systems Engineer I	0	0.00	0	0.00	0	0
2461	Dept. Systems Engineer II	0	0.00	2	2.00	0	96,077
2462	Senior Departmental Systems Engr	0	0.00	1	1.00	0	47,797
2467	DIS LAN Systems Analyst III	0	0.00	1	1.00	0	47,797
5760	DA Investigator, Forensic	0	0.00	0	0.00	0	0
2469	Departmental EDP Coordinator	0	0.00	1	1.00	0	41,893
2302	Admin Asst III	1	1.00	1	1.00	47,558	48,991
0332	Deputy Chief Investigator	1	1.00	1	1.00	73,353	78,363
5759	DA Investigator V	6	6.00	6	6.00	317,124	407,274
5753	DA Investigator IV	9	9.00	9	9.00	559,152	579,623
5754	DA Investigator III	37	37.00	40	40.00	2,050,089	2,200,984
5755	DA Investigator II	1	1.00	1	1.00	41,089	41,378
2391	D.A. Crime Analysis	1	1.00	1	1.00	43,347	47,952
5733	Crime Scene Reconstr.	0	0.00	0	0.00	0	0
0337	Pub. Affairs Ofcr, Dist. Atty.	0	0.00	1	1.00	0	53,200
2324	Dept Public Affairs Officer	2	1.00	0	0.00	45,908	0
2770	Legal Supp Mgr I	0	0.00	0	0.00	0	0
2899	Legal Supp Mgr	5	5.00	6	6.00	200,381	260,113
5768	Supv Investigative Spec	2	2.00	9	9.00	67,654	292,242
8803	Supv Investigative Tech	1	1.00	0	0.00	32,704	0
5788	Supv Investigative Tech	0	0.00	1	1.00	0	39,767
2336	International Case Specialist	1	1.00	1	1.00	39,011	42,204
5749	Investigative Specialist III	15	15.00	15	15.00	468,039	497,210
5751	Investigative Specialist II	22	22.00	17	17.00	653,334	526,312
3119	Dept Computer Specialist II	4	4.00	3	3.00	123,408	104,790
3120	Dept Computer Specialist III	0	0.00	3	3.00	0	110,516
3936	Legal Assistant II	1	1.00	2	2.00	34,049	64,661
2777	Criminal Legal Sec III	9	9.00	0	0.00	302,601	0
2776	Criminal Legal Sec II	21	19.00	13	11.00	593,037	371,120
2775	Criminal Legal Sec I	7	7.00	6	6.00	195,636	167,357
2906	Legal Procedures Clerk III	13	13.00	0	0.00	351,252	0
2907	Legal Procedures Clerk II	84	84.00	0	0.00	2,058,609	0
2903	Legal Procedures Clerk I	11	11.00	0	0.00	224,380	0
2714	Intermediate Transcriber Typist	0	0.00	2	2.00	0	47,314
2785	Legal Support Supervisor I	0	0.00	18	18.00	0	571,524
2786	Legal Support Supervisor II	0	0.00	19	19.00	0	679,212
2784	Legal Support Assistant III	0	0.00	22	22.00	0	635,866
2783	Legal Support Assistant II	0	0.00	70	70.00	0	1,763,108
2800	Radio/Telephone Operator	1	1.00	0	0.00	24,352	0
5739	Latent Fingerprint Tech	3	3.00	3	3.00	84,102	88,459
5758	Invest Tech	4	4.00	4	4.00	144,984	157,007
3008	Senior Word Processor Operator	1	1.00	0	0.00	26,373	0
3009	Word Processor Operator	1	1.00	0	0.00	19,637	0
7516	Delivery Vehicle Driver	1	1.00	1	1.00	18,678	19,609
5762	Process Server	7	7.00	7	7.00	140,248	159,271
2650	Stock Clerk	1	1.00	1	1.00	20,409	21,016
5236	Departmental Aide	1	1.00	0	0.00	12,868	0
9999	Temporary Extra Help	5	1.17	25	8.17	40,000	230,969
8800	Grants Coordinator	0	0.00	1	1.00	0	49,201
8809	Director of DA Information Svcs	0	0.00	1	1.00	0	99,999
Total		445	434.17	484	461.17	\$21,863,737	\$24,457,959

STAFFING SCHEDULE

Class Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
Salary Adjustments:					125,374	(9,634)
Adjustment In lieu of Position Cuts:					(168,025)	(168,025)
Premium/Overtime Pay:					8,000	240,000
Employee Benefits:					6,623,503	7,438,091
VTO Reductions:					(37,494)	(37,494)
Salary Savings:					(394,764)	(428,531)
Total Adjustments					\$6,156,594	\$7,034,407
Program Totals	445	434.17	484	461.17	\$28,020,331	\$31,492,366

PROGRAM: Juvenile Court Services

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13012

ORGANIZATION #: 2900

MANAGER: Paul J. Pflingst, District Attorney

REFERENCE: 1997-98 Proposed Budget - Pg. 4-11

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,875,120	\$2,990,682	\$3,242,960	\$3,659,832	\$4,058,535	10.9
Services & Supplies	143,187	198,024	163,889	116,431	153,131	31.5
Other Charges	333,353	520,702	608,659	543,716	543,716	0.0
Fixed Assets	0	0	48,390	0	0	0.0
TOTAL DIRECT COST	\$3,351,660	\$3,709,408	\$4,063,898	\$4,319,979	\$4,755,382	10.1
PROGRAM REVENUE	(2,845,500)	(3,095,257)	(3,222,867)	(3,118,386)	(3,291,910)	5.6
NET GENERAL FUND CONTRIBUTION	\$506,160	\$614,151	\$841,031	\$1,201,593	\$1,463,472	21.8
STAFF YEARS	51.38	51.55	53.50	58.00	59.00	1.7

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Total expenditures are within budgeted levels and include a mid-year adjustment for the JUDGE grant.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Prepared and filed 6,662 estimated actual petitions.
2. Prepared 4,550 estimated actual cases for trial.
3. Attended 23,699 estimated actual hearings.

1997-98 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

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

1. Juvenile Court Division [59.00 SY; E = \$4,755,382; R = \$3,291,910] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for the prosecution of juveniles accused of crimes or who are physically dangerous to the public. Vertically prosecutes juvenile gang members involved with drugs through the JUDGE unit.
 - o Providing actions implementing the above activity which include:
 - Added one (1) Intermediate Clerk Typist to the District Attorney, and deleted one (1) Intermediate Clerk Typist from Probation per Board Letter July 30, 1996 (2). This position subsequently reclassified to a Legal Support Assistant II as part of the department-wide reclassification study.

- The deletion of one (1) Legal Support Services Division Manager I, one (1) Criminal Legal Secretary II, one (1) Legal Procedures Clerk III, eighteen (18) Legal Procedures Clerk II, two (2) Legal Procedures Clerk I, and the addition of one (1) Legal Support Manager, two (2) Criminal Legal Secretary I, seven (7) Legal Support Assistant II, seven (7) Legal Support Assistant III, four (4) Legal Support Supervisor I, one (1) Senior Transcriber Typist, and one (1) Legal Support Supervisor II, as part of the department-wide reclassification study.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
INTERGOVERNMENTAL REVENUE:				
Federal Grants	\$1,243,639	\$1,139,158	\$1,312,682	\$173,524
Public Protection Sales Tax (Prop 172)	1,512,116	1,512,116	1,512,116	0
Sub-Total	2,755,755	2,651,274	2,824,798	173,524
REALIGNMENT:				
Social Services - Sales Tax	\$467,112	\$467,112	\$467,112	\$0
Sub-Total	\$467,112	\$467,112	\$467,112	\$0
Total	\$3,222,867	\$3,118,386	\$3,291,910	\$173,524

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$841,031	\$1,201,593	\$1,463,472	\$261,879
Total	\$841,031	\$1,201,593	\$1,463,472	\$261,879

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1996-97 Budget included a total of \$25,167,500 in Public Protection Sales Tax revenue which replaced an equal amount of General Fund Support dollars. The 1997-98 Adopted Budget includes an increase in this revenue to \$26,239,500. A portion of that revenue is displayed in this program.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
JUVENILE COURT SERVICES					
% OF RESOURCES: 100%					
<u>OUTPUT (Service or Product)</u>					
602 petitions/prepared and filed	6,794	6,230	6,662	6,736	6,736
602 cases* prepared for trial	3,723	3,916	4,550	3,964	3,964
Hearings attended	27,875	24,049	23,699	23,580	23,580

* An unduplicated count of unique case numbers.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
3925	Deputy DA V	3	3.00	3	3.00	\$266,129	\$285,362
3926	Deputy DA IV	7	7.00	7	7.00	620,929	665,845
3927	Deputy DA III	15	15.00	15	15.00	1,068,364	1,175,993
5754	DA Investigator III	2	2.00	2	2.00	112,122	116,528
2899	Legal Supp Svc Div Mgr II	1	1.00	2	2.00	42,979	88,528
2770	Legal Supp Svc Div Mgr I	1	1.00	0	0.00	36,083	0
5749	Investigative Specialist III	1	1.00	1	1.00	31,296	32,236
5751	Investigative Specialist II	4	4.00	4	4.00	125,184	123,182
5752	Investigative Specialist I	1	1.00	1	1.00	25,273	24,748
2776	Criminal Legal Sec II	1	1.00	0	0.00	33,060	0
2775	Criminal Legal Sec I	1	1.00	3	3.00	28,390	89,908
2906	Legal Procedures Clerk III	1	1.00	0	0.00	28,049	0
2907	Legal Procedures Clerk II	18	18.00	0	0.00	435,478	0
2903	Legal Procedures Clerk I	2	2.00	0	0.00	40,129	0
2783	Legal Support Assistant II	0	0.00	8	8.00	0	198,155
2784	Legal Support Assistant III	0	0.00	7	7.00	0	202,321
2785	Legal Support Supervisor I	0	0.00	4	4.00	0	121,220
2786	Legal Support Supervisor II	0	0.00	1	1.00	0	36,753
2724	Senior Transcriber Typist	0	0.00	1	1.00	0	27,272
Total		58	58.00	59	59.00	\$2,893,465	\$3,188,051
Salary Adjustments:						0	(10,534)
Premium/Overtime Pay:						0	0
Employee Benefits:						844,342	965,336
VTO Reductions:						(5,067)	(5,067)
Salary Savings:						(58,905)	(65,248)
Adjustment in Lieu of Position Cuts:						(14,003)	(14,003)
Total Adjustments						\$766,367	\$870,484
Program Totals		58	58.00	59	59.00	\$3,659,832	\$4,058,535

PROGRAM: Specialized Criminal Prosecution

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13032

ORGANIZATION #: 2900

MANAGER: Paul J. Pfigat, District Attorney

REFERENCE: 1997-98 Proposed Budget - Pg. 4-15

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$14,768,754	\$15,596,169	\$17,425,606	\$14,228,993	\$16,586,306	16.6
Services & Supplies	1,059,050	1,465,037	1,350,974	1,164,858	1,168,314	0.3
Other Charges	872,533	1,265,165	1,413,222	1,205,252	1,205,252	0.0
Fixed Assets	92,363	411,524	178,555	101,700	45,300	(55.5)
TOTAL DIRECT COST	\$16,792,700	\$18,737,895	\$20,368,357	\$16,700,803	\$19,005,172	13.8
PROGRAM REVENUE	(11,813,345)	(12,778,896)	(14,616,498)	(12,518,726)	(14,000,603)	11.8
NET GENERAL FUND CONTRIBUTION	\$4,979,355	\$5,958,999	\$5,751,859	\$4,182,077	\$5,004,569	19.7
STAFF YEARS	220.94	228.84	248.25	215.70	243.20	12.7

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Actuals reflect mid-year adjustments in the Insurance Fraud Programs, implementation of the Real Estate Fraud Prosecution Unit and Statutory Rape Grant, the addition of AB 3229 (COPS) funds, as well as prior year encumbrances.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Undertook 1,016 estimated actual fraud investigations.
2. Participated in 847 estimated actual preliminary hearing bindovers.
3. Dealt with 11,413 estimated actual contested hearings and motions.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Manage the Two and 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 violence in San Diego County.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

1. Fraud Division [36.00 SY; E = \$2,727,993; R = \$1,696,843] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for the investigation and prosecution of criminal and civil consumer frauds, real estate and business frauds, corporate security violations, environmental matters, and other frauds of a complex and sophisticated nature.

- o Providing budget/administrative actions implementing the above activity which include:
 - The addition of four (4) Legal Support Assistant II, and the deletion of four (4) Legal Procedures Clerk II as part of the department-wide reclassification study.
 - The addition of one (1) Bad Check Enforcement Program Coordinator and \$49,125 in related Services and Supplies as part of a mid-year board letter 6/4/96 (6).
 - The deletion of \$176,500 in Services and Supplies related to the conclusion of two Levi Strauss grants.
2. Special Operations Division [19.00 SY; E = \$1,590,049; R = \$1,019,240]
- 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.
 - o Providing budget/administrative actions implementing the above activity which include:
 - The transfer to Criminal Support of one (1) Department Computer Specialist II.
 - The addition of a Stalking Unit composed of one (1) Deputy District Attorney IV, one (1) Investigative Specialist II, one (1) District Attorney Investigator III and \$2,200 in related Services & Supplies as part of a mid-year AB 3229/COPS program 9/17/96 (13).
3. Victim/Witness Assistance [36.00 SY; E = \$1,407,011; R = \$1,055,455] including support personnel is:
- o Mandated/Discretionary Service Level
 - o Providing comprehensive services to victims and witnesses of crime. These services include crisis intervention, emergency assistance, orientation to the criminal justice system, restitution assistance and collection of compensation claims.
 - o Providing budget/administrative actions implementing the above activity which include:
 - The addition of one (1) Senior Victim Claims Technician as part of a mid-year board letter, 8/6/96 (4) to establish a Criminal Disposition Unit.
4. Major Violator Unit [9.00 SY; E = \$886,631; R = \$684,220] 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 Providing budget/administrative actions implementing the above activity which include:
 - The addition of nine (9) Legal Support Assistant II and one (1) Legal Support Assistant III, and the deletion of one (1) Intermediate Clerk Typist, one (1) Legal Procedures Clerk I, and eight (8) Legal Procedures Clerk II as part of the department-wide reclassification study.
 - The addition of one (1) Deputy District Attorney IV, and the deletion of one (1) Deputy District Attorney III to correct a prior year classification error related to the OCJP grant.
5. Narcotics Prosecution Unit [18.00 SY; E = \$1,518,199; R = \$843,805] 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 [21.00 SY; E = \$1,732,372; R = \$920,685] including support personnel is:
- o Mandated/Mandated Service Level
 - o Responsible for vigorously prosecuting gang-related crimes which will ultimately reduce gang association and criminal activities.

- o Providing budget/administrative actions implementing the above activity which include:
 - The addition of one (1) District Attorney Investigator III, \$7,000 in related Services and Supplies and \$20,000 for a vehicle to augment the East County Gang Task Force.
 - The addition of one (1) Legal Support Assistant II and one (1) Legal Support Supervisor II, and the deletion of one (1) Criminal Legal Secretary II and one (1) Legal Procedures Clerk II as part of the department-wide reclassification study.
 - An increase for gang support composed of two (2) Criminal Legal Secretary II, one (1) Investigative Specialist II and \$400 in related Services and Supplies as part of a mid-year AB 3229/COPS -- 9/17/96 (13).
 - The addition of \$60,000 in Gang and Witness Protection overtime costs funded by Proposition 172.
- 7. Family Protection Division [46.50 SY; E = \$3,591,629; R = \$2,256,336] 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 Providing budget/administrative actions implementing the above activity which include:
 - The addition of one (1) Deputy District Attorney III for Elder Abuse and \$5,600 in Services and Supplies funded through Proposition 172.
 - The addition of one (1) Investigative Specialist II and \$4,931 in minor equipment for the Elder Abuse Unit.
 - The addition of one (1) Legal Support Assistant II, one (1) Legal Support Supervisor I, and one (1) Legal Support Supervisor II, and the deletion of one (1) Criminal Legal Secretary I, one (1) Criminal Legal Secretary II, and one (1) Legal Procedures Clerk II as part of the department-wide reclassification study.
 - The addition of one (1) Deputy District Attorney IV, one (1) District Attorney Investigator III, two (2) Investigative Specialist II, one (1) Criminal Legal Secretary II, one (1) Temporary Extra Help (.50 staff year) and \$2,300 in related Services and Supplies as part of a mid-year AB 3229/COPS -- elder abuse board letter 9/17/96 (13).
 - The addition of one (1) Deputy District Attorney IV, one (1) District Attorney Investigator III, one (1) Investigative Specialist II, and one (1) Criminal Legal Secretary II and \$3,100 in related Services and Supplies as part of a mid-year Statutory Rape Vertical Prosecution Grant board letter 10/1/96 (1).
- 8. Regional Auto Theft Unit (RATT) [10.00 SY; E = \$2,156,279; R = \$2,034,154] 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 Providing budget/administrative actions implementing the above activity which include:
 - The addition of one (1) Legal Support Assistant II and one (1) Legal Support Assistant III, and the deletion of two (2) Legal Procedures Clerk II as part of the department-wide reclassification study.
 - The deletion of \$20,000 in Services and Supplies and the addition of \$20,000 in Fixed Assets for electronic (\$6,000) and computer equipment (\$14,000).
 - The addition of \$125,300 in rents and leases transferred from General Services as part of the ISF implementation.
- 9. Auto Insurance Fraud [10.00 SY; E = \$878,297; R = \$904,654]
 - o Mandated/Mandated Service Level
 - o Responsible for deterring, investigating and prosecuting criminal automobile insurance fraud.

- o Offset 100% by program revenue.
 - o Providing budget/administrative actions implementing the above activity which include:
 - The addition of one (1) Legal Support Supervisor I, and the deletion of one (1) Criminal Legal Secretary II as part of the department-wide reclassification study.
10. Workers' Compensation Fraud [32.00 SY; E = \$2,086,074; R = \$2,138,697]
- o Mandated/Mandated Service Level
 - o Responsible for deterring, investigating and prosecuting criminal Workers' Compensation fraud.
 - o Offset 100% by program revenue.
 - o Providing budget/administrative actions implementing the above activity which include:
 - The addition of one (1) Deputy District Attorney V, one (1) Deputy District Attorney IV, one (1) District Attorney Investigator III, one (1) Supervising Investigative Specialist, one (1) Investigative Specialist III, and three (3) Criminal Legal Secretary II as part of a mid-year Workers' Compensation board letter 11/5/96 (2).
 - The addition of one (1) Legal Support Assistant II, one (1) Legal Support Assistant III, two (2) Legal Support Supervisor I, one (1) Legal Support Supervisor II, and the deletion of five (5) Criminal Legal Secretary II as part of the department-wide reclassification study.
11. Real Estate Fraud [5.70 SY; E = \$430,638; R = \$446,514]
- o Mandated/Mandated Service Level
 - o Responsible for deterring, investigating and prosecuting real estate fraud crimes.
 - o Offset 100% by program revenue.
 - o Providing budget/administrative actions implementing the above activity which include:
 - The deletion of two (2) Real Estate Fraud Specialist positions and the addition of two (2) Legal Assistant II positions. Additions to fixed assets include \$5,300 for computer equipment.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
INTERGOVERNMENTAL REVENUE:				
Public Protection Sales Tax (Prop 172)	\$5,499,608	\$5,499,608	\$5,632,412	132,804
Auto Insurance Fraud	\$905,000	\$899,274	\$904,654	5,380
Regional Auto Theft (RATT)	1,993,051	1,984,218	2,034,154	49,936
Workers' Compensation Fraud	2,106,907	1,660,895	2,138,697	477,802
Narcotic Prosecution Grant	165,158	160,536	169,810	9,274
Major Violator Grant	338,555	304,838	338,555	33,717
Victim/Witness Assistance	1,134,211	974,270	1,055,455	81,185
Weed and Seed	5,587	2,861	0	(2,861)
Prior Year Revenue	112,376	0	0	0
Statutory Rape Grant	326,223	87,170	300,000	212,830
Spousal Abuser (SAPP Grant)	110,000	182,804	110,000	(72,804)
COPS Program AB 3229	1,043,356	0	645,227	645,227
Narcotics Grant	96,587	0	0	0
Sub-Total	\$13,836,619	\$11,756,474	\$13,328,964	\$1,572,490
CHARGES FOR CURRENT SERVICES:				
Damages for Fraud	\$151,550	\$70,000	\$70,000	0
Real Estate Fraud Prosecution	342,139	455,752	446,514	(9,238)
Sub-Total	\$493,689	\$525,752	\$516,514	\$(9,238)
OTHER REVENUE:				
Levi Strauss Grant	119,935	176,500	0	(176,500)
Bad Check Diversion Program	\$125,358	\$60,000	\$155,125	95,125
Recovered Expenditures	\$29,335	\$0	\$0	0
Miscellaneous	\$11,562	\$0	\$0	0
Sub-Total	\$286,190	\$236,500	\$155,125	\$(81,375)
Total	\$14,616,498	\$12,518,726	\$14,000,603	\$1,481,877

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$5,751,859	\$4,182,077	\$5,004,569	\$822,492
Sub-Total	\$5,751,859	\$4,182,077	\$5,004,569	\$822,492
Total	\$5,751,859	\$4,182,077	\$5,004,569	\$822,492

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 1996-97 Budget included a total of \$25,167,500 in Public Protection Sales Tax revenue which replaced an equal amount of General Fund support dollars. The 1997-98 Adopted Budget includes an increase in this revenue to \$26,239,500. A portion of that revenue is displayed in this program.

The Levi Strauss Grant is expected to be completed by June 30, 1997, and is not included in the 1997-98 budget.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$19,300
Electronic Equipment - Audio/Video	6,000
Total	\$25,300

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Transportation Equipment	\$20,000
Total	\$20,000

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
SPECIALIZED CRIMINAL PROSECUTION					
% OF RESOURCES: 100%					
OUTPUT (Service or Product)					
Fraud investigations undertaken	1,274	1,179	1,016	1,088	1,088
Preliminary hearing bindovers	845	700	847	732	732
Court/Jury trials	12/183	*17/186	11/278	*10/250	*10/250
Contested hearings and motions	10,543*	11,801	11,413	10,760	10,760

* Corrected to fully reflect Domestic Violence trials.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
3925	Deputy DA V	16	16.00	17	17.00	\$1,465,269	\$1,616,413
3926	Deputy DA IV	10	10.00	15	15.00	940,310	1,426,246
3927	Deputy DA III	46	46.00	46	46.00	3,340,522	3,574,476
5753	DA Investigator IV	7	7.00	7	7.00	421,517	422,619
2413	Analyst III	1	1.00	1	1.00	47,558	48,991
5754	DA Investigator III	31	31.00	36	36.00	1,703,847	2,034,705
2504	Investigative Accountant	1	1.00	1	1.00	46,442	47,826
2425	Associate Accountant	1	1.00	1	1.00	38,248	39,399
2460	Departmental System Engineer I	1	1.00	1	1.00	35,646	44,409
3931	VW Program Manager	1	1.00	1	1.00	46,186	47,570
5768	Supv Investigative Spec	3	3.00	4	4.00	108,528	143,232
5749	Investigative Spec III	12	12.00	13	13.00	382,988	437,928
5751	Investigative Spec II	23	23.00	29	29.00	669,233	863,348
3119	Dept Computer Spec II	1	1.00	0	0.00	30,852	0
3936	Legal Assistant II	0	0.00	2	2.00	0	59,166
2777	Criminal Legal Sec III	2	2.00	2	2.00	71,370	73,506
2776	Criminal Legal Sec II	26	26.00	25	25.00	807,662	830,485
2775	Criminal Legal Sec I	7	7.00	6	6.00	208,184	172,613
2786	Legal Support Supervisor II	0	0.00	3	3.00	0	110,259
2785	Legal Support Supervisor I	0	0.00	4	4.00	0	133,304
2784	Legal Support Assistant III	0	0.00	3	3.00	0	82,299
2783	Legal Support Assistant II	0	0.00	17	17.00	0	422,194
2907	Legal Procedures Clerk II	16	16.00	0	0.00	371,981	0
2903	Legal Procedures Clerk I	1	1.00	0	0.00	21,121	0
5767	Senior V/W Claims Technician	1	1.00	2	2.00	27,796	52,770
5742	V/W Claims Technician	5	5.00	5	5.00	120,445	120,462
2700	Interm Clerk Typist	1	1.00	0	0.00	21,295	0
5716	Real Estate Fraud Specialist	2	2.00	0	0.00	60,972	0
9999	Temporary Extra Help	1	0.70	2	1.20	23,223	70,762
8888	Bad Check Enf Prog Coordinator	0	0.00	1	1.00	0	34,534
Total		216	215.70	244	243.20	\$11,011,195	\$12,909,516
Salary Adjustments:						50,686	(100,908)
Adjustments in Lieu of Position Cuts:						(3,659)	(3,653)
Premium/Overtime Pay:						0	60,000
Employee Benefits:						3,400,143	3,987,962
VTO Reductions:						(18,310)	(18,310)
Salary Savings:						(211,062)	(248,301)
Total Adjustments						\$3,217,798	\$3,676,790
Program Totals		216	215.70	244	243.20	\$14,228,993	\$16,586,306

PROGRAM: Child Support Enforcement

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13017

ORGANIZATION #: 2900

MANAGER: Paul J. Pflugst, District Attorney

REFERENCE: 1997-98 Proposed Budget - Pg. 4-21

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); Public Law 104-193 Federal Welfare Reform; 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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,890,022	\$8,517,993	\$11,656,362	\$13,735,127	\$22,147,928	61.3
Services & Supplies	977,300	2,793,613	5,083,017	2,451,601	4,393,001	79.2
Other Charges	3,520	0	0	0	0	0.0
Fixed Assets	10,358	1,305,210	594,199	876,149	1,245,000	42.1
TOTAL DIRECT COST	\$6,881,200	\$12,616,816	\$17,333,578	\$17,062,877	\$27,785,929	62.8
PROGRAM REVENUE	(13,324,055)	(19,642,277)	(26,028,423)	(19,621,745)	(30,511,942)	55.5
NET GENERAL FUND CONTRIBUTION	\$(6,442,855)	\$(7,025,461)	\$(8,694,845)	\$(2,558,868)	\$(2,726,013)	6.5
STAFF YEARS	147.47	229.72	412.12	398.00	600.58	50.9

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Actual expenditures are higher than budgeted due to prior year encumbrances and to the mid-year expenditure adjustment for Welfare Reform activities approved by the Board of Supervisors on March 18, 1997 (8). Successful operation of the second full year of a new Child Support program during FY 1996-97 has enabled the District Attorney to place over \$4.9 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 1997-98 status report.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Implemented a proactive strategy for Welfare Reform, with Board of Supervisors approval, on March 18, 1997. Created efficiencies through the effective use of technology, including paperless case filing and an automated payment identification system which contributed to a 53% increase in collections during Fiscal Year 1996-97.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Proactively prepare for and address the impacts of Federal Welfare Reform on the Child Support Program.
2. Continue to streamline child support operations through automation -- including paperless case filing and imaging of documents.
3. Reduce San Diego County's AFDC/TANF (Temporary Assistance to Needy Families) burden.
4. Reduce teen illegitimacy.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Child Support Enforcement [600.58 SY; E = \$27,785,929; R = \$30,511,942] 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 reclassification of both Child Support casework and Legal Support positions as approved by the Board of Supervisors on November 12, 1996 (18). This classification action deleted the following positions:

Section Chief, Revenue and Recovery-----	(2)
Revenue and Recovery Officer III-----	(7)
Revenue and Recovery Officer II-----	(21)
Revenue and Recovery Officer I-----	(7)
Revenue and Recovery Officer Trainee-----	(7)
Senior Field Investigator-----	(1)
Child Support Investigator-----	(2)
Supervising Investigative Specialist-----	(9)
Investigative Specialist III-----	(15)
Investigative Specialist II-----	(33)
Investigative Specialist I-----	(6)
Family Support Compliance Review Officer----	(2)
Intermediate Clerk Typist-----	(30)
Departmental Clerk-----	(1)
Senior Clerk-----	(1)
Stenographer-----	(1)
Legal Support Division Manager I-----	(2)
Radio Telephone Operator-----	(1)
Legal Procedures Clerk III-----	(6)
Legal Procedures Clerk II-----	(58)
Legal Procedures Clerk I-----	(4)
Departmental Aide-----	(1)
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and replaced those positions with:

Child Support Officer-----	91
Supervising Child Support Officer-----	26
Child Support Manager-----	4
Legal Support Assistant III-----	13
Legal Support Assistant II-----	70
Legal Support Supervisor II-----	3
Legal Support Supervisor I-----	8
Administrative Secretary III-----	1
Administrative Secretary II-----	1
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- A classification title change for four (4) Division Chiefs, Revenue and Recovery, and one (1) Public Services Manager, Child Support, to five (5) Division Chiefs, Child Support Enforcement.
- A Proactive strategy for Welfare Reform
 - A total of 125 positions (125 SYs) and \$6,376,810 in 1997-98 costs was approved by the Board of Supervisors on March 18, 1997 (8). This included 100 temporary Graduate Law Clerks and 25 permanent staff. Services and Supplies appropriations of \$1,662,500 for private process service, paternity testing and credit reporting. Courthouse remodel costs of \$400,000 were also approved.
- An approved Change Letter item expanded the program by an additional 125 positions (77.55 SYs) and \$4,451,820. This included the following:

Expanding the Model (91 positions, 51 staff years, \$2,128,016); the addition of 80 temporary positions (40 staff years) to staff night shift concentrating on locating absent parents; additional funds for contract temporary extra help; the addition of 11 Child Support Officers for the District Attorney's Child Support Call Center.

Business Operations (33 positions, 25.5 staff years, \$1,113,419); the addition of one (1) Division Chief, Child Support Enforcement, to bring the total number of managers to six for a staff approaching 700; the addition of one (1) Analyst III to assist in performance reporting; the addition of thirty (30) Legal Assistant II positions (22.5 staff years) to convert those contract temporary staff who are performing essential business functions; the addition of one (1) Storekeeper II; the reclassification of one (1) Staff Development Specialist to Staff Development Coordinator to recognize expanding training responsibilities; Fixed Asset appropriations for office equipment reflect the purchase of three (3) copiers to replace worn out equipment, and the purchase of modular furniture for redesigned space in the Courthouse; the purchase of telephone equipment as needed to support District Attorney staff occupying space in the Courthouse.

Expanding the Technology (1 position, 1 staff year, \$1,210,385); the addition of personal computers and printers to support the staff added; the upgrade of the VAX 6610, which currently supports the entire Child Support case management system; the purchase of equipment to image child support paper files and make those available on-line to the District Attorney and the Superior Court; the addition of one (1) Senior Systems Analyst.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
FUND BALANCE/RESERVE DECREASE:				
Reserve Designation Decrease	\$0	\$0	\$1,000,000	\$1,000,000
Sub-Total	\$0	\$0	\$1,000,000	\$1,000,000
INTERGOVERNMENTAL REVENUE:				
State SEIF	\$10,858,178	\$5,561,511	\$8,447,861	\$2,886,350
IV-D Administrative Claim (34% required match)	12,982,180	13,134,035	20,137,882	7,003,847
Other State Grants	200,415	0	0	0
Sub-Total	\$19,131,709	\$18,695,546	\$28,858,743	\$9,890,197
CHARGES FOR CURRENT SERVICES:				
Blood Testing Fees Recovered	\$126,101	\$43,606	\$43,606	\$0
FSD Recovered Costs	1,861,372	882,593	882,593	0
Miscellaneous	177	0	0	0
Sub-Total	\$1,987,650	\$926,199	\$926,199	\$0
Total	\$26,028,423	\$19,621,745	\$30,511,942	\$10,890,197

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
INTERGOVERNMENTAL REVENUE:				
IV-D Administrative Claim (34% Budgeted Match)	\$6,687,790	\$6,766,018	\$10,374,060	\$3,608,042
Sub-Total	\$6,687,790	\$6,766,018	\$10,374,060	\$3,608,042
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(15,382,635)	\$(9,324,886)	\$(13,100,073)	\$(3,775,187)
Total	\$(8,694,845)	\$(2,558,868)	\$(2,726,013)	\$(167,145)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The implementation of AB 1033, effective January 1, 1992, revised the payment structure of incentives for child support collection. Since San Diego has achieved compliance with Federal and State requirements, incentives were budgeted at the compliance rate of 11% in 1996-97. Actual incentive revenues are estimated to be higher than budgeted due to increased collections and achievement of the 14% performance incentive rate.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$375,000
Data Processing Equipment	820,000
Total	\$1,245,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Communications Equipment	50,000
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
CHILD SUPPORT ENFORCEMENT					
% OF RESOURCES: 100%					
<u>Output (Service or Product)</u>					
Cases Referred and Reviewed*	41,746	47,722	43,235	48,000	40,000
Cases Filed	9,376	47,225	37,040	40,000	40,000
<u>Outcome (Planned Result)</u>					
Child Support Orders Established	N/A	16,326	28,945	9,600	30,000
Collections for Child Support	N/A	\$51,210,724	\$78,529,885	\$55,000,000	\$84,000,000

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, with particular declines resulting from Federal Welfare Reform.

STAFFING SCHEDULE

Class	Title	1996-97	1996-97	1997-98	1997-98	1996-97	1997-98
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0290	Director of Child Support	1	1.00	1	1.00	\$113,967	\$110,620
0338	Division Chief, Child Support	0	0.00	6	6.00	0	308,350
0900	Division Chief, Rev & Rec	4	4.00	0	0.00	219,310	0
2307	Dept Personnel Officer III	1	1.00	1	1.00	43,561	45,522
2324	Dept Public Affairs Officer	1	0.50	1	0.50	18,938	20,194
2365	Staff Development Spec	1	1.00	0	0.00	36,603	0
2380	Staff Development Coordinator	0	0	1	1.00	0	46,463
2385	Chief, Child Support Admin.	1	1.00	1	1.00	56,397	58,094
2403	Accounting Technician	0	0	1	1.00	0	23,834
2405	Asst Accountant	1	1.00	1	1.00	30,825	35,808
2412	Analyst II	0	0.00	1	1.00	0	36,547
2413	Analyst III	1	1.00	2	2.00	47,558	89,326
2427	Assoc Systems Analyst	3	3.00	3	3.00	138,071	139,454
2430	Cashier	4	4.00	4	4.00	87,340	89,463
2462	Senior Dept Systems Engineer	1	1.00	1	1.00	45,498	55,346
2475	Section Chief, Rev & Rec	2	2.00	0	0.00	75,704	0
2477	Rev & Rec Officer III	7	7.00	0	0.00	220,297	0
2478	Rev & Rec Officer I	7	7.00	0	0.00	167,605	0
2479	Rev & Rec Officer II	21	21.00	0	0.00	567,708	0
2483	Rev & Rec Officer Trainee	7	7.00	0	0.00	146,230	0
2493	Intermediate Account Clerk	15	15.00	15	15.00	303,017	313,752
2499	Principal Systems Analyst	1	1.00	1	1.00	51,563	62,546
2505	Senior Accountant	1	1.00	1	1.00	38,399	46,450
2510	Senior Account Clerk	3	3.00	3	3.00	67,204	74,242
2525	Senior Systems Analyst	1	1.00	3	3.00	56,397	153,688
2528	Database Specialist II	1	1.00	1	1.00	51,179	43,370
2658	Storekeeper II	0	0.00	1	1.00	0	22,197
2660	Storekeeper I	1	1.00	1	1.00	20,149	19,736
2700	Intermediate Clerk	30	30.00	0	0.00	608,745	0
2709	Departmental Clerk	1	1.00	0	0.00	15,387	0
2730	Senior Clerk	1	1.00	0	0.00	23,978	0
2745	Supervising Clerk	1	1.00	1	1.00	27,809	29,464
2757	Admin Secretary II	0	0.00	1	1.00	0	25,489
2758	Admin Secretary III	0	0.00	1	1.00	0	31,265
2760	Stenographer	1	1.00	0	0.00	19,418	0
2770	Lgl Supp Svc Div Mgr I	2	2.00	0	0.00	68,075	0
2776	Criminal Legal Sec II	2	2.00	2	2.00	57,536	61,384
2783	Legal Support Assistant II	0	0.00	101	93.58	0	2,219,526
2784	Legal Support Assistant III	0	0.00	13	13.00	0	361,027
2785	Legal Support Supervisor I	0	0.00	8	8.00	0	260,848
2786	Legal Support Supervisor II	0	0.00	3	3.00	0	108,706
2800	Radio Telephone Operator	1	1.00	0	0.00	24,352	0
2903	Legal Procedures Clk I	4	4.00	0	0.00	87,274	0
2906	Legal Procedures Clk III	6	6.00	0	0.00	151,601	0
2907	Legal Procedures Clk II	58	58.00	0	0.00	1,380,209	0
2910	Graduate Law Clerk	30	22.50	30	22.50	570,195	585,462
2941	Child Support Officer	0	0.00	117	117.00	0	3,692,335
2942	Supv Child Support Officer	0	0.00	26	26.00	0	1,061,822
2943	Child Support Manager	0	0.00	4	4.00	0	178,654
3120	Dept Computer Specialist II	2	2.00	4	4.00	73,206	152,208
3925	Deputy DA V	1	1.00	1	1.00	86,818	91,662
3926	Deputy DA IV	0	0.00	2	2.00	0	154,574
3927	Deputy DA III	7	7.00	8	8.00	460,123	556,451
3936	Legal Assistant II	1	1.00	1	1.00	34,049	35,078
5236	Department Aide	1	1.00	0	0.00	16,081	0
5717	Sr Field Investigator	2	2.00	1	1.00	78,514	43,246
5719	Field Investigator	1	1.00	1	1.00	37,836	38,969
5722	Child Support Investigator	3	3.00	1	1.00	106,949	32,877
5723	Senior Child Support Investigator	1	1.00	1	1.00	41,993	43,246
5749	Investigative Spec III	15	15.00	0	0.00	445,152	0
5751	Investigative Spec II	33	33.00	0	0.00	1,032,768	0
5752	Investigative Spec I	6	6.00	0	0.00	171,024	0
5768	Supv Investigative Spec	9	9.00	0	0.00	316,188	0
5773	Fam Supp Compliance Rev Spec	2	2.00	0	0.00	78,174	0

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
8851	Public Services Manager, CS	1	1.00	0	0.00	45,177	0
8860	Child Supp Comm Outreach Off	0	0.00	1	1.00	0	50,001
9999	Temporary Extra Help	109	98.00	284	238.00	1,915,999	2,586,008
Total		417	398.00	662	600.58	\$10,578,150	\$14,195,304
Salary Adjustments:						400,000	4,250,873
Premium/Overtime Pay:						0	0
Employee Benefits:						3,115,125	4,075,462
VTO Reductions:						(27,665)	(27,665)
Salary Savings:						(330,483)	(346,046)
Total Adjustments						\$3,156,977	\$7,952,624
Program Totals		417	398.00	662	600.58	\$13,735,127	\$22,147,928

PROGRAM: District Attorney Overhead

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 92101

ORGANIZATION #: 2900

MANAGER: Paul J. Pfingst, District Attorney

REFERENCE: 1997-98 Proposed Budget - Pg. 4-27

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	2,151,442	1,867,960	1,971,297	\$2,074,032	1,721,580	(17.0)
Services & Supplies	359,253	986,217	505,888	496,975	279,499	(43.8)
Fixed Assets	0	11,891	21,932	0	0	0.0
TOTAL DIRECT COST	\$2,510,695	\$2,866,068	\$2,499,117	\$2,571,007	\$2,001,079	(22.2)
PROGRAM REVENUE	(1,357,557)	(2,101,777)	(1,438,450)	(1,438,450)	(1,441,181)	0.2
NET GENERAL FUND CONTRIBUTION	\$1,153,138	\$764,291	\$1,060,667	\$1,132,557	\$559,898	(50.6)
STAFF YEARS	32.44	30.00	30.40	30.00	24.00	(20.0)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

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

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [24.00 SY; E = \$2,001,079; R = \$1,441,181] 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:
 - The transfer to Criminal Support of the following positions:
One (1) Principal Systems Analyst, one (1) Department EDP Coordinator, one (1) Senior Systems Analyst, one (1) Associate Systems Analyst, one (1) Assistant Systems Analyst, and one (1) Departmental Computer Specialist III.
 - The addition of one (1) Legal Support Supervisor I and deletion of one (1) Criminal Legal Secretary II as part of the department-wide reclassification study.
 - An approved change letter item for the addition of one (1) Storekeeper III position and the deletion of one (1) Storekeeper/Evidence Custodian.
 - An approved change letter item to transfer Public Liability adjustments of \$217,476 to the Criminal Support budget unit of the General Criminal Program, a more appropriate budget unit for this expense.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Public Protection Sales Tax (Prop 172)	\$1,438,450	\$1,438,450	\$1,441,181	\$2,731
Sub-Total	\$1,438,450	\$1,438,450	\$1,441,181	\$2,731
Total	\$1,438,450	\$1,438,450	\$1,441,181	\$2,731

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$1,060,667	\$1,132,557	\$559,898	\$(572,659)
Sub-Total	\$1,060,667	\$1,132,557	\$559,898	\$(572,659)
Total	\$1,060,667	\$1,132,557	\$559,898	\$(572,659)

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 increased the departmentwide total to \$25,167,500 in lieu of decreased expenditures. The 1997-98 Adopted Budget includes an increase in Proposition 172 revenue to \$26,239,500. 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	1996-97	1996-97	1997-98	1997-98	1996-97	1997-98
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0140	District Attorney	1	1.00	1	1.00	\$129,579	125,778
0240	Assistant District Attorney	1	1.00	1	1.00	124,121	120,478
0245	Chief Deputy District Attorney	1	1.00	1	1.00	113,967	110,620
0342	Special Investigator	2	2.00	2	2.00	146,583	147,100
0343	Special Assistant	1	1.00	1	1.00	67,227	67,210
0344	Chief Investigator	1	1.00	1	1.00	97,233	99,550
0345	Asst Chief Invest	1	1.00	1	1.00	72,175	78,363
2537	Dept Budget Manager	1	1.00	1	1.00	59,219	60,992
2499	Principal Systems Analyst	1	1.00	0	0.00	60,727	0
2469	Dept EDP Coordinator	1	1.00	0	0.00	39,881	0
2525	Senior Systems Analyst	1	1.00	0	0.00	56,397	0
2427	Assoc Systems Analyst	1	1.00	0	0.00	51,179	0
2426	Asst Systems Analyst	1	1.00	0	0.00	36,603	0
3120	Dept Computer Spec III	1	1.00	0	0.00	41,591	0
2413	Analyst III	1	1.00	1	1.00	47,558	48,991
2412	Analyst II	1	1.00	1	1.00	37,502	44,409
2307	Dept Personnel Officer III	1	1.00	1	1.00	47,558	51,793
2781	DA Legal Support Op Manager	1	1.00	1	1.00	56,397	58,094
2899	Legal Supp Svcs Div Mgr	1	1.00	1	1.00	42,979	44,264
2785	Legal Suppt Sup I	0	0.00	1	1.00	0	34,046
0346	Confidential Secretary	1	1.00	1	1.00	39,902	39,899
2758	Admin Secretary III	1	1.00	1	1.00	27,580	27,520
2777	Criminal Legal Sec III	1	1.00	1	1.00	35,685	36,753
2776	Criminal Legal Sec II	1	1.00	0	0.00	33,060	0
2775	Criminal Legal Sec I	1	1.00	1	1.00	30,885	29,092
2403	Accounting Technician	1	1.00	1	1.00	25,815	26,576
2511	Senior Payroll Clerk	1	1.00	1	1.00	20,016	21,663
2320	Personnel Aide	1	1.00	1	1.00	28,457	29,314
2655	Storekeeper III	0	0	1	1.00	0	25,683
2661	Storekeeper/Evid Tech	1	1.00	0	0.00	27,453	0
2730	Senior Clerk	1	1.00	1	1.00	22,306	23,853
Total		30	30.00	24	24.00	\$1,619,635	\$1,352,041
Salary Adjustments:						0	3,623
Employee Benefits:						491,592	403,971
VTO Reductions:						(3,717)	(3,717)
Salary Savings:						(33,478)	(34,338)
Total Adjustments						\$454,397	\$369,539
Program Totals		30	30.00	24	24.00	\$2,074,032	\$1,721,580

PROGRAM: Public Assistance Fraud

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13025

ORGANIZATION #: 2900

MANAGER: Paul J. Pfingst, District Attorney

REFERENCE: 1997-98 Proposed Budget - Pg. 4-30

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).

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,013,167	\$5,366,787	\$5,592,014	\$5,677,610	\$6,430,252	13.3
Services & Supplies	551,821	768,257	737,380	1,130,799	1,105,799	(2.2)
Fixed Assets	16,927	60,975	57,082	0	25,000	100.0
Reimbursements	(6,599,099)	(6,967,482)	(7,383,312)	(7,773,270)	(8,477,797)	9.1
TOTAL DIRECT COST	\$(1,017,184)	\$(771,463)	\$(996,836)	\$(964,861)	\$(916,746)	(5.0)
PROGRAM REVENUE	\$(1,175)	\$(42,293)	\$(0)	\$0	\$(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$(1,018,359)	\$(813,756)	\$(996,836)	\$(964,861)	\$(916,746)	(5.0)
STAFF YEARS	101.33	104.79	103.33	120.00	120.00	0.0

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

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

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.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Completed 33,229 referrals for investigations of alleged public assistance fraud.
2. Filed 1,670 criminal charges in referrals involving public assistance fraud.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Reduce San Diego County's AFDC burden.
2. To address over 44,000 referrals for investigation of alleged public assistance fraud.
3. To prosecute all appropriate cases of criminal public assistance fraud.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Public Assistance Fraud Investigation [100.00 SY; E = \$(702,477); 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 addition of one (1) Criminal Legal Secretary II, ten (10) Legal Support Assistant II, two (2) Legal Support Assistant III, two (2) Legal Support Supervisor I, and deletion of thirteen (13) Legal Procedures Clerk II and two (2) Legal Procedures Clerk III as part of the department-wide reclassification study.

2. Public Assistance Fraud Prosecution [20.00 SY; E = (\$214,269); R = \$0]

- o Mandated/Mandated Service Level
- o Offset by cost applied funding.
- o Responsible for prosecution of criminal public assistance fraud.
 - The addition of five (5) Legal Support Assistant II, one (1) Legal Support Assistant III, one (1) Legal Support Supervisor I, one (1) Legal Support Manager, and deletion of six (6) Legal Procedures Clerk II, one (1) Legal Procedures Clerk III and one (1) Legal Support Services Division Manager as part of the department-wide reclassification study.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$25,000
Total	\$25,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: PUBLIC ASSISTANCE FRAUD					
% OF RESOURCES: 100%					
OUTPUT					
Investigations					
Referrals for Investigation	38,716	38,995	33,229	38,352	44,000
Referrals Completed	38,580	38,595	33,229	37,308	44,000
Prosecutions					
Referrals from Investigation	1,399	1,659	1,582	2,232	1,700
Referrals Resulting in Criminal Charges Filed	1,340	1,427	1,670	1,427	1,700
EFFICIENCY					
Referrals for Investigation (Per Budgeted Program Investigator Staff Year)	653	600	566	633	677
Referrals from Investigation (Per Budgeted Program Attorney Staff Year)	266	332	395	250	340
OUTCOME					
Progress Towards State Approved Target of One Investigator for Every 300 Applications for AFDC and Food Stamp Assistance (Percent of Goal Achieved)	100%	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)	\$127.8	\$192.7	\$239.1	\$252.7	\$3055

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	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
3925	Deputy DA V	2	2.00	2	2.00	\$195,496	\$206,382
3927	Deputy DA III	5	5.00	5	5.00	360,093	382,291
0332	Deputy Chief Investigator	1	1.00	1	1.00	70,585	78,363
5759	DA Investigator V	1	1.00	1	1.00	51,254	67,879
5753	DA Investigator IV	2	2.00	2	2.00	124,256	129,134
2302	Admin Assist III	1	1.00	1	1.00	40,383	48,991
5754	DA Investigator III	10	10.00	10	10.00	538,824	573,055
5728	Public Asst Investigator II	56	56.00	56	56.00	1,968,330	2,167,854
5729	Public Asst Supv Investigator	9	9.00	9	9.00	397,409	408,127
5758	Investigative Technician	1	1.00	1	1.00	37,577	36,374
2405	Assistant Accountant	1	1.00	1	1.00	30,245	30,189
2427	Assoc Systems Analyst	1	1.00	1	1.00	43,446	52,714
2899	Legal Supp Svcs Div Mgr	1	1.00	0	0.00	42,979	0
2785	Legal Support Supervisor I	0	0.00	3	3.00	0	97,818
2899	Legal Support Manager	0	0.00	1	1.00	0	44,264
2783	Legal Support Assistant II	0	0.00	15	15.00	0	368,664
2784	Legal Support Assistant III	0	0.00	3	3.00	0	86,709
5751	Investigative Specialist II	2	2.00	2	2.00	55,841	62,113
2777	Criminal Legal Sec. III	2	2.00	2	2.00	62,088	65,033
2776	Criminal Legal. Sec II	2	2.00	3	3.00	66,120	98,397
2907	Legal Procedures Clerk II	19	19.00	0	0.00	449,473	0
2906	Legal Procedures Clerk III	3	3.00	0	0.00	80,512	0
2660	Storekeeper I	1	1.00	1	1.00	18,305	19,772
Total		120	120.00	120	120.00	\$4,633,216	\$5,024,123
Salary Adjustments:						0	(20,980)
Adjustment in Lieu of Position Cuts:						(300,000)	0
Premium/Overtime Pay:						0	0
Employee Benefits:						1,532,459	1,628,660
VTD Reductions:						(19,984)	(19,984)
Salary Savings:						(168,081)	(181,567)
Total Adjustments						\$1,044,394	\$1,406,129
Program Totals		120	120.00	120	120.00	\$5,677,610	\$6,430,252

PROGRAM: District Attorney Asset Forfeiture Program

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 05990

ORGANIZATION #: 5990

MANAGER: Paul J. Pfingst, District Attorney

REFERENCE: 1997-98 Proposed Budget - Pg. 4-34

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Services & Supplies	101,062	229,322	39,262	0	0	0.0
Other Charges	50,000	0	0	0	0	0.0
Fixed Assets	596,378	217,671	226,903	0	0	0.0
Operating Transfer	27,000	52,434	292,382	0	0	0.0
TOTAL DIRECT COST	\$774,440	\$499,427	\$558,547	\$0	\$0	0.0
PROGRAM REVENUE	(610,537)	(105,469)	(119,552)	(0)	(0)	0.0
FUND BALANCE CONTRIBUTION	(0)	(393,958)	(438,995)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$163,903	\$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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Actual expenditures represent prior year encumbrances which include expenditures for the Hall of Justice, the District Attorney's share of expenditures relating to the Firearms Training Facility, and a Local Law Enforcement Block Grant match.

1997-98 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.

GRAND JURY

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Grand Jury Proceedings	\$270,432	\$244,849	\$223,122	\$242,831	\$250,520	7,689	3.2
TOTAL DIRECT COST	\$270,432	\$244,849	\$223,122	\$242,831	\$250,520	\$7,689	3.2
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$270,432	\$244,849	\$223,122	\$242,831	\$250,520	\$7,689	3.2
STAFF YEARS	1.00	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.

1997-98 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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$50,168	\$53,311	\$53,538	\$52,787	\$54,733	3.7
Services & Supplies	212,215	191,538	160,635	190,044	195,787	3.0
Fixed Assets	8,049	0	8,949	0	0	0.0
TOTAL DIRECT COST	\$270,432	\$244,849	\$223,122	\$242,831	\$250,520	3.2
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$270,432	\$244,849	\$223,122	\$242,831	\$250,520	3.2
STAFF YEARS	1.00	1.00	1.00	1.00	1.00	0.0

PROGRAM MISSION

Please refer to Department Summary page.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

FY 1996-97 Mid-Year Budget changes include:

- Transfer of \$14,000 from services and supplies to fixed assets for purchase of copy machine and printer (56-T, 5/30/97).
- Transfer of \$1,000 from services and supplies to salaries and benefits (56-T, 5/30/97).

Overall, Grand Jury FY 1996-97 estimated actual expenditure is \$19,713 under adopted budget.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- FY 1996-97 Grand Jury reviewed 74 non-criminal complaints and issued 18 major reports.
- Criminal Grand Jury issued 25 criminal indictments.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental objectives on the Department Summary page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Grand Jury Proceedings [1.00 SY; E = \$250,520; 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	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0725	Coordinator, Grand Jury	1	1.00	1	1.00	\$39,257	\$40,431
Total		1	1.00	1	1.00	\$39,257	\$40,431
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						13,771	14,543
Salary Savings:						(0)	(0)
VTO Reductions:						(241)	(241)
Total Adjustments						\$13,530	\$14,302
Program Totals		1	1.00	1	1.00	\$52,787	\$54,733

MARSHAL

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
MARSHAL	\$18,112,655	\$19,486,079	\$19,994,641	\$20,043,767	\$21,549,254	1,505,487	7.5
TOTAL DIRECT COST	\$18,112,655	\$19,486,079	\$19,994,641	\$20,043,767	\$21,549,254	\$1,505,487	7.5
PROGRAM REVENUE	(2,635,345)	(2,606,085)	(2,284,364)	(3,060,760)	(3,188,308)	(127,548)	4.2
NET GENERAL FUND COST	\$15,477,310	\$16,879,994	\$17,710,277	\$16,983,007	\$18,360,946	\$1,377,939	8.1
STAFF YEARS	349.34	351.80	356.20	391.50	393.50	2.00	0.5

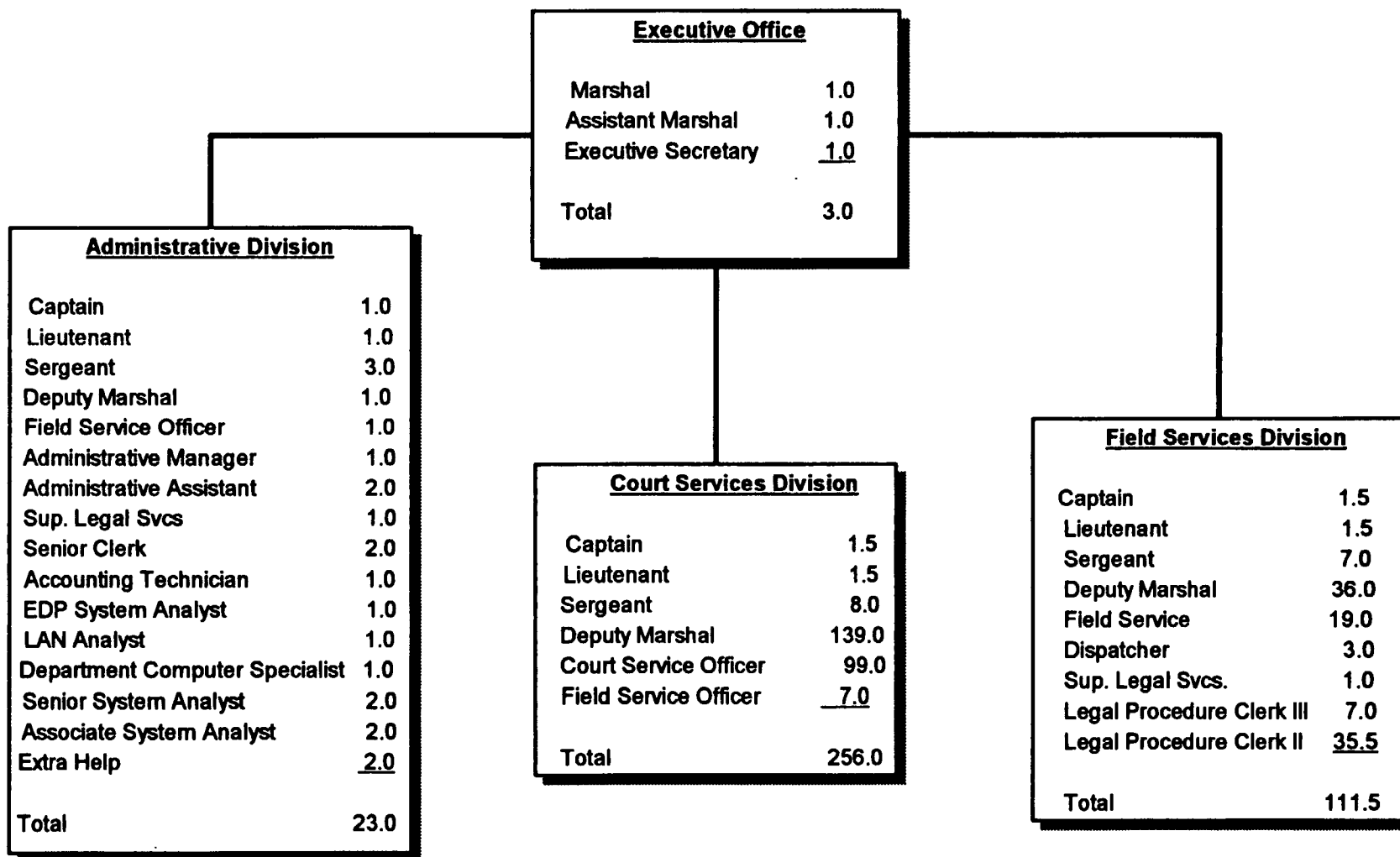
MISSION

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.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Ensure that no weapons are brought into any court facility.
 - a. Screen more than 3 million persons entering ten 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 135,000 prisoners each year awaiting appearance in court.
4. Execute warrants of arrest.
 - a. Attempt service of approximately 15,000 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 161,000 writs, orders, civil process and subpoenas each year.

**MARSHAL'S DEPARTMENT
1997/98 FY BUDGET**



393.5 STAFF YEARS

PROGRAM: MARSHAL

DEPARTMENT: MARSHAL

PROGRAM #: 01000
MANAGER: Cary L. Klippert

ORGANIZATION #: 2500
REFERENCE: 1997-98 Proposed Budget - Pg. 6-3

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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$17,520,469	\$18,525,198	\$19,324,040	\$19,063,451	\$20,215,893	6.0
Services & Supplies	448,765	613,308	526,211	551,986	1,218,361	120.7
Other Charges	0	0	0	0	0	0.0
Fixed Assets	143,421	347,573	144,390	428,330	115,000	(73.2)
TOTAL DIRECT COST	\$18,112,655	\$19,486,079	\$19,994,641	\$20,043,767	\$21,549,254	7.5
PROGRAM REVENUE	(2,635,345)	(2,606,085)	(2,284,364)	(3,060,760)	(3,188,308)	4.2
NET GENERAL FUND CONTRIBUTION	\$15,477,310	\$16,879,994	\$17,710,277	\$16,983,007	\$18,360,946	8.1
STAFF YEARS	349.34	351.80	356.20	391.50	393.50	0.5

PROGRAM MISSION

See department mission on the green sheet.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The 1996/97 estimated actual costs are greater than adopted for two reasons. First, the San Diego Superior Court hired retired and protem judges in addition to their authorized judicial positions. This added staff is equivalent to nine full-time judicial positions that require a bailiff. We have not received any additional staff for this added workload. As a result, we have had to use on-call court service offices and overtime to handle the increased workload.

Second, the total number of paid process received for service has decreased by 7%. At the same time, the number of forma pauperis or unpaid process has increased by 3%. This has resulted in a shortfall in budgeted revenue.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. During FY 96/97, 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 96/97, Marshal's personnel made 3,855 arrest on felony, misdemeanor, and bench warrants.
3. During FY 96/97, Marshal's personnel served 155,216 subpoenas, writs, orders and other civil process.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Please refer to the Department Summary page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Executive/Administrative Services [26.0 SY; E = \$2,869,769; R = \$919,139]
 - 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 [256.0 SY; E = \$13,099,899; R = \$100,169]
- o Mandated/Discretionary Service Level
 - o Includes bailiff services to 157 courts in twelve locations throughout the County for a total of more than 34,000 court days per year.
 - o Includes court security, weapons screening and prisoner control.
 - o Processes in excess of 135,000 prisoners through the courts per year.
3. Process Services [111.5 SY; E = \$5,579,586; R = \$2,169,000]
- o Mandated/Discretionary Service Level
 - o Includes enforcement of warrants of arrest, temporary restraining orders, mental health protection orders and execution of civil process, including subpoenas, levies and wage garnishments.
 - o Receives in excess of 69,000 civil process, 15,000 felony and misdemeanor warrants, and 76,000 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
Civil Process Service	\$1,821,698	\$2,165,000	\$2,165,000	0
Federal Warrant Entry	2,115	4,000	4,000	0
Family Support Enforcement	707	58,826	100,169	41,343
Sub-Total	\$1,824,520	\$2,227,826	\$2,269,169	\$41,343
OTHER REVENUE:				
Civil Process Surcharge	\$140,827	\$288,532	\$288,532	0
Writ Disbursement Fee	41,661	116,330	116,330	0
Automated Warrant Fee	99,236	411,072	483,327	72,255
POST Training Reimbursement	24,306	17,000	21,950	4,950
Other Recovered Expenses	153,814	0	0	0
SB668 Court Facilities	0	0	9,000	9,000
Sub-Total	\$459,844	\$832,934	\$919,139	\$77,205
Total	\$2,284,364	\$3,060,760	\$3,188,308	\$127,548

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$17,710,277	\$16,983,007	\$18,360,946	\$1,377,939
Total	\$17,710,277	\$16,983,007	\$18,360,946	\$1,377,939

EXPLANATION/COMMENT ON PROGRAM REVENUES

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$75,000
Specialized Department and Safety Equipment	\$20,000
Total	95,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Communication Equipment	\$20,000
Total	\$20,000

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: COURT SERVICES					
% OF RESOURCES: 06%					
<u>OUTCOME (Planned Result)</u>					
No weapons brought into court	0	0	0	0	0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to screen visitors	\$905,633	\$1,145,582	\$1,218,871	\$1,228,877	\$1,288,061
<u>OUTPUT (Service or Product)</u>					
Screen 3 million visitors	2,579,200	2,490,000	3,000,000	2,675,000	3,000,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per visitor screened	\$0.35	\$0.46	\$0.41	\$0.46	\$0.43
ACTIVITY B: COURT SERVICES					
% OF RESOURCES: 41%					
<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 157 courts	\$8,331,821	\$8,334,474	\$8,328,951	\$8,217,944	\$8,801,753
<u>OUTPUT (Service or Product)</u>					
Provide bailiffs to 157 courts	148	157	157	149	157
<u>EFFICIENCY (Input/Output)</u>					
Cost per courtroom staffed	\$56,296	\$53,086	\$53,051	\$55,153	\$56,062
ACTIVITY C: COURT SERVICES					
% OF RESOURCES: 17%					
<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	\$3,453,468	\$3,407,440	\$3,649,507
<u>OUTPUT (Service or Product)</u>					
Maintain custody of 135,000 prisoners	0	130,713	135,000	140,000	135,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per prisoner	\$0	\$21.71	\$25.28	\$24.34	\$26.77

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY D: FIELD/OFFICE SERVICES					
% OF RESOURCES: 2%					
<u>OUTCOME (Planned Result)</u>					
Execute warrants of arrest	14,253	11,273	15,000	14,005	15,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to serve warrants	\$1,086,759	\$499,153	\$406,290	\$400,875	\$429,354
<u>OUTPUT (Service or Product)</u>					
Attempt service of warrants	14,253	11,273	15,000	14,005	15,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per warrant worked in field	\$76.24	\$44.27	\$27.09	\$28.62	\$28.62

**ACTIVITY E:
FIELD/OFFICE SERVICES****% OF RESOURCES: 11%**OUTCOME (Planned Result)

Enforce writs, subpoenas, civil process	171,231	155,363	161,000	170,000	161,000
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EFFECTIVENESS (Input/Outcome)

Cost to serve all process	\$3,622,531	\$2,366,501	\$2,234,597	\$2,204,814	\$2,361,446
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OUTPUT (Service or Product)

Serve writs, subpoenas, civil process	171,231	155,363	161,000	170,000	161,000
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EFFICIENCY (Input/Output)

Cost per item served	\$21.15	\$15.23	\$13.88	\$12.97	\$14.66
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STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0621	Marshal	1	1.00	1	1.00	\$106,377	\$111,981
0622	Assistant Marshal	1	1.00	1	1.00	88,645	93,310
0623	Captain	4	4.00	4	4.00	292,164	310,860
0641	Lieutenant	4	4.00	4	4.00	258,643	275,200
0643	Sergeant	18	18.00	18	18.00	1,019,608	1,060,195
0631	Deputy Marshal	175	175.00	176	176.00	8,080,837	8,420,478
0629	Court Service Officer	99	99.00	99	99.00	2,709,188	2,831,459
0628	Field Service Officer	27	27.00	27	27.00	542,369	565,275
0645	Admin Assistant III	1	1.00	1	1.00	37,986	44,409
0646	Admin. Assistant II	1	1.00	1	1.00	43,109	44,409
0624	Accounting Technician	1	1.00	1	1.00	27,472	28,278
0637	Admin. Secretary III	1	1.00	1	1.00	34,867	35,914
0642	Supv. Legal Service Clerk	2	2.00	2	2.00	66,296	67,052
0633	Legal Procedure Clerk III	7	7.00	7	7.00	192,708	196,925
0632	Legal Procedure Clerk II	36	35.50	36	35.50	853,807	867,018
0630	Senior Clerk	2	2.00	2	2.00	54,288	55,870
0639	Associate Systems Analyst	2	2.00	2	2.00	94,288	97,123
0644	Senior Systems Analyst	2	2.00	2	2.00	104,282	110,808
1833	Admin. Service Mgr. III	1	1.00	1	1.00	62,208	64,063
1910	Emergency Services Dispatcher	3	3.00	3	3.00	96,754	103,029
1943	Dept. Computer Spec. III	1	1.00	1	1.00	42,685	37,646
8801	LAN Analyst	1	1.00	1	1.00	56,154	46,414
2471	EDP Systems Manager	0	0.00	1	1.00	0	56,678
9999	Temporary Help	2	2.00	2	2.00	43,004	43,004
Total		392	391.50	394	393.50	\$14,907,739	\$15,567,398
Salary Adjustments:						11,640	25,664
Premium/Overtime Pay:						60,000	60,000
Uniform Allowance:						188,990	188,990
Employee Benefits:						5,418,422	5,573,024
Salary Savings:						(1,494,511)	(1,170,354)
VTO Reductions:						(28,829)	(28,829)
Total Adjustments						\$4,155,712	\$4,648,495
Program Totals		392	391.50	394	393.50	\$19,063,451	\$20,215,893

MEDICAL EXAMINER

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Decedent Investigation	\$3,384,793	\$3,527,550	\$3,391,578	\$3,416,105	\$3,457,162	\$41,057	1.2
TOTAL DIRECT COST	\$3,384,793	\$3,527,550	\$3,391,578	\$3,416,105	\$3,457,162	\$41,057	1.2
PROGRAM REVENUE	(311,862)	(452,021)	(400,463)	(391,832)	(370,293)	21,539	(5.5)
NET GENERAL FUND COST	\$3,072,931	\$3,075,529	\$2,991,115	\$3,024,273	\$3,086,869	\$62,596	2.1
STAFF YEARS	46.13	44.90	47.75	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.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Waive 6,100 cases which are determined to be outside the jurisdiction of the Medical Examiner.
 - a. Review circumstances surrounding the death of 8,700 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 2,400 cases 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 110 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 ORGANIZATIONAL CHART

ADMINISTRATION	
Provides policy, planning and direction.	
County Medical Examiner	(1)

FORENSIC PATHOLOGY/HISTOLOGY	
Performs autopsies and pathological examinations, determines cause of death, testifies in court. Prepares stains tissue and microscopic exam.	
Chief Deputy Med. Examiner	(1)
Supv. Dep. Medical Examiner	(1)
Deputy Medical Examiner II	(3)
Forensic Pathology Fellow	(1)
Sr. Histology Technician	(1)
TOTAL	[7]

OPERATIONS	
Manages and coordinates decedent investigations, handling and case documentation	
Operations Administrator	(1)

TOXICOLOGY	
Analyzes body fluids and tissue for drugs, alcohol and other substances and testifies in court.	
Forensic Toxicology Lab Mgr.	(1)
Supervising Toxicologist	(1)
Toxicologist	(4)
Laboratory Assistant	(1)
Student Worker	(0.67)
TOTAL	[7.67]

SUPPORT	
Provides personnel, payroll, fiscal, budget, procurement, contract, computer and technical support, building maintenance and telephone services. Prepares reports, types death certificates and track case files.	
Admin. Services Mgr. II	(1)
Dept. Computer Spec. II	(1)
Senior Clerk	(1)
Int. Clerk Typist	(2)
Medical Transcriber	(2)
Custodian	(1)
TOTAL	[8]

INVESTIGATION	
Investigate circumstances of death, protects property, locates and notifies next of kin.	
Supv. Med. Exam. Invest.	(1)
Med. Exam. Invest. II	(14)
TOTAL	[15]

EXAMINING ROOM	
Assists pathologist during autopsy; takes x-rays, photographs, fingerprints; assists in evidence collection; and embalms decedents as requested.	
Autopsy Room Supervisor	(1)
Sr. For. Autopsy Asst.	(1)
Forensic Autopsy Asst.	(5)
TOTAL	[7]

PROGRAM: Decedent Investigation

DEPARTMENT: MEDICAL EXAMINER

PROGRAM #: 19001
MANAGER: Brian D. Blackbourne, M.D.

ORGANIZATION #: 2750
REFERENCE: 1997-98 Proposed Budget - Pg. 7-3

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,789,379	\$2,772,589	\$2,875,494	\$2,946,968	\$3,011,419	2.2
Services & Supplies	540,564	622,069	498,521	469,137	445,743	(5.0)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	54,850	132,892	17,563	0	0	0.0
TOTAL DIRECT COST	\$3,384,793	\$3,527,550	\$3,391,578	\$3,416,105	\$3,457,162	1.2
PROGRAM REVENUE	(311,862)	(452,021)	(400,463)	(391,832)	(370,293)	(5.5)
NET GENERAL FUND CONTRIBUTION	\$3,072,931	\$3,075,529	\$2,991,115	\$3,024,273	\$3,086,869	2.1
STAFF YEARS	46.13	44.90	47.75	46.67	46.67	0.0

PROGRAM MISSION

Please refer to the Department Summary page.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The estimated actual expenditures in Salaries and Benefits were \$71,474, less than budgeted mainly due to vacancies which occurred as a result of personnel turnover (retirement). These salary savings were used to fund unbudgeted contract help, unfunded extra help, unbudgeted overtime, uncontrollable overexpenditures in services and supplies, and \$17,563, for the procurement of one copier (fixed assets). Services and Supplies estimated actual expenditures were \$29,384, over budget. These overexpenditures were mainly due to underfunding of some accounts, no substantial decline in caseloads, and inflation. The estimated actual revenues realized were \$8,631, over budget. In addition, this office has continuously been submitting yearly data to the Auditor and Controller for reimbursable costs under legislative mandate SB-90 which are directly credited to the County general fund. Overall, the Medical Examiner estimates savings of \$33,158 over the 1996-97 Adopted Budget.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- Achieved 98.8% of goal to investigate 2,560 traumatic and sudden deaths by investigating 2,529 deaths.
- Achieved 99.8% of goal to perform autopsy examinations on 1,775 by performing autopsies on 1,772 cases.
- Achieved 159.8% of goal to perform toxicology testing on 1,600 cases by performing toxicology testing on 2,556 cases.
- Achieved 122.2% of goal to provide expert testimony in 90 murder trials by testifying in 110 murder trials.
- Achieved 101.5% of goal to identify and notify the next of kin of 2,300 decedents by notifying the next of kin of 2,334 decedents.
- Achieved 106.8% of goal to waive 5,940 cases not under the Medical Examiner's jurisdiction by waiving 6,343 cases.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page (green sheet)

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Support Services [8.47 SY; E = \$402,807; 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 [15.45 SY; E = \$927,377; R = \$50,000] including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o Responsible for on scene death investigation, follow-up investigation, initial property protection, and next of kin notification.

3. Forensic Pathology Services [13.96 SY; E = \$1,493,354; R = \$245,293] 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 [8.79 SY; E = \$633,624; 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
Trauma - Health Fees	\$50,000	\$50,000	\$50,000	0
Transportation Fees	151,745	174,126	174,126	0
Embalming Fees	166,166	160,706	121,167	\$(39,539)
Copies of Reports	5,202	0	0	0
Other Miscellaneous	27,350	7,000	25,000	18,000
Sub-Total	\$400,463	\$391,832	\$370,293	\$(21,539)
Total	\$400,463	\$391,832	\$370,293	\$(21,539)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$2,991,115	\$3,024,273	\$3,086,869	\$62,596
Total	\$2,991,115	\$3,024,273	\$3,086,869	\$62,596

EXPLANATION/COMMENT ON PROGRAM REVENUES

In 1997-98, 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 (\$121,167) - Revenues come from the following sources:

- a. Fees for embalming the decedents per authorization from the next of kin (\$27,927).
- b. Fees for Family Requested Autopsies (\$18,240).
- c. Fees for toxicological examinations from San Bernardino County (\$75,000).

Other Miscellaneous (\$25,000) - Revenues come from sale of pouches (body bags). Also included in this revenue account are reimbursements for copies of computer files regarding cases and jury/witness fees which are difficult to project, because they are very inconsistent.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: DECEDENT INVESTIGATION					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Determine cause of death of cases under the Medical Examiner's jurisdiction	2,532	2,615	2,529	2,560	2,560
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/case		\$1,329	\$1,167	\$1,383	\$1,217
<u>OUTPUT (Service or Product)</u>					
Investigate circumstances surrounding death (Includes travel to scenes, investigative report writing, evidence preservation, property inventory, John/Jane Doe identification, and media relations)	2,532	2,615	2,529	2,560	2,560
<u>EFFICIENCY (Input/Output)</u>					
Cost/investigation		\$235	\$233	\$256	\$243
<u>OUTPUT (Service or Product)</u>					
Perform autopsy (Includes on scene preliminary examination; review investigative reports; dictate, review and edit autopsy reports; microscopic histology; giving organ donation clearance; sign death certificates; discusses cause of death with family members)	1,729	1,785	1,772	1,775	1,775
<u>EFFICIENCY (Input/Output)</u>					
Cost/autopsy		\$727	\$689	\$736	\$732
<u>OUTPUT (Service or Product)</u>					
Perform laboratory testing (Average of 8 tests/case. Includes laboratory testing and toxicological analysis)	1,590	1,656	2,556	1,600	2,400
<u>EFFICIENCY (Input/Output)</u>					
Cost/case		\$367	\$245	\$391	\$242
<u>OUTCOME (Service or Product)</u>					
Provide expert testimony in murder trials in San Diego County	135	145	110	90	110
<u>EFFECTIVENESS (Input/Output)</u>					
Cost to provide expert testimony		\$45,827	\$32,985	\$30,227	\$33,075
<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	500	450	500
<u>EFFICIENCY (Input/Output)</u>					
Cost/hour		\$63.21	\$65.97	\$67.17	\$66.15
<u>OUTCOME (Service or Product)</u>					
Notify families of decedents	91.71%	91.32%	92.29%	89.84%	89.84%
<u>EFFECTIVENESS (Input/Output)</u>					
Cost to notify families		\$210,808	\$202,685	\$209,625	\$213,297

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
<u>OUTPUT (Service or Product)</u>					
Identify and locate decedent's legal next of kin	2,322	2,388	2,334	2,300	2,300
<u>EFFICIENCY (Input/Output)</u>					
Cost/notification		\$88.28	\$86.84	\$91.14	\$92.74
<u>OUTCOME (Planned Result)</u>					
Determine cases not under the Medical Examiner's jurisdiction	5,698	6,304	6,343	5,940	6,100
<u>EFFECTIVENESS (Input/Output)</u>					
Cost to determine non-Medical Examiner cases		\$91,656	\$88,124	\$91,141	\$92,738
<u>OUTPUT (Service or Product)</u>					
Review circumstances surrounding death and waive cases not under the Medical Examiner's jurisdiction	8,230	8,919	8,872	8,500	8,700
<u>EFFICIENCY (Input/Output)</u>					
Cost/case		\$10.28	\$9.93	\$10.72	\$10.66

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0982	Forensic Tox Lab Manager	1	1.00	1	1.00	\$65,914	\$65,900
2180	County Medical Examiner	1	1.00	1	1.00	135,715	135,676
2281	Operations Administrator	1	1.00	1	1.00	70,343	70,325
2285	Chief Deputy Medical Examiner	1	1.00	1	1.00	118,336	118,305
2369	Admin. Services Manager II	1	1.00	1	1.00	56,397	58,094
2700	Intermediate Clerk Typist	3	3.00	2	2.00	61,117	43,872
2730	Senior Clerk	1	1.00	1	1.00	24,673	25,401
2758	Administrative Secretary III	1	1.00	0	0.00	26,246	0
3056	Medical Transcriber	0	0.00	2	2.00	0	44,922
3118	Dept. Computer Specialist I	1	1.00	0	0.00	30,628	0
3119	Dept. Computer Specialist II	0	0.00	1	1.00	0	30,786
4157	Forensic Pathology Fellow	1	1.00	1	1.00	38,272	40,010
4159	Deputy Medical Examiner II	3	3.00	3	3.00	316,668	302,885
4160	Supv. Deputy Medical Examiner	1	1.00	1	1.00	105,556	108,740
4305	Toxicologist	4	4.00	4	4.00	189,296	194,936
4306	Supervising Toxicologist	1	1.00	1	1.00	53,778	55,404
4319	Senior Histology Technician	1	1.00	1	1.00	36,971	38,092
4330	Laboratory Assistant	1	1.00	1	1.00	23,319	24,024
4800	Autopsy Room Supervisor	1	1.00	1	1.00	48,681	50,134
4819	Senior Forensic Autopsy Asst.	1	1.00	1	1.00	38,632	39,788
4820	Forensic Autopsy Assistant	5	5.00	5	5.00	171,296	172,484
5740	Med. Exam. Investigator II	14	14.00	14	14.00	554,498	556,181
5792	Supervising M.E. Investigator	1	1.00	1	1.00	50,145	51,642
7031	Custodian	1	1.00	1	1.00	16,815	17,655
9999	Temporary Extra Help	1	0.67	1	0.67	17,780	17,780
Total		47	46.67	47	46.67	\$2,251,076	\$2,263,036
Salary Adjustments:						6,195	14,610
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:						664,796	708,872
Salary Savings:						(3,086)	(3,086)
VTD Reductions:						(10,433)	(10,433)
Total Adjustments						\$695,892	\$748,383
Program Totals		47	46.67	47	46.67	\$2,946,968	\$3,011,419

EL CAJON MUNICIPAL COURT

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 ⁽¹⁾ Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
El Cajon Municipal Court	\$6,338,988	\$6,545,390	\$7,048,878	\$6,855,967	\$7,337,775	481,808	7.0
TOTAL DIRECT COST	\$6,338,988	\$6,545,390	\$7,048,878	\$6,855,967	\$7,337,775	\$ 481,808	7.0
PROGRAM REVENUE	(1,550,755)	(4,197,865)	(4,474,346)	(4,204,309)	(4,695,317)	(491,008)	11.7
NET GENERAL FUND COST	\$4,788,233	\$2,347,525	\$2,574,532	\$2,651,658	\$2,642,458	\$(9,200)	(0.4)
STAFF YEARS	122.18	123.50	123.0	123.00	127.0	4.00	3.3

⁽¹⁾ Does not include adjustments due to mid-year Board action.

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.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Continue to process and adjudicate cases pursuant to the time standards established by the State Judicial Council.
 - a. Exceed the state average in case processing times for all categories including felony, misdemeanor, civil, unlawful detainer, and small claims cases, as measured by the California Judicial Council.
 - b. Assist the Superior Court in adjudicating "three strikes" cases within statutory time limits.
2. Continue to coordinate with the superior court in order to improve the public access to court services and reduce costs.
 - a. Hear over 4,000 superior court family law cases and adjudicate in excess of 2,000 "other" civil matters.
 - b. Disposition over 1,000 superior court criminal cases and conduct over 1,800 felony probation hearings.
3. Continue to operate an aggressive fine collection program which reduces the number of warrants issued, increases the number of cases disposed, and increases revenue.
 - a. Reduce the number of backlog warrants on file.
 - b. Collect over \$1,000,000 via the civil assessment revenue collections program.
 - c. Collect over \$300,000 via the court collection officers program, which is separate and distinct from the civil assessment program.
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. Implement IJIS compliant systems to replace current mainframe and mini-based case processing applications.
 - b. Fully implement the compact disk-based imaging system by which documents can be accessed and viewed electronically.

5. Continue to provide quality training to municipal and superior court 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.
 - b. Provide training to increase employee awareness in terms of a safe working environment, healthy lifestyle, and diversity.
6. Continue a successful Drug Court to reduce recidivism of the participant population, reduce costs across the criminal justice system, reduce jail and probation costs, and reduce the human and monetary costs associated with drug and alcohol abuse.
7. Continue a successful domestic violence court program to reduce the rate of recidivism of domestic violence, and to reduce the number of trials conducted.

**EL CAJON MUNICIPAL COURT
1997/98 BUDGETED POSITIONS/STAFF YEARS**

Judiciary Division
Municipal Court Judges

10 Positions - 10 Staff years

Subordinate Judiciary
Commissioners

2 Positions - 2 Staff Years

Judiciary Support Unit
Chief Court Reporter
Court Reporters
Judicial Secretaries
Research Attorney

8 Positions - 8 Staff Years

Administration Division
Court Administrator
Assistant Court Administrator
Municipal Court Secretary

3 Positions - 3 Staff Years

Administrative Services
Administrative Services Manager
Staff Development Coordinator
Deputy Admin Clerk III
Deputy Admin Clerk II
Department Computer Specialist II
Deputy Clerk III
Temporary Extra Help

9 Positions - 7.5 Staff Years

Substance Abuse Assessment Unit
Substance Abuse Assessor
Deputy Clerk III

3 Positions - 3 Staff Years

9-3

Accounting Division
Senior Accountant
Deputy Clerk V
Deputy Clerk III

10 Positions - 10 Staff Years

Criminal/Calendar Division
Division Manager III
Division Manager II
Deputy Clerk V
Deputy Clerk IV
Deputy Clerk III
Deputy Clerk/Interpreter

47 Positions - 45.5 Staff Years

Traffic Division
Division Manager III
Division Manager II
Deputy Clerk V
Deputy Clerk III

18 Positions - 18 Staff Years

Civil Division
Division Manager III
Deputy Clerk V
Deputy Clerk III
Small Claims Counsel

18 Positions - 18 Staff Years

Ramona Court
Deputy Clerk IV
Deputy Clerk III

2 Positions - 2 Staff Years

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,666,310	\$5,857,020	\$6,125,287	\$6,140,744	\$6,357,254	3.5
Services & Supplies	656,464	560,971	805,088	640,408	905,706	41.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	16,184	127,399	118,503	74,815	74,815	0.0
TOTAL DIRECT COST	\$6,338,958	\$6,545,390	\$7,048,878	\$6,855,967	\$7,337,775	7.0
PROGRAM REVENUE	(1,550,755)	(4,197,865)	(4,474,346)	(4,204,309)	(4,695,317)	11.7
NET GENERAL FUND CONTRIBUTION	\$4,788,203	\$2,347,525	\$2,574,532	\$2,651,658	\$2,642,458	(0.3)
STAFF YEARS	122.18	123.50	123.00	123.00	127.00	3.3

PROGRAM MISSION

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

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Actual expenditures and corresponding revenue increases in salaries and benefits, services and supplies, and fixed assets are due to mid-year Board actions that added staffing for implementation of the new financial responsibility law, allocated funds to upgrade court automation systems, and to cover minimal drug court expenditures which will be entirely reimbursed from grant funds. These mid-year Board changes are not reflected in the 1996-97 budget column. For the 16th year, the El Cajon Municipal Court finished the fiscal year well within net county cost.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. El Cajon Municipal Court continues to process and adjudicate cases pursuant to the time standards established by the State Judicial Council.
 - a. Exceeded the state average in case processing times for all categories including: felony, misdemeanor, civil, unlawful detainer, and small claims, as measured by the California Judicial Council.
 - b. Assisted superior court in adjudicating "three strikes" cases within statutory time limits.
2. Continued to coordinate with the superior court in order to improve public access to court services and reduce costs.
 - a. Adjudicated nearly 5,000 superior court family law cases and dispositioned approximately 2,200 "other" civil cases.
 - b. El Cajon Municipal Court judges dispositioned over 1,000 superior court criminal cases and conducted in excess of 1,800 felony probation hearings.
3. Continued to operate an aggressive fine collection program which reduced the number of warrants issued, increased the number of cases disposed, and increased revenue.
 - a. Reduced number of backlog warrants on file.
 - b. The court collected \$2.4 million in gross civil assessment revenues. Of that amount, \$1.1 million was strictly civil assessment, while \$993,000 was underlying fines collected, and \$387,000 were costs of the program. Without the civil assessment program, neither the underlying bail nor penalty for failure to appear would have been collected.
 - c. Exceeded the \$ 1 million mark in forthwith monies collected from convicted offenders who professed an inability to pay a fine and were subsequently ordered to the court collection officers. The program has been in place for approximately three years, and is separate from the civil assessment program.

4. Made optimum use of appropriate technology and continued to cooperate with all justice agencies in the county to automate the processing of justice system cases and information.
 - a. Placed ourselves in a technical position to acquire and implement an IJIS compliant system.
 - b. Purchased a cd-rom imaging system by which documents can be quickly accessed by electronic means.
5. Continued to provide quality training to municipal and superior court staff to improve efficiency and performance in all court operations.
 - a. Provided training that enhanced the knowledge, skills, abilities, and productivity of each staff member so the delivery of court services is effective, efficient, and accurate.
 - b. Provided training to increase employee awareness in terms of a safe working environment, healthy lifestyle, and diversity.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See Departmental Outcome and Output Objectives on the Department Summary Page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Municipal Court Services [124.0 SY; E = \$6,987,549; R = \$4,339,927] 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 = \$140,246; R = \$141,000]
 - o Discretionary Activity/Discretionary Service Level
 - o Responsible for assessing the level of substance abuse 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.
 - o Costs are totally offset by user fees.
3. Drug Court [0.0 SY; E = \$209,980; R = \$214,390]
 - o Discretionary Activity/Discretionary Service Level
 - o Responsible for supervision of drug court program by which a treatment provider renders rigorous testing, education, short-term incarceration to promote compliance, and rehabilitation services to participants.
 - o Program costs are totally funded by a grant received from the United States Department of Justice and participant fees.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
9162 Night Court Assessment	\$34,489	\$ 30,000	\$30,000	0
9164 Substance Abuse Assessment	156,559	130,000	141,000	11,000
9178 Muni/Justice Adm VC16028(a)	96,468	0	140,988	140,988
9678 Federal Grants	44,991	0	214,390	214,390
9713 Returned Check Fee	14,971	8,000	8,000	0
9817 Operating Transfer from Trial Court Funding	2,890,951	2,690,000	2,825,630	135,630
9821 Filing Documents	159,061	207,400	207,400	0
9822 Jury Fees	4,050	0	0	0
9825 Notary Public Fees	550	0	0	0
9827 Costs for Courts	129,886	211,758	211,758	0
9831 Costs - Other	177,483	155,000	155,000	0
9832 Traffic School	298,818	269,440	269,440	0
9833 Administrative Fee	43,012	40,863	40,863	0
9834 Micro-Automation Fee	0	0	0	0
9837 2% Automation Fee	0	109,535	109,535	0
9849 Enhanced Collection Recovery	6,643	0	0	0
9967 Duplicating Documents	14,637	9,000	9,000	0
9979 Other Miscellaneous	397,850	341,813	330,813	(11,000)
9989 Recovered Expenditures	1,856	0	0	0
9996 Sales of Forms	2,071	1,500	1,500	0
Sub-Total	\$4,474,346	\$4,204,309	\$4,695,317	\$491,008
Total	\$4,474,346	\$4,204,309	\$4,695,317	\$491,008

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$2,574,532	\$2,651,658	\$2,642,458	(9,200)
Sub-Total	\$2,574,532	\$2,651,658	\$2,642,458	\$(9,200)
Total	\$2,574,532	\$2,651,658	\$2,642,458	\$(9,200)

EXPLANATION/COMMENT ON PROGRAM REVENUES: The slight difference between the 1996-97 actuals and the 1996-97 budgeted revenue is attributable to implementation of financial responsibility laws.

FIXED ASSETS

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

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE	State Average	1995-96 Actual	1996-97 Estimated Actual	1997-98 Judicial Council Standard
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ACTIVITY A:
Municipal Court Services - El Cajon

% OF RESOURCES: 100%

EFFICIENCY (Input/Output)⁽¹⁾

Total Municipal Court Filings	-----	92,205	96,900	101,745*
Total Municipal Court Case Dispositions	-----	86,543	86,744	90,000

Process all Criminal Cases Within the Following Judicial Council Time Standards

• Felonies				
</= 30 days	64%	81%	79%	90%
</= 45 days	74%	90%	89%	98%
</= 90 days	88%	97%	97%	100%
• Misdemeanors				
</= 30 days	74%	79%	82%	90%
</= 90 days	89%	95%	96%	98%
</=120 days	93%	97%	98%	100%

Process All Civil Cases Within the Following Judicial Council Time Standards

• General Civil				
</= 12 months	78%	93%	91%	90%
</= 18 months	86%	98%	96%	98%
</= 24 months	90%	99%	98%	100%
• Unlawful Detainers				
</= 30 days	52%	67%	72%	90%
</= 45 days	72%	82%	91%	100%
• Small Claims - In County				
</= 70 days	79%	93%	91%	90%
</= 90 days	87%	97%	96%	100%
• Small Claims - Out County				
</= 70 days	70%	87%	87%	90%
</= 90 days	83%	91%	95%	100%

⁽¹⁾ Municipal Court case statistics only. Does not include 5.41 Superior Court judicial equivalents of Superior Court case work heard by Municipal Court judges of the El Cajon bench.

* These are the Court's 1997-98 expectations for these elements. There is no Judicial Council standard for quantities of filings or case dispositions.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0580	Judges, Municipal Court	10	10.00	10	10.00	\$981,120	\$981,040
0587	Commissioner	1	1.00	1	1.00	80,862	78,489
1510	Commissioner	1	1.00	1	1.00	80,862	78,489
0650	Court Administrator	1	1.00	1	1.00	100,929	97,969
0609	Asst. Court Administrator	1	1.00	1	1.00	87,209	84,646
0543	Chief Reporter	1	1.00	1	1.00	65,634	67,594
0544	Court Reporter	3	3.00	3	3.00	163,795	168,599
0690	Admin. Serv. Mgr. I	1	1.00	1	1.00	53,735	46,882
0608	Deputy Clerk V	7	7.00	7	7.00	260,344	258,927
0614	Judicial Secretary	3	3.00	3	3.00	102,420	105,480
0668	Division Manager III	3	3.00	3	3.00	160,446	165,285
0669	Division Manager II	2	2.00	2	2.00	72,938	75,002
0610	Deputy Clerk IV	15	14.00	15	14.00	469,317	476,343
0611	Deputy Clerk III	63	62.50	67	66.50	1,626,714	1,785,577
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	29,293	30,114
0671	DC-Senior Accountant	1	1.00	1	1.00	46,442	47,826
0592	Deputy Admin. Clerk III	2	2.00	2	2.00	55,669	57,806
0593	Deputy Admin Clerk II	1	1.00	1	1.00	28,049	28,903
0696	DC-Research Attorney III	1	1.00	1	1.00	68,533	74,128
1742	Dept. Comp. Spec. II	1	1.00	1	1.00	36,338	33,665
0688	D/C Subs. Abuse Assessor II	2	2.00	2	2.00	80,198	82,582
0694	DC-Muni Court Secretary	1	1.00	1	1.00	35,685	36,753
0695	DC-Staff Dev. Coord.	1	1.00	1	1.00	45,259	46,625
9999	Temporary Extra Help	2	0.50	2	0.50	87,966	87,966
1715	DC-Small Claims Counsel	1	1	1	1	38,173	42,932
Total		126	123.00	130	127.00	\$4,857,930	\$5,039,622
Salary Adjustments:						7,757	(9,231)
Premium/Overtime Pay:						7,932	7,932
Employee Benefits:						1,382,167	1,032,885
Salary Savings:						(96,430)	(96,430)
VTO Reductions:						(18,612)	(18,612)
Flex Credit							401,088
Total Adjustments						\$1,282,814	\$1,317,632
Program Totals		126	123.00	130	127.00	\$6,140,744	\$6,357,254

NORTH COUNTY MUNICIPAL COURT

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
North County Muni Court	\$8,987,847	\$8,529,804	\$9,142,975	\$8,771,206	\$9,546,069	774,863	8.8
TOTAL DIRECT COST	\$8,987,847	\$8,529,804	\$9,142,975	\$8,771,206	\$9,546,069	\$774,863	8.8
PROGRAM REVENUE	(2,380,745)	(6,755,484)	(6,919,710)	(6,475,461)	(7,228,025)	(752,564)	11.6
NET GENERAL FUND COST	\$6,607,102	\$1,774,320	\$2,223,265	\$2,295,745	\$2,318,044	\$22,299	1.0
STAFF YEARS	164.22	167.00	172.00	154.75	160.75	6.00	3.9

MISSION

To create a court environment for the public that is deserving of community respect by providing superior customer service, impartiality and accessibility.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Provide quality court services to the citizens of the North County Judicial District.
 - 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.
 - c. Implement the trial court performance standards measurement system by October 1, 1997, and show measured improvement in a second iteration of the measurement system in June 1998.
 - d. Continue to operate a Drug Court for up to 125 defendants at a time, with the first graduation ceremony by April 1998.
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 and August 1997.
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 to provide increased access for citizens.
 - a. Accomplish initial implementation steps in the Municipal Court portion of the IJIS project.
 - b. Implement a new client-server based Civil\Small Claims system by June 1998.
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.
 - b. Conduct the necessary space planning and change management process to ensure a smooth and efficient move for both staff and customers to the new facility in late 1998.

NORTH COUNTY MUNICIPAL COURT

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

JUDICIAL SUPPORT STAFF	
Judicial Secretary	<u>SY</u> 3.00
Court Reporter	5.00
Research Attorney II	<u>1.00</u>
	9.00

ADMINISTRATION	
Court Administrator	<u>SY</u> 1.00
Assistant CourtAdmin	1.00
DC- Muni Court Secretary	<u>1.00</u>
	3.00

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

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

MINOR OFFENSE OPERATIONS	
Deputy Court Administrator	<u>SY</u> 1.00
	1.00

CRIMINAL COURT SERVICES	
	<u>SY</u>
Division Manager II	1.00
Division Manager I	1.00
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	31.50
DC-Collection Officer II	2.00
DC-Court Referral Officer	3.00
CIVIL/SMALL CLAIMS (Escondido)	
Small Claims Advisor	1.00
Division Manager I	1.00
Deputy Clerk V	1.00
Deputy Clerk IV	2.00
Deputy Clerk III	<u>19.00</u>
	79.50

ADMINISTRATIVE SERVICES	
	<u>SY</u>
Senior Accountant	1.00
Deputy Clerk V	1.00
Deputy Clerk III	3.50
Deputy Administrative Clk III	.50
Assistant Accountant	1.00
Deputy Administrative Clk II	2.00
Deputy Administrative Clk I	1.00
Systems Support Analyst I	1.00
Associate Systems Analyst	1.00
DC- Department Comp. Spec.	1.00
DC Staff Development Coord.	<u>1.00</u>
	14.00

SAN MARCOS BRANCH	
	<u>SY</u>
Division Manager II	1.00
Deputy Clerk V	3.00
Deputy Clerk IV	1.00
Deputy Clerk III	20.50
Deputy Clerk II	6.00
CIVIL ASSESSMENT PROGRAM	
Deputy Clerk III	<u>7.00</u>
	38.50

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,933,853	\$7,300,891	\$7,702,216	\$7,640,459	\$8,037,337	5.2
Services & Supplies	1,988,839	975,223	1,079,365	1,043,451	1,403,936	34.5
Fixed Assets	65,155	253,690	361,394	87,296	104,796	20.0
TOTAL DIRECT COST	\$8,987,847	\$8,529,804	\$9,142,975	\$8,771,206	\$9,546,069	8.8
PROGRAM REVENUE	(2,380,745)	(6,755,484)	(6,919,710)	(6,475,461)	(7,228,025)	11.6
NET GENERAL FUND CONTRIBUTION	\$6,607,102	\$1,774,320	\$2,223,265	\$2,295,745	\$2,318,044	1.0
STAFF YEARS	164.22	167.00	172.00	154.75	160.75	3.9

PROGRAM MISSION

See Department Mission.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The Court required a Net General Fund Contribution of \$72,480 less than budgeted, due primarily to the county's share of the court's financial responsibility revenue.

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 1996-97 OBJECTIVES

1. Continue to process and adjudicate cases within the time standards established by the State Judicial Council.
 - o As indicated in the California Judicial Council Annual Report, performed better than the state average in processing times in all reported categories (Felonies, Misdemeanors, General Civil, Unlawful Detainers, and Small Claims).
 - o Ranked in the top 15% of Municipal Courts in the State for Filings per Judicial Position, and Dispositions per Judicial Position.
2. Continue to coordinate with the Superior Court in order to improve the public access to court services and reduce costs.
 - o Within the parameters of the San Diego County Court's coordination plan, have achieved several efficiencies through coordination. Coordination efforts over the past year included a continued Coordinated Trial Call for both the Municipal and Superior Court, designing the new Regional Center Annex for coordinated operations, coordination of training events between the two courts, and the standardization of local rules and several policies and procedures between the courts.
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.
 - o The court's collection agency, GC Services, collected \$6.5 million in gross collections in 1996/97. Of this amount, \$2.4 million was provided to the County in net general revenue. The number of warrants issued remained at 43% of the pre-program level.

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.
 - o Worked with the other municipal courts in San Diego County to prepare for a FY 1997/98 implementation of a new Civil/Small Claims case processing system.
 - o Developed several in-house computer applications to increase efficiency of court operations, and continued our expansion of 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.
 - o Implemented the first phase of a new customer satisfaction program, based on the Vision/Values/Mission Statement of the court, and measured by the Trial Court Performance Standards and Measurement System.
 - o 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 Annex.
 - o Provided input and guidance to the architects and contractors to ensure the new courthouse annex is functional, secure and efficient.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department outcome and output objectives on the green sheet.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. **JUDICIARY** [14.00 SY; E = \$1,541,095; R = \$1,541,095] is:
 - o Mandated/Mandated Service Level.
 - o Responsible for the adjudication of all cases filed with the court.
2. **ADMINISTRATIVE SERVICES** [27.00 SY; E = \$1,286,145; R = \$1,014,487] including support personnel involves accounting, budgeting, payroll, personnel, purchasing services and court reporting services and administrative support to judiciary.
 - o Mandated/Discretionary Service Level.
 - o Provides support to other operating divisions.
3. **CIVIL/SMALL CLAIMS** [24.00 SY; E = \$1,143,240; R = \$901,765] including support personnel.
 - o Mandated/Discretionary Service Level.
 - o Litigant disputes up to \$25,000.00 in Civil and \$5,000.00 in Small Claims.
4. **PUBLIC OFFENSES** [88.75 SY; E = \$5,242,113; R = \$3,507,568] including support personnel involves all case processing support for public offenses and includes two major divisions.
 - A. **CRIMINAL** (56.25 SY; E = \$3,393,861; R = \$2,150,748)
 - o Mandated/Discretionary Service Level.
 - o Felony and more serious misdemeanor cases including driving under the influence.
 - B. **TRAFFIC/MINOR OFFENSES** (32.50 SY; E = \$1,848,252; R = \$1,356,820)
 - o Mandated/Discretionary Service Level.
 - o Bail forfeitable misdemeanor cases and both criminal and traffic infractions.
5. **CIVIL ASSESSMENT PROGRAM** [7.00 SY; E = \$333,476; R = \$263,110]
 - o Discretionary/Discretionary Service Level.
 - o Contract 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Vehicle Code Fines	\$56,918	\$70,000	\$70,000	0
Substance Abuse Assessment	226,343	240,994	240,994	0
Return Check Fee	17,840	17,000	17,000	0
Court Fees - Filings	204,950	190,000	190,000	0
Court Fees - Jury	21,580	10,000	10,000	0
Traffic School Fees	756,828	759,988	759,988	0
Court Fees Administration	516	0	0	0
Duplication Fees	20,524	17,000	17,000	0
AB 189	0	0	136,350	136,350
Fee for court costs	90,950	40,863	41,779	916
Court Fees/Other	1,022,410	1,086,114	1,086,614	500
Muni/Justice Adm VC 16028	164,290	0	400,000	400,000
Op Tsfr from Trial Court Fund	4,216,059	3,923,000	4,120,798	197,798
Z% Automation	120,502	120,502	137,502	17,000
Sub-Total	\$6,919,710	\$6,475,461	\$7,228,025	\$752,564
Total	\$6,919,710	\$6,475,461	\$7,228,025	\$752,564

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$2,223,265	\$2,295,745	\$2,318,044	22,299
Sub-Total	\$2,223,265	\$2,295,745	\$2,318,044	\$22,299
Total	\$2,223,265	\$2,295,745	\$2,318,044	\$22,299

EXPLANATION/COMMENT ON PROGRAM REVENUES

Budgeted revenue for 1997/98 is increased by \$752,564 to reflect mid-year changes and budget proposals as follows:

\$400,000 increase due to financial responsibility legislation

\$197,798 increase in trial court funding from the State of California

\$136,350 increase due to internal service fund distribution

\$ 18,416 increase in automation fund

FIXED ASSETS

Category	Total Cost
Office equipment - General	\$10,966
Modular furniture	10,000
Data processing equipment	65,330
Electronic equipment	18,500
Total	\$104,796

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE INDICATORS

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY I.:					
% OF RESOURCES: 100%					
WORKLOAD					
Felonies	0	3,768	3,847	4,600	4,000
Misdemeanors Group A	0	8,366	8,857	9,188	9,188
Group B	0	1,488	988	1,470	1,470
Group C	0	4,961	4,919	5,250	5,250
Group D	0	15,981	12,915	16,800	14,500
Criminal Infractions	0	4,133	4,158	4,200	4,600
Traffic Infractions	0	117,113	99,971	130,500	115,000
Parking	0	0	0	0	0
Civil	0	9,478	9,572	10,343	10,343
Small Claims	0	9,039	8,896	10,500	10,000
Total Filings	0	174,327	154,123	192,850	174,351

	1995-96 All Municipal Courts State Average	1994-95 Actual	1995-96 Actual	1996-97 Actual
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EFFICIENCY/OUTPUT

Filings per Judicial Position Equivalent	8,745	11,851	12,276	10,853
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EFFECTIVENESS/OUTCOME

Dispositions per Judicial Position Equivalent	8,540	11,242	11,085	10,547
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Process all the Criminal Cases Within the Following Judicial Council Time Standards	1995-96 State Average	1995-96 Actual	1996-97 Actual	1996-97 Goal (Judicial Council Standard)
• Felonies				
</= 30 days	64%	72%	75%	90%
</= 45 days	74%	82%	82%	98%
</= 90 days	88%	96%	96%	100%
> 90 days	12%	4%	4%	0%
• Misdemeanors				
</= 30 days	74%	66%	71%	90%
</= 90 days	89%	91%	94%	98%
</= 120 days	93%	95%	97%	100%
> 120 days	7%	5%	3%	0%
Process all Civil Cases Within the Following Judicial Council Time Standards				
• General Civil				
</= 12 months	78%	88%	89%	90%
</= 18 months	86%	97%	96%	98%
</= 24 months	90%	99%	98%	100%
> 24 months	10%	1%	2%	0%
• Unlawful detainers				
</= 30 days	52%	53%	66%	90%
</= 45 days	72%	71%	85%	100%
> 45 days	28%	29%	15%	0%
• Small Claims - In County				
</= 70 days	79%	92%	80%*	90%
</= 90 days	87%	96%	83%*	100%
> 90 days	13%	4%	17%*	0%
• Small Claims - Out County				
</= 70 days	70%	87%	78%*	90%
</= 90 days	83%	94%	90%*	100%
> 90 days	17%	6%	10%*	0%

* These numbers are skewed due to a Small Claims dismissal project.

STAFFING SCHEDULE

Class	Title	1996-97	1996-97	1997-98	1997-98	1996-97	1997-98
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0580	Judge	11	11.00	11	11.00	\$1,079,232	\$1,079,144
0587	Traffic Commissioner	1	1.00	1	1.00	80,862	78,489
0591	Commissioner	2	2.00	2	2.00	161,724	156,978
0653	Court Administrator	1	1.00	1	1.00	92,216	97,638
0606	Assistant Court Administrator	1	1.00	1	1.00	81,894	79,489
0694	Deputy Court Administrator	3	2.75	3	2.75	161,622	161,583
0544	Court Reporter	5	5.00	5	5.00	277,933	286,151
0602	Judicial Secretary	2	2.00	2	2.00	69,825	71,913
0614	Judicial Secretary	1	1.00	1	1.00	34,140	35,160
0604	Senior Deputy Clerk	3	3.00	3	3.00	106,014	109,221
0605	Deputy Clerk Interpreter	1	1.00	1	1.00	29,293	30,114
0694	D/C Municipal Court Secretary	1	1.00	1	1.00	35,685	36,753
0695	D/C Staff development Coordinator	1	1.00	1	1.00	44,809	46,625
0669	Division Manager II	2	2.00	2	2.00	85,918	88,528
0670	Division Manager I	2	2.00	2	2.00	69,506	88,528
0673	D/C Assistant Accountant	1	1.00	1	1.00	31,292	33,434
0687	D/C Staff Development Spec	0	0.00	0	0.00	0	0
0608	Deputy Clerk V	8	8.00	8	8.00	297,536	306,584
0610	Deputy Clerk IV	11	11.00	11	11.00	370,271	381,315
0611	Deputy Clerk III	77	76.50	82	81.50	1,981,827	2,144,081
0612	Deputy Clerk II	6	6.00	6	6.00	129,450	133,158
0613	Deputy Clerk I	0	0.00	0	0.00	0	0
0615	Deputy Clerk Interpreter	1	1.00	1	1.00	24,414	25,096
0592	Deputy Admin. Clerk III	1	0.50	1	.50	14,462	15,069
0593	Deputy Admin. Clerk II	1	1.00	2	2.00	28,049	57,806
0594	Deputy Admin Clerk I	1	1.00	1	1.00	23,430	25,351
0671	Senior Accountant	1	1.00	1	1.00	46,442	47,826
0680	D/C Research Attorney II	1	.50	1	1.00	27,108	58,397
1688	D/C Interpreter Supervisor	1	1.00	1	1.00	33,661	34,665
1727	D/C Assoc Systems Analyst	1	1.00	1	1.00	43,446	44,681
1742	D/C Muni Ct Computer Specialist	1	1.00	1	1.00	35,716	37,422
1748	D/C Systems Support Analyst	1	1.00	1	1.00	31,541	52,714
1754	D/C Collection Officer II	2	2.00	2	2.00	50,943	54,132
1785	D/C Court Referral Officer II	3	3.00	3	3.00	107,846	108,346
1715	Small Claims Counsel	1	1.00	1	1.00	38,173	42,199
9999	Extra Help/Student Worker	1	0.50	1	0.00	202,122	202,122
Total		157	154.75	163	160.75	\$5,928,402	\$6,250,712
Salary Adjustments:						33,652	(8,028)
Premium/Overtime Pay:						50,000	50,000
Employee Benefits:						1,784,388	1,900,636
Salary Savings:						(131,868)	(131,868)
VTO Reductions:						(24,115)	(24,115)
Total Adjustments						\$1,712,057	\$1,786,625
Program Totals		157	154.75	163	160.75	\$7,640,459	\$8,037,337

SOUTH BAY MUNICIPAL COURT

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Municipal Court Services	\$4,577,569	\$4,922,605	\$5,466,843	\$5,050,032	\$5,231,652	181,620	3.6
TOTAL DIRECT COST	\$4,577,569	\$4,922,605	\$5,466,843	\$5,050,032	\$5,231,652	\$181,620	3.6
PROGRAM REVENUE	(867,907)	(3,011,669)	(3,457,131)	(3,080,482)	(3,228,507)	(148,025)	4.8
NET GENERAL FUND COST	\$3,709,662	\$1,910,936	\$2,009,712	\$1,969,550	\$2,003,145	\$33,595	1.7
STAFF YEARS	87.50	93.69	92.23	93.50	94.50	1.00	1.1

MISSION

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

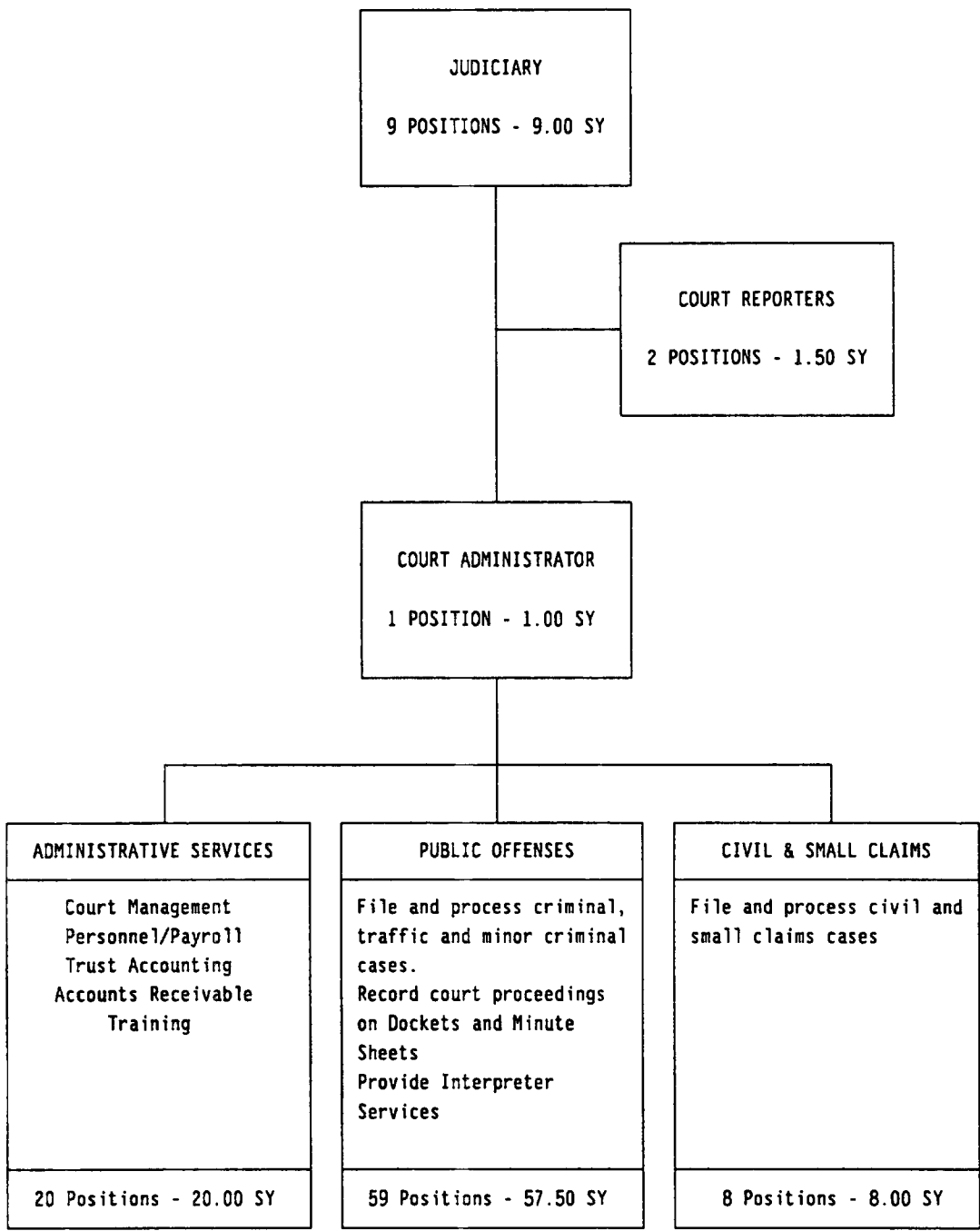
Municipal Courts have original jurisdiction on all misdemeanors and infractions, civil cases involving \$25,000 or less and small claims cases. Municipal Court Judges also preside over preliminary hearings in felony cases. These hearings are held to determine whether there is sufficient evidence to hold a defendant to answer the felony charges. The Clerk of the Court and deputies provide administrative and clerical support to the Court and are responsible for all Court support functions. The South Bay Judicial District includes the cities of Chula Vista, Coronado, Imperial Beach, National City, the most southern portion of San Diego and certain adjacent unincorporated areas.

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. Civil cases are assigned to independent calendar departments (one in each Court) who provide backup to one another.

1997-98 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 \$700,000 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 1998.
3. Make optimum use of appropriate technology and continue to cooperate with all courts in the County in the effort to automate the processing of all cases and defendant information.
 - a. Participate in common case processing system development with other courts to implement share business solutions that will replace/upgrade existing systems.
4. Provide quality training to staff to improve efficiency and performance in all court operations.

SOUTH BAY MUNICIPAL COURT
1997-98 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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,099,307	\$4,386,323	\$4,501,922	\$4,580,779	\$4,716,931	3.0
Services & Supplies	444,844	398,987	769,464	379,152	424,620	12.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	33,418	137,295	195,457	90,101	90,101	0.0
TOTAL DIRECT COST	\$4,577,569	\$4,922,605	\$5,466,843	\$5,050,032	\$5,231,652	3.6
PROGRAM REVENUE	(867,907)	(3,011,669)	(3,457,131)	(3,080,482)	(3,228,507)	4.8
NET GENERAL FUND CONTRIBUTION	\$3,709,662	\$1,910,936	\$2,009,712	\$1,969,550	\$2,003,145	1.7
STAFF YEARS	87.50	93.69	92.23	93.50	94.50	1.1

PROGRAM MISSION

See Department Mission on the Department Summary page.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

FY 1996-97 Estimated Actual Salaries and Benefits were approximately \$78,857 less than budgeted as a result of keeping .50 court reporter, .10 staff interpreter and .20 volunteer coordinator positions vacant throughout the year; savings from the temporary assignment of the Court Administrator to the Department of Public Works; delays in filling of deputy clerk vacancies; and, having several employees on unpaid leaves of absences.

Services and Supplies expenditures exceeded budgeted amounts by approximately \$390,312 as a result of increased costs for transcripts, interpreters, postage, mileage reimbursement; a mid-year Board approved change of \$125,000 to purchase computer equipment for newly developed automated systems and a document storage system; \$40,000 for the purchase of services and supplies associated with the implementation of a Substance Abuse Assessment program; and, \$122,999 in prior year expenses.

Fixed assets expenditures exceeded budgeted amounts by \$105,356 as a result of two mid-year Board approved changes for the purchase of equipment for the Substance Abuse Assessment program, a document storage system, and computer equipment.

Program revenue was \$376,649 greater than budget. Although we experienced decreases in most revenue accounts resulting from decreases in filings, shortfalls were offset by reimbursements from State prison claims, financial responsibility revenue which we began collecting in February, 1997, substance abuse assessment revenue which we began collecting in February 1997, and backlog warrant revenue used to offset the \$200,000 cost of the mid-year Board approved change to purchase the equipment specified above.

Overall, Net County Costs were \$95,424 less than budget, however, prior year expenditures of \$135,584 results in Net County costs, exceeding budget by \$40,162.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. a. The South Bay Municipal Court processed over 97.7% of all felony and misdemeanor cases and 82.4% of General Civil, Unlawful Detainers and Small Claims cases within the time standards set by Judicial Council.
- b. The South Bay Municipal Court generated over \$797,000 in Civil Assessment revenue to the County exceeding original estimates by \$97,000.

2.
 - a. The South Bay Municipal Court continues to process Three Strike cases within statutory time limits. This area will no longer apply as the "Three Strike" law faces appeals and challenges.
 - b. The South Bay Superior and Municipal Courts continue to participate under a coordination agreement which allows for the cross-assignment of Superior and Municipal Court judges.
 - c. The regional Presiding Judge proposal is still being considered as part of the Courts' ongoing coordination efforts.
3.
 - a. Although the IJIS proposal is no longer active, the South Bay Municipal Court will participate in a joint development effort with the other Municipal Courts to implement an IJIS compliant Civil/Small Claims, Accounting, Traffic, and Criminal system to replace antiquated systems which are currently in operation.
4. Every South Bay Court employee attended an average of 4 training classes ~~Ydd1996~~ 97.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

The activities of this program are summarized as follows:

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 \$700,000 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, 1998.
3. Make optimum use of appropriate technology and continue to cooperate with all courts in the County in the effort to automate the processing of all cases and defendant information.
 - a. Participate in common case processing system development with other courts to implement share business solutions that will replace/upgrade existing systems.
4. Provide quality training to staff to improve efficiency and performance in all court operations.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. JUDICIARY [9.00 SY; E = \$1,014,040; R = \$2,188,025] 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 = \$1,086,904; R = \$601,132] including budgeting, accounting, collections, payroll, personnel, training, purchasing and automated services, and administrative support to the Judiciary:
 - o Mandated/Discretionary Service Level.
 - o Provides part-time clerical support to other operating divisions.
 - o Includes transfer of the small claims advisor program from the Public Defender to the Court.
3. PUBLIC OFFENSES [57.50 SY; E = \$2,771,206; R = \$301,150] 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 = \$1,274,775; R = \$165,630]
 - o Mandated/Discretionary Service Level.

- o Reporting services provided on felony cases only.
- o Felony and the more serious misdemeanor cases including driving under the influence.

B. TRAFFIC/MINOR OFFENSES [30.50 SY; E = \$1,496,431; R = \$135,520]

- o Mandated/Discretionary Service Level.
- o Bail Forfeitable misdemeanor cases and both criminal and traffic infractions.

4. CIVIL/SMALL CLAIMS [8.00 SY; E = \$359,502; R = \$138,200] 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
PROGRAM REVENUE:				
9162 Night Court Assessment	\$27,779	\$33,000	\$30,000	(3,000)
9164 Substance Abuse Assessment Fee	31,570	0	0	0
9178 Financial Responsibility	58,328	0	0	0
9713 Returned Check Fee	6,173	7,000	6,000	(1,000)
9821 Filing Documents	111,795	126,000	126,000	0
9822 Jury Fees	3,869	0	0	0
9823 Court Reporter Transcript Fees	389	0	0	0
9827 Cost for Courts	58,588	67,164	65,443	(1,721)
9831 Other Court Cost	406,652	400,689	400,689	0
9832 Traffic School	200,007	271,150	271,150	0
9833 Court Administrative (Small Claims Advisor)	36,414	0	43,000	43,000
9837 2% Automation Fund	82,679	82,679	86,000	3,321
9849 1467 Collection Recovery	1,763	0	0	0
9956 Cellular Phones Employees	382	0	0	0
9967 Duplicating Documents	7,711	7,600	8,800	1,200
9989 Recovered Expenditures	4,058	0	0	0
9996 Other - Sales Taxable	5,626	2,200	3,400	1,200
9817 Operating Transfer from Trial Court Fund	2,238,606	2,083,000	2,188,025	105,025
9995 Other Miscellaneous-Backlog Warrant Revenue	174,742	0	0	0
Sub-Total	\$3,457,131	\$3,080,482	\$3,228,507	\$148,025
Total	\$3,457,131	\$3,080,482	\$3,228,507	\$148,025

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
	\$2,009,712	\$1,969,550	\$2,003,145	33,595
Sub-Total	\$2,009,712	\$1,969,550	\$2,003,145	\$33,595
Total	\$2,009,712	\$1,969,550	\$2,003,145	\$33,595

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Program revenue was \$376,649 greater than budget. Although we experienced decreases in most revenue accounts resulting from decreases in filings, shortfalls were offset by reimbursements from State prison claims, financial responsibility revenue which we began collecting in February, 1997, substance abuse assessment revenue which we began collecting in February 1997, and backlog warrant revenue used to offset the \$200,000 cost of the mid-year Board approved change to purchase computer equipment.

FIXED ASSETS

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

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1995-96 State Average	1995-96 Actual	1996-97 Estimated Actual	1997-98 Goal (Judicial Council Standard)
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ACTIVITY 1.: Municipal Court Services - South Bay

% OF RESOURCES: 100%

EFFICIENCY (Input/Output)

Total Filings	N/A	86,862*	79,215	80,000**
Case Dispositions	N/A	82,940*	73,314	74,000**

Process all Criminal Cases Within the
Following Judicial Council Time Standards

- Felonies

</= 30 days	64%	88%	87%	90%
</= 45 days	74%	94%	94%	98%
</= 90 days	88%	99%	99%	100%
> 90 days	12%	0%	1%	0%
- Misdemeanors

</= 30 days	74%	88%	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	78%	87%	89%	90%
</= 18 months	86%	95%	96%	98%
</= 24 months	90%	98%	98%	100%
> 24 months	10%	2%	2%	0%
- Unlawful Detainers

</= 30 days	52%	24%	29%	90%
</= 45 days	72%	45%	52%	100%
> 45 days	28%	55%	48%	0%
- Small Claims

</= 70 days	79%	91%	91%	90%
</= 90 days	87%	91%	95%	100%
> 90 days	13%	9%	5%	0%

Net Cost Per Case Disposition	N/A	\$23.04	\$30.16***	\$27.07**
# of Dispositions Per Judicial Position	N/A	9,216	8,146	8,222**
Clerical Positions/Judicial Position****	N/A	8.9	8.6	8.6**

* 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 1997-98 Court Goal.
 *** Includes the cost of prior year expenditures.
 **** Excludes: Judges, Commissioners, Reporters, Judicial Secretaries and two Interpreters; includes temporary extra help.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0580	Municipal Court Judge	7	7.00	7	7.00	\$686,784	\$686,728
0590	Court Commissioner	1	1.00	1	2.00	80,862	156,978
1510	Traffic Referee/Commissioner	1	1.00	1	0.00	75,801	0
0651	Court Administrator	1	1.00	1	1.00	100,929	97,969
1540	Deputy Court Administrator	3	3.00	3	3.00	179,318	181,823
0544	Court Reporter	2	1.50	2	1.50	81,627	84,066
0669	Division Manager II	1	1.00	1	1.00	40,937	44,264
0695	DC-Staff Development Coordinator	1	1.00	1	1.00	45,259	46,625
1715	DC-Small Claims Counsel	0	0.00	1	1.00	0	46,625
2432	DC-System Support Analyst	1	1.00	1	1.00	39,881	39,803
1742	DC-Muni.Ct. Computer Spec. II	1	1.00	1	1.00	30,324	31,547
0671	DC-Senior Accountant	1	1.00	1	1.00	46,442	47,826
0608	Deputy Clerk V	6	6.00	6	6.00	223,152	229,938
0691	DC-Municipal Court Sec.	1	1.00	1	1.00	35,685	36,753
0663	DC-Admin. Assist. III	1	1.00	1	1.00	41,904	44,409
0610	Deputy Clerk IV	9	9.00	9	9.00	285,157	309,605
0605	DC-Interpreter	2	2.00	2	2.00	67,364	69,378
8801	DC-Volunteer Program Coordinator	1	1.00	1	1.00	28,248	29,700
0611	Deputy Clerk III	48	47.00	48	47.00	1,192,352	1,187,813
0592	DC-Admin. Clerk III	1	1.00	1	1.00	28,049	28,903
0593	DC-Admin. Clerk II	2	2.00	2	2.00	56,098	57,806
1754	DC-Court Collection Officer II	3	3.00	3	3.00	78,810	83,490
0617	DC-Admin. Sec. IV	1	1.00	1	1.00	27,929	35,160
9999	Extra Help	0	0.00	0	0.00	148,922	148,922
Total		95	93.50	96	94.50	\$3,621,834	\$3,726,131
Salary Adjustments:						\$9,121	0
Premium/Overtime Pay:						0	0
Extraordinary/Bilingual Pay:						16,345	16,345
Employee Benefits:						1,013,612	1,056,066
Salary Savings:						(65,982)	(67,460)
VTO Reductions:						(14,151)	(14,151)
Total Adjustments						\$958,945	\$990,800
Program Totals		95	93.50	96	94.50	\$4,580,779	\$4,716,931

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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
MCISU	\$1,404,513	\$986,644	\$742,527	\$1,087,359	\$1,067,013	(20,346)	(1.9)
TOTAL DIRECT COST	\$1,404,513	\$986,644	\$742,527	\$1,087,359	\$1,067,013	\$(20,346)	(1.9)
PROGRAM REVENUE	(1,062,877)	(719,327)	(484,829)	(829,661)	(829,661)	0	0.0
NET GENERAL FUND COST	\$341,636	\$267,317	\$257,698	\$257,698	\$237,352	\$(20,346)	(7.9)
STAFF YEARS	6.67	6.50	5.03	9.00	9.00	0.00	0.0

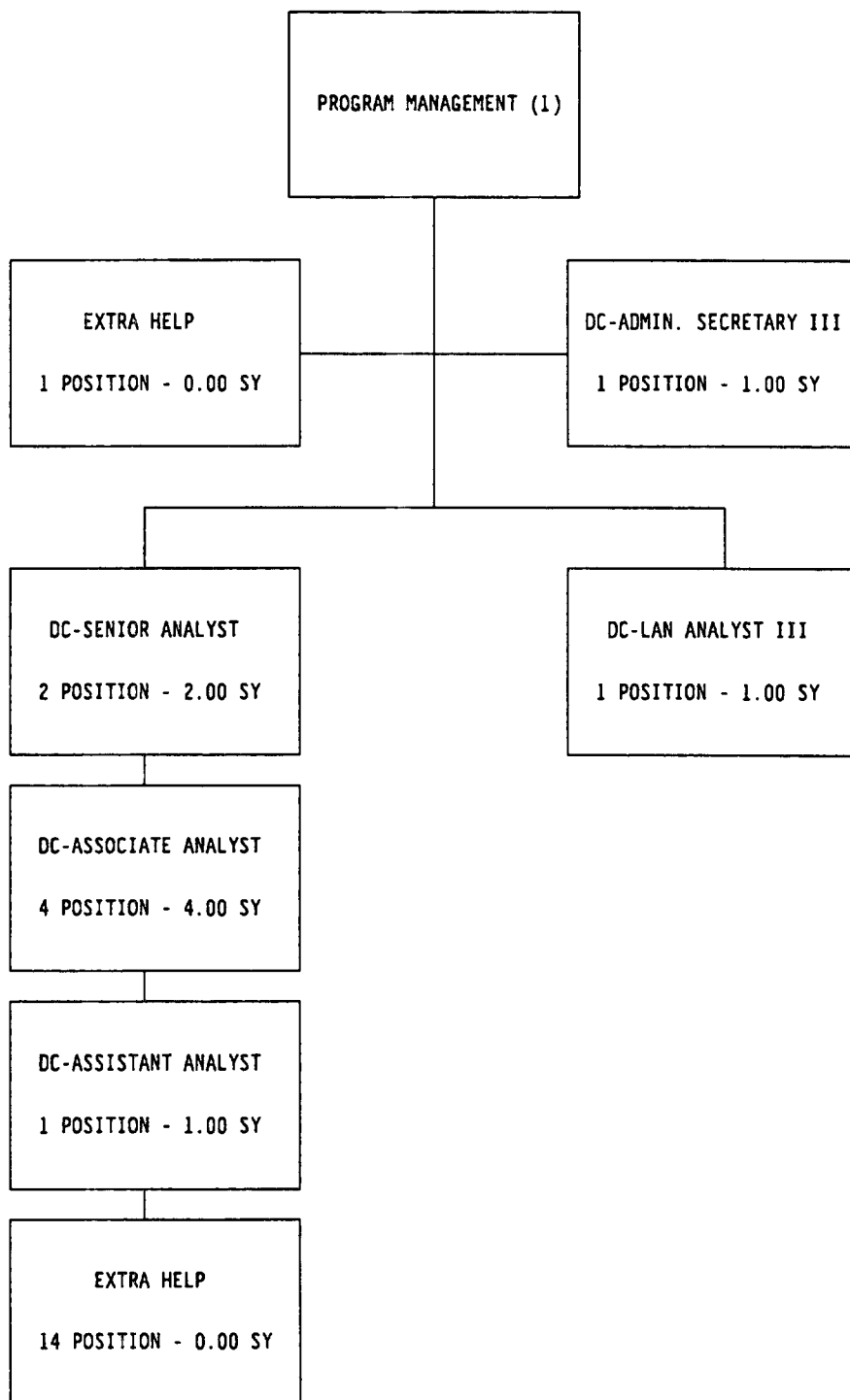
MISSION

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

1997-98 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.
2. Complete all service requests in the priority sequence set by the customer service request committee.
3. Support development of a replacement application for Traffic system, compliant with IJIS specifications.
4. Convert outlying court's applications from the Bull/Unix platform to an NT server platform.

MUNICIPAL COURT INFORMATION SERVICES UNIT
1997-98 ADOPTED BUDGET



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

PROGRAM: Municipal Courts Information Services Unit

DEPARTMENT: MUNICIPAL COURTS INFORMATION SERVICES UNIT

PROGRAM #: 01000

ORGANIZATION #: 2310

MANAGER: Bruce Rademacher

REFERENCE: 1997-98 Proposed Budget - Pg. 12-3

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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$415,365	\$414,760	\$333,245	\$746,071	\$725,725	(2.7)
Services & Supplies	\$555,511	\$379,688	\$346,455	\$341,288	\$341,288	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	\$433,637	\$192,196	\$62,827	0	0	0.0
TOTAL DIRECT COST	\$1,404,513	\$986,644	\$742,527	\$1,087,359	\$1,067,013	(1.9)
PROGRAM REVENUE	(1,062,877)	(719,327)	(484,829)	(829,661)	(829,661)	0.0
NET GENERAL FUND CONTRIBUTION	\$341,636	\$267,317	\$257,698	\$257,698	\$237,352	(7.9)
STAFF YEARS	6.67	6.50	5.03	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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The 1996-97 actual expense is approximately \$344,832 less than budgeted due to overrealized salary savings, savings in maintenance of data processing equipment and contract help.

ACHIEVEMENT OF 1996-97 OBJECTIVES

All 1996-97 Objectives were achieved.

1997-98 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.
2. Complete all service requests in the priority sequence set by the customer service request committee.
3. Support development of a replacement application for Traffic system, compliant with IJIS specifications.
4. Convert outlying courts applications from the Bull/Unix platform to an NT server platform.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

1. Municipal Courts-EDP Services [9.0 SY; E = \$1,067,013; 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
9831 Other Court Costs	\$131,378	\$206,086	\$206,086	0
9834 Micro-Automation Fee	0	50,107	50,107	0
9837 2% Automation Fund	353,451	573,468	573,468	0
9979 Other Miscellaneous	0	0	0	0
Sub-Total	\$484,829	\$829,661	\$829,661	\$0
Total	\$484,829	\$829,661	\$829,661	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$257,698	\$257,698	\$237,352	(20,346)
Sub-Total	\$257,698	\$257,698	\$237,352	\$(20,346)
Total	\$257,698	\$257,698	\$237,352	\$(20,346)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The difference in budgeted revenue and estimated actual revenue for FY 1996/97 is the result of a decrease in the amount of program revenue needed to support the unit as a result of a corresponding decrease in expenditures.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
MUNICIPAL COURT SUPPORT					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Maintain customer rating of 4.		4.6	4.6	4.6	4.6
<u>OUTPUT (Service or Product)</u>					
50 hr requests complete w/i 30 days		97%	99%	99%	N/A*
<u>OUTPUT (Service or Product)</u>					
Over 50 hr complete w/i target		92%	92%	92%	95%

* No longer meaningful as all tasks other than production support are at the direction of the service request committee.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
1747	Dep. Clerk LAN Sys. Analyst III	1	1.00	1	1.00	55,431	44,409
0596	Dep. Clerk Adm. Sec. III	1	1.00	1	1.00	27,580	28,355
0654	DC-Senior Systems Analyst	2	2.00	2	2.00	112,794	107,326
0655	DC-Associate Systems Analyst	4	4.00	4	4.00	196,983	202,823
0656	DC-Assistant Systems Analyst	1	1.00	1	1.00	43,109	38,572
9999	Non-Permanent Positions	15	0.00	15	0.00	164,000	164,000
Total		24	9.00	24	9.00	\$599,897	\$585,485
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						148,852	142,918
Salary Savings:						(0)	(0)
VTO Reductions:						(2,678)	(2,678)
Total Adjustments						\$146,174	\$140,240
Program Totals		24	9.00	24	9.00	\$746,071	\$725,725

PRETRIAL SERVICES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Pretrial Services	\$765,202	\$3,396,553	\$775,647	\$785,415	\$808,943	23,528	3.0
TOTAL DIRECT COST	\$765,202	\$3,396,553	\$775,647	\$785,415	\$808,943	\$23,528	3.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$765,202	\$3,396,553	\$775,647	\$785,415	\$808,943	\$23,528	3.0
STAFF YEARS	19.00	20.25	19.90	22.00	22.00	0.00	0.0

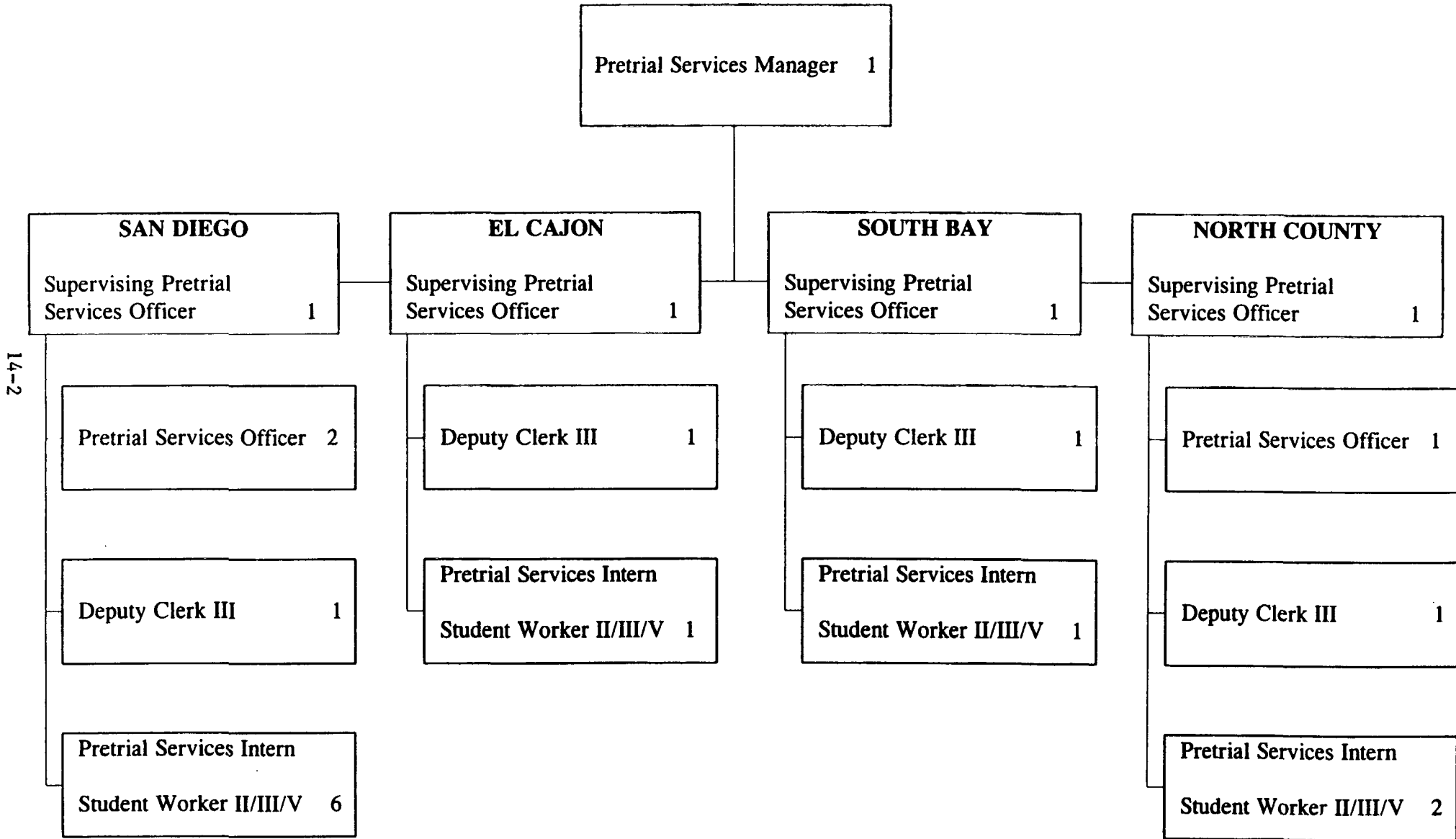
MISSION

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.

1997-98 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



PROGRAM: Pretrial Services

DEPARTMENT: PRETRIAL SERVICES

PROGRAM #: 13036

ORGANIZATION #: 2360

MANAGER: D. Kent Pedersen

REFERENCE: 1997-98 Proposed Budget - Pg. 13-3

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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$724,002	\$742,517	\$739,139	\$765,991	\$789,250	3.0
Services & Supplies	\$7,054	\$40,646	\$32,484	\$19,424	\$19,693	1.4
Fixed Assets	34,146	1,070	4,024	0	0	0.0
Civil Assessment Commissions	0	2,612,320	0	0	0	0.0
TOTAL DIRECT COST	\$765,202	\$3,396,553	\$775,647	\$785,415	\$808,943	3.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$765,202	\$3,396,553	\$775,647	\$785,415	\$808,943	3.0
STAFF YEARS	19.00	20.25	19.90	22.00	22.00	(100.0)

NOTE: This Department did not receive an operational increase of \$2,612,320 (FY 95-96 Actual). 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 Mission on the Department Summary page.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

1. Fiscal Year 1996-97 Mid-Year Budget changes include:

- Transfer of appropriations from Account 1101 - Salaries & Wages - Permanent (\$7,000) to Account 2391 - New Software in Pretrial Services Org. 2363. This increase in Services & Supplies appropriations was used to purchase computer software and licenses which were necessary to enhance the computer database currently being used to monitor defendants.
- Transfer of appropriations from Account 1101 - Salaries & Wages - Permanent (\$5,000) to Account 4503 - Data Processing Equipment in Pretrial Services Org. 2363. This transfer created a Fixed Asset line item for Pretrial Services. The appropriations were used to purchase computers which increased the number of staff able to access the computer database.

Both transfers continued to streamline operations within Pretrial Services. In addition, the transfers were completed at no cost to the County because existing Salaries & Benefits appropriations were utilized.

2. Fiscal Year 1996-97 Estimated Actuals include the following prior year costs:

- \$8,672 in Services & Supplies.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. In Fiscal Year 1996-97, Pretrial Services processed 30,140 criminal history summaries. As a result, the courts received 16,973 limited Arraignment reports on cases filed by the District Attorney.

2. Pretrial Services continues to provide 99% of all requested Bail Review Reports to the judiciary to assist in bail setting decisions. In Fiscal Year 1996-97, the total number of Bail Review Reports submitted to all four municipal courts was 1,514.
3. In Fiscal Year 1996-97, Pretrial Services prepared 1,792 Supervised Release Reports to determine the defendant's conditional release suitability for the trial courts.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please Refer to the Department Summary page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

1. **San Diego Judicial District** [11.00 SY; E = \$404,472; 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 for defendants under Pretrial Services' supervision.
 - o Continue to maintain a 15% or less 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 = \$110,310; 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 for defendants under Pretrial Services' supervision.
 - o Continue to maintain a 15% or less rearrest rate for defendants under Pretrial Services' supervision.
3. **North County Judicial District** [5.00 SY; E = \$183,851; 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 for defendants under Pretrial Services' supervision.
 - o Continue to maintain a 15% or less rearrest rate for defendants under Pretrial Services' supervision.
4. **South Bay Judicial District** [3.00 SY; E = \$110,310; 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 for defendants under Pretrial Services' supervision.
 - o Continue to maintain a 15% or less rearrest rate for defendants under Pretrial Services' supervision.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
LIMITED ARRAIGNMENT REPORTS					
% OF RESOURCES: 57%					
<u>OUTCOME (Planned Result)</u>					
Bail Reviews Waived	0	9,094	9,079	8,800	8,800
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to maintain limited arraignment report process	\$0	\$447,013	\$442,119	\$447,687	\$460,944
<u>OUTPUT (Service or Product)</u>					
# of Arraignment reports processed	0	29,788	30,140	29,500	29,500
<u>EFFICIENCY (Input/Output)</u>					
Cost per Report processing	\$0	\$15.01	\$14.67	\$15.18	\$15.63
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	\$117,635	\$116,347	\$117,812	\$121,301
<u>OUTPUT (Service or Product)</u>					
# of bail review reports	0	2,161	1,514	2,000	1,800
<u>EFFICIENCY (Input/Output)</u>					
Cost per report process	\$0	\$54.44	\$76.85	\$58.91	\$67.39
ACTIVITY C:					
SUPERVISED RELEASE					
% OF RESOURCES: 11%					
<u>OUTCOME (Planned Result)</u>					
reports for all judicial districts (Total released on S.O.R.)	0	739	726	800	750
<u>EFFECTIVENESS (Input/Outcome)</u>					
	\$0	\$86,266	\$85,321	\$86,396	\$88,954
<u>OUTPUT (Service or Product)</u>					
# of Supervised Release Reports	0	1,764	1,792	2,000	1,900
<u>EFFICIENCY (Input/Output)</u>					
Cost per report process	\$0	\$48.90	\$47.61	\$43.20	\$46.82

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
1770	Pretrial Services Manager	1	1.00	1	1.00	\$52,667	\$54,218
1771	Supv Pretrial Services Offr	4	4.00	4	4.00	171,992	177,144
1772	Pretrial Services Officer	3	3.00	3	3.00	115,076	120,606
0611	Deputy Clerk III	4	4.00	4	4.00	102,446	105,565
9007	Salary Adjustments					1	0
9999	Extra Help	10	10.00	10	10.00	170,644	170,644
Total		22	22.00	22	22.00	\$612,826	\$628,177
Integrated Leave Savings:						0	0
VTO Reductions:						-2,390	-2,390
Premium/Overtime Pay:						0	0
Employee Benefits:						155,555	163,463
Salary Savings:						(0)	(0)
Total Adjustments						\$153,165	\$161,073
Program Totals		22	22.00	22	22.00	\$765,991	\$789,250

PROBATION

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Adult Field Services	\$17,287,484	\$17,826,961	\$17,223,340	\$18,232,425	\$19,378,396	1,145,971	6.3
Special Services	10,152,441	9,164,042	9,762,517	9,497,871	10,476,463	978,592	10.3
Juvenile Field Services	8,804,002	10,007,419	23,852,895	29,874,288	33,842,292	3,968,004	13.3
Juvenile Institutional Services	19,420,213	23,057,096	18,710,833	18,911,405	21,500,219	2,588,814	13.7
Department Administration	2,778,954	4,286,039	7,952,010	3,221,010	3,586,673	365,663	11.4
TOTAL DIRECT COST	\$58,443,094	\$64,341,557	\$77,501,595	\$79,736,999	\$88,784,043	\$9,047,044	11.4
PROGRAM REVENUE	(32,333,532)	(31,189,761)	(40,880,448)	(44,363,773)	(51,192,072)	(6,828,299)	15.4
NET GENERAL FUND COST	\$26,109,562	\$33,151,796	\$36,621,147	\$35,373,226	\$37,591,971	\$2,218,745	6.3
STAFF YEARS	1,200.96	1,212.85	1,223.79	1,242.75	1,284.50	41.75	3.4

MISSION

Promote the health and safety of our neighborhoods by enforcing court sanctions, engaging in prevention partnerships, moving probationers to lawful self-sufficiency, and supporting the rights of victims.

1997-98 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 25,000 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, 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.

Juvenile Field Services Investigation:

6. Complete 3,805 presentence investigations with dispositional recommendations to enable the Juvenile Court to order appropriate placement/commitments or sanctions.
 - a. Review 8,714 arrest reports (referrals) on non-wards from law enforcement agencies.

Juvenile Field Services Supervision:

7. Ensure 85% of the cases will not require a new petition for criminal activity.
 - a. Monitor 5,507 cases per year for compliance with Court order.

Juvenile Institutions - Juvenile Detention:

8. Detain an estimated 7,400 juvenile offenders in Juvenile Hall to ensure 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 serious and predatory offenders in Juvenile Hall.

Juvenile Institutions - Juvenile Corrections:

9. 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.

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
FY 1997-98 Adopted Organization Chart**

<u>Juvenile Field Services</u>	<u>Staff Years</u>
Deputy Chief Probation Officer	1.00
Probation Director	3.00
Probation Youth Athletic Director	1.00
Supervising Probation Officer	15.00
Senior Probation Officer	26.00
Deputy Probation Officer	85.00
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	21.00
Mail Clerk Driver	1.00
Intermediate Clerk Typist	4.00
Telephone Switchboard Operator	2.00
	<u>206.00</u>
207 Positions - 206.00 Staff Years	

	<u>Staff Years</u>
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	

<u>Administrative Services</u>	<u>Staff Years</u>
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
Probation Project Specialist	2.00
Analyst II	3.00
Departmental Personnel Officer I	2.00
Staff Development Specialist	1.00
Deputy Probation Officer	1.00
Departmental LAN Analyst I	3.00
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>42.00</u>
42 Positions - 42.00 Staff Years	

<u>Juvenile Institutional Services</u>	<u>Staff Years</u>
Deputy Chief Probation Officer	1.00
Probation Director	6.00
Supervising Probation Officer	22.00
Chief, Food Services	1.00
Analyst III	1.00
Senior Probation Officer	50.00
Analyst II	1.00
Deputy Probation Officer	24.50
Correctional Dep. Prob. Off. II	50.00
Administrative Secretary III	1.00
Probation Aide	1.00
Detention Processing Supervisor	1.00
Food Services Supervisor	2.00
Correctional Dep. Prob. Off. I	224.50
Administrative Secretary II	1.00
Senior Payroll Clerk	1.00
Storekeeper II	2.00
Booking Clerk	9.5
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>437.50</u>
444 Positions - 437.50 Staff Years	

<u>Adult Field Services</u>	<u>Staff Years</u>
Deputy Chief Probation Officer	1.00
Probation Director	5.00
Supervising Probation Officer	24.00
Senior Probation Officer	44.00
Deputy Probation Officer	182.00
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	26.00
Records Clerk	58.00
Mail Clerk Driver	3.00
Intermediate Clerk Typist	11.00
Junior Clerk Typist	4.00
	<u>386.00</u>
386 Positions - 386.00 Staff Years	

<u>Special Services</u>	<u>Staff Years</u>
Deputy Chief Probation Officer	1.00
Probation Director	3.00
Supervising Probation Officer	12.00
Senior Probation Officer	22.00
Deputy Probation Officer	32.00
Correctional Dep. Prob. Off. II	27.00
Administrative Secretary III	1.00
Detention Processing Supervisor	1.00
Food Services Supervisor	2.00
Correctional Dep. Prob. Off. I	73.00
Supervising Clerk	1.00
Storekeeper II	1.00
Senior Cook	6.00
Senior Clerk	4.00
Senior Word Processor Operator	1.00
Word Processor Operator	3.00
Records Clerk	14.00
Correctional Facility Clerk	2.00
Intermediate Clerk Typist	2.00
Stock Clerk	1.00
	<u>209.00</u>
211 Positions - 209.00 Staff Years	

PROGRAM: Adult Field Services

DEPARTMENT: PROBATION

PROGRAM #: 17009
MANAGER: Doug Willingham

ORGANIZATION #: 3600
REFERENCE: 1997-98 Proposed Budget - Pg. 14-5

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$16,591,071	\$17,176,512	\$16,749,756	\$17,720,261	\$18,183,440	2.6
Services & Supplies	696,413	605,218	473,584	510,273	1,193,065	133.8
Other Charges	0	7,584	0	1,891	1,891	0.0
Fixed Assets	0	37,647	0	0	0	0.0
TOTAL DIRECT COST	\$17,287,484	\$17,826,961	\$17,223,340	\$18,232,425	\$19,378,396	6.3
PROGRAM REVENUE	(9,334,068)	(9,997,916)	(10,869,843)	(9,876,586)	(10,920,900)	10.6
NET GENERAL FUND CONTRIBUTION	\$7,953,416	\$7,829,045	\$6,353,497	\$8,355,839	\$8,457,496	1.2
STAFF YEARS	373.65	371.36	354.05	391.00	386.00	(1.3)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

There are net savings of \$1,009,085 in direct cost between budgeted 1996-97 appropriations and the estimated actual 1996-97 expenditures. This was primarily due to total savings of \$970,505 in salaries and benefits. Of this total, \$441,243 resulted from achieving budgeted salary savings and Voluntary Time Off targets and \$529,262 were realized through unanticipated vacancies and underfilling of positions.

An additional \$36,689 in saving was realized in Services and Supplies with \$1,891 saved in the Other Charges Cost Center.

Revenues exceeded budget by \$993,257 due to increases of \$904,143 in the collection of probation fees and charges for investigation and supervision and \$59,294 in Public Protection Tax Revenue and \$29,820 from other sources.

Both underexpenditures and revenue increases have resulted in a \$2,002,342 projected reduction in Net County Cost for this program between 1996-97 Budget and Estimate Actual for the same period.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Investigations numbered 23,266 compared to the 25,000 investigations budgeted in Fiscal 1996-97 or 7% (1,734 investigations) below target. Acceptance of Probation Officer pre-sentence recommendations to Superior Court reflects a 82% agreement compared to the budgeted 85% acceptance level budgeted in the current year.

A total of 4,466 cases were committed to State Prison or the California Youth Authority during the 1996-97 Fiscal Year; 34 less than were budgeted.

Offenders under supervision numbered 17,327 or 1,173 (6%) less than the 1996-97 budget target. Of the 9,221 cases closed during the same period, 5,032 (55%) did not violate their terms of probation at the time of closing. Another 4,189 (45%) were returned to the court for probation violations (revocation).

1997-98 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 25,000 investigations.
2. Investigations conducted by probation officers will result in 18% of new cases resulting in incarceration in State Prison.
 - a. 4,500 offenders will be sent to State Prison/California Youth Authority.
3. Investigations conducted by probation officers will result in 50% 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. 5,715 probationers will complete the terms and conditions of probation without violations.
 - b. Public protection will be maintained by revoking probation of 45%, or 4,677 offenders, returning them to Court for violating their conditions of probation.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

This program includes two activities:

1. Investigation [260.00 SY; E = \$12,763,153; R = \$4,305,657] includes investigation of Superior and Municipal Court referrals. This activity is:
 - o Mandated/Mandated Service Level.
 - o Mandated/Discretionary Service Level for misdemeanor referrals.
 - o Offset 33.7% by revenue from both fees and charges (\$1,500,000) and from Sales Tax Revenue for Public Protection (\$2,805,657).
 - o Changed in its staffing to include:
 - Reclassification of 3 Intermediate Clerk Typists to Records Clerks;
 - Transfer of 1 Deputy Probation Officer and 1 Senior Probation Officer from supervision to investigation to reflect assignment of Drug Revocation Court Officers at Hall of Justice;
 - Addition of 1 Deputy Probation Officer for Fee Collection, and 1 Senior Probation Officer for Victim Restitution Collection.
2. Supervision [126.00 SY; E = \$6,615,243; R = \$6,615,243] includes supervision of all offenders placed on formal probation/diversion by the Superior Courts. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by Public Protection Sales Tax revenue.
 - o Changed in its staffing to include:
 - Reclassification of 3 Intermediate Clerk Typists to Records Clerks;
 - Transfer of 1 Deputy Probation Officer and 1 Senior Probation Officer assigned to the Drug Revocation Court from supervision to the investigation function at the Hall of Justice.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
State Aid Sales Tax - Public Protection	\$8,944,194	\$8,884,900	\$9,420,900	536,000
Cost of Investigation/Supervision	1,818,209	914,066	1,426,875	512,809
Miscellaneous	107,440	77,620	73,125	(4,495)
Sub-Total	\$10,869,843	\$9,876,586	\$10,920,900	\$1,044,314
Total	\$10,869,843	\$9,876,586	\$10,920,900	\$1,044,314

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
General Fund Support Cost	\$6,353,497	\$8,355,839	\$8,457,496	101,657
Sub-Total	\$6,353,497	\$8,355,839	\$8,457,496	\$101,657
Total	\$6,353,497	\$8,355,839	\$8,457,496	\$101,657

EXPLANATION/COMMENT ON PROGRAM REVENUES

Overall, revenue is projected to increase by \$1,044,314 or 11% over the 1996-97 budget. 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 \$536,000 increase anticipated in the 1997-98 Fiscal Year.

The cost of investigation and supervision represents the fees paid by probationers for pre-sentence investigations and monthly supervision cost. The projected increase on fees and charges revenue is \$512,809 in 1997-98. Funding for reimbursement of a private firm for revenue collection associated with Probation/Revenue Recovery accounts was not budgeted in the 1997-98 fiscal year due to discontinuance of the private contract services (\$77,620). Revenue from the State Board of Control in the amount of \$73,125 will offset the cost associated with 1 Senior Probation Officer assigned to insure assignment and recovery of restitution for crime victims.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget
ACTIVITY A: INVESTIGATION				
% OF RESOURCES: 66%				
<u>OUTCOME (Planned Result)</u>				
The number of cases in which the Court follows recommendations in the pre-sentence investigation	31,272	20,335	19,078	21,250 20
<u>EFFECTIVENESS (Input/Outcome)</u>				
% of pre-sentence recommendations followed by the Superior Court	86%	82%*	82%	85% 85
<u>OUTPUT (Service or Product)</u>				
Conduct 25,000 investigations	36,363	24,799	23,266	25,000 20
<u>EFFICIENCY (Input/Output)</u>				
Cost per investigation	\$458	\$472	\$476	\$477 50
Investigations per Senior/Deputy Probation Officer	260	184	173	185 185
<u>OUTCOME (Planned Result)</u>				
18% of investigations resulting in recommendation for State Prison/Youth Authority	4,526 (12%)	7,113 (29%)	4,466 (19%)	4,500 40 (18%) (18)
<u>EFFECTIVENESS (Input/Outcome)</u>				
% of offenders receiving local sentences (Probation/Probation and Jail/Diversion/Fine/Work in Lieu of Fine/Restitution)	88%	71%	81%	82% 82
<u>OUTPUT (Service or Product)</u>				
Recommend State Prison on 4,500 cases	4,526	7,113	4,466	4,500 40
<u>EFFICIENCY (Input/Output)</u>				
% of offenders sent to prison	(12%)	(29%)	(19%)	(18%) (18)
<u>OUTPUT (Service or Product)</u>				
50% of investigations result in <u>grants of probation</u>	11,641 (32%)	13,714 (55%)	10,187 (44%)	12,500 20 (50%) (50)
<u>EFFICIENCY (Input/Output)</u>				
Number of investigations resulting in <u>other Court action</u> (Diversion/Fines-Forfeiture/Restitution/Probation to the Court)	3,701 (37%)	3,972 (16%)	8,613 (37%)	8,000 00 (32%) (32)

Note: The 23,266 investigation total for Fiscal 1996-97 Estimated Actual does not include 11,399 Resident Court Officer responses to requests from the courts for information not resulting in a recommendation.

* From 70% case sample (1995-96 Actual)

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget
ACTIVITY B: SUPERVISION				
% OF RESOURCES: 34%				
<u>OUTCOME (Planned Result)</u>				
Hold 100% offenders granted probation accountable for conditions ordered by the Court	18,517	18,274	17,327	18,500
<u>EFFECTIVENESS (Input/Outcome)</u>				
% Held accountable	100%	100%	100%	100%
<u>OUTPUT (Service or Product)</u>				
Supervise/Monitor 18,500 offenders	18,517	18,274	17,327**	18,500
Specialty Program supervised*	2,086	1,938	2,212	2,400
Felony Bank	9,777	9,510	8,290	9,500
Other Banks	6,654	6,826	6,825	6,600
<u>EFFICIENCY (Input/Output)</u>				
Cases supervised per Senior/Deputy Probation Officer				
Specialized Program Supervision	50	49	48	4545
Felony Banks	455	388	436	50059
All Other Banks (Average) (Includes both felony misdemeanants and divertees case of supervision)	1,024	875	621	1,110
Average cost of supervision	\$322	\$345	\$328	\$337
<u>OUTCOME (Planned Result)</u>				
Maintain 55% success rate on all cases closed (No new arrests or revocations)	10,382	11,933	9,221	10,392
<u>EFFECTIVENESS (Input/Outcome)</u>				
Successes/Closings	52%	53%	55%	55%
<u>OUTPUT (Service or Product)</u>				
5,700 offenders will not violate probation at the time of case closing	5,372	6,343	5,032	5,715
<u>EFFICIENCY (Input/Output)</u>				
Successful completion/Closing	52%	53%	55%	55%
<u>OUTPUT (Service or Product)</u>				
Protect public by returning probation violators to Court (revocations)	5,010	5,590	4,189	4,677
<u>EFFICIENCY (Input/Output)</u>				
% Returned to Court	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.

** Represents 19,114 cases.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0399	Probation Director	5	5.00	5	5.00	\$317,275	\$317,285
2291	Deputy Chief Probation Officer	1	1.00	1	1.00	72,946	72,935
2700	Intermediate Clerk Typist	17	17.00	11	11.00	341,523	230,402
2710	Jr. Clerk	4	4.00	4	4.00	65,524	66,772
2715	Records Clerk	52	52.00	58	58.00	1,124,017	1,270,728
2724	Sr. Transcriber Typist	1	1.00	1	1.00	27,105	27,915
2725	Principal Clerk	1	1.00	1	1.00	32,419	33,401
2726	Principal Clerk II	1	1.00	1	1.00	35,987	37,054
2730	Senior Clerk	9	9.00	9	9.00	220,285	220,631
2745	Supervising Clerk	6	6.00	6	6.00	169,382	171,713
2757	Admin. Secretary II	3	3.00	3	3.00	75,328	79,642
2758	Admin. Secretary III	1	1.00	1	1.00	31,703	32,649
3008	Senior Word Proc. Oper.	5	5.00	5	5.00	131,080	135,840
3009	Word Proc. Oper.	33	33.00	26	26.00	784,520	640,052
3010	Word Proc. Center Supv.	1	1.00	1	1.00	31,494	32,432
3039	Mail Clerk Driver	3	3.00	3	3.00	62,897	65,937
5065	Deputy Probation Officer	181	181.00	182	182.00	7,114,567	7,368,470
5090	Senior Probation Officer	43	43.00	44	44.00	1,896,248	1,996,282
5115	Supervising Probation Officer	24	24.00	24	24.00	1,163,006	1,196,324
Total		391	391.00	386	386.00	\$13,697,306	\$13,996,464
Salary Adjustments:						0	0
Bilingual Pay:						1,686	1,686
Premium/Overtime Pay:						195,360	207,081
Employee Benefits:						4,267,152	4,430,434
Salary Savings:						(359,236)	(370,218)
VTO Reductions:						(82,007)	(82,007)
Total Adjustments						\$4,022,955	\$4,186,976
Program Totals		391	391.00	386	386.00	\$17,720,261	\$18,183,440

PROGRAM: Special Services

DEPARTMENT: PROBATION

PROGRAM #: 17007
MANAGER: David Price

ORGANIZATION #: 3600
REFERENCE: 1997-98 Proposed Budget - Pg. 14-11

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$8,882,764	\$8,251,973	\$8,680,294	\$8,570,372	\$9,569,107	11.7
Services & Supplies	1,227,544	905,360	1,051,836	804,291	898,148	11.7
Other Charges	12,134	2,200	0	9,208	9,208	0.0
Fixed Assets	29,999	4,509	30,387	114,000	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$10,152,441	\$9,164,042	\$9,762,517	\$9,497,871	\$10,476,463	10.3
PROGRAM REVENUE	(4,185,342)	(4,594,314)	(5,603,846)	(4,017,956)	(5,906,308)	47.0
NET GENERAL FUND CONTRIBUTION	\$5,967,099	\$4,569,728	\$4,158,671	\$5,479,915	\$4,570,155	(16.6)
STAFF YEARS	211.53	185.98	195.40	190.25	209.00	9.9

PROGRAM MISSION

Adult Institutions

The Mission of Special Services is:

To provide safe, secure and productive confinement and re-entry services to minimum security adult male inmates at Camp West Fork; as well as to seriously criminal male offenders age 16 to 25 committed by the Juvenile or Adult Court to the Camp Barrett Youth Correction Center Program;

To provide contract compliance services to contracted operators for 240 Work Furlough beds;

To provide a non-custody Public Service Work Program for offenders referred by both Superior and Municipal Courts throughout the County;

To benefit the community through providing cost effective offender labor to other County departments and to other governmental agencies.

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Overall, actual expenditures for Fiscal Year 1996-97 exceeded budgeted levels by \$264,646. Salaries & Benefits were overspent by \$109,922, resulting from increased use of overtime in the institutions, reflecting the need to cover vacant positions. Services & Supplies were overspent by \$247,545. Services & Supplies overexpenditures are population driven and are primarily in food and personal supplies. In addition, Other Charges and Fixed Assets were underspent by \$92,821 contributing to the reduction of Net County Cost. An overrealization of \$1,585,890 in revenue offset Direct Cost over expenditures of \$264,646, reducing the Net County Cost by \$1,321,244 in the 1996-97 fiscal year.

ACHIEVEMENT OF 1996-97 OBJECTIVES**Adult Institutions**

This program accepted into custody a total of 2,759 inmates for placement in Rural Honor camps or private Work Furlough Facilities. The honor camps operated at 147% of the Board of Corrections rated capacity of 283 beds. Another 25,346 offenders were sentenced by the Court to perform public services.

The combined efforts of work crews from the Honor camps and the Public Work Program, Work Projects, generated 73,321 days of labor and \$1,645,140 in revenue, exceeding budget levels by \$384,287 or 30.5% in offsetting revenue during 1996-1997 fiscal year. During the same period, Probation work crews provided labor valued at \$2,902,462 based on minimum wages of (\$4.25 an hour) to County departments and other public agencies for projects that would not be done without these crews. Revenue of \$443,833 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, attended educational classes, ROP classes or Substance Abuse Education programs. During 1996-1997, 63 inmates successfully completed school programs receiving their diploma or GED.

Special Operations

This program consists of the Gang Suppression Unit and the JUDGE (Jurisdictions United for Drug and Gang Enforcement). During Fiscal Year 1996-1997 this Unit cooperated with state, federal and local Law Enforcement and Prosecution agencies in sharing intelligence on gang and drug activity and individual offenders. Probation Officers assigned to Special Operations units initiated or participated in 3,900 searches of documented gang members. These searches yielded contraband weapons and drugs and resulted in sanctions against these offenders. A total of 1,060 adult and juvenile offenders were arrested or re-arrested, the result of the combined efforts of the Gang Suppression and JUDGE units. At the initiation of the JUDGE Unit through revocation hearings, 850 gang members were sentenced to state prison or local detention facilities.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES**Rural Camp Program:**

1. Maintain at least 147% of the Board of Corrections rated capacity at minimum security rural honor camps.
 - a. Provide 151,840 minimum security bed days.
2. Generate revenue of \$633,740 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; resulting in 452 offenders being rearrested and removed from the community.
 - a. Intensively supervise of 1,220 gang involved offenders in high risk caseloads.

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 113 gang and drug involved offenders for inter-agency surveillance, tracking and specialized monitoring.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Rural Camps [135.00 SY; E = \$6,841,644; R = \$4,586,966] This program includes two rural camps - Barrett and West Fork and is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 67.04% by program revenue.

Staffing for this program increased by 18.75 S.Y., reflecting full year funding of positions associated with the YCC Program at Camp Barrett, and an additional 8 custodial staff positions approved by the Board of Supervisors. The Board of Supervisors established the Local Juvenile Placement Trust Fund on December 12, 1995. A portion of the savings generated from reductions in juvenile placement cost were approved by the Board to fund a Youth Correctional Center at Camp Barrett. This YCC component of the rural honor camp program focuses on young male offenders aged 16 to 18 and young male adults aged 18 to 25.
2. Work Project [32.00 SY; E = \$1,369,930; 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 71.69% by program revenue.
3. Private Work Furlough Contract Compliance [4.00 SY; E = \$194,123; R = \$0] is responsible for monitoring the operations of two private work furlough facilities.
4. Gang Suppression Unit [30.00 SY; E = \$1,605,230; 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 [8.00 SY; E = \$465,536; R = \$337,248] The Probation component of this activity is:
 - o Mandated/Discretionary Service Level.
 - o A 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 72.44% by \$292,683 in revenues from the San Diego Regional Drug Enforcement Program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Juvenile Placement Trust Fund	0		\$899,995	\$899,995
State Meal Subvention	\$85,313	\$31,500	\$31,500	0
Institutional Care & Services Federal	3,128,853	2,118,131	3,018,131	900,000
Charges to Other Gov't Agencies	1,645,140	1,260,853	1,260,853	0
Work Project Administrative Fee	443,833	311,189	411,189	100,000
Jurisdictions Unified for Drug and Gang Enforcement (JUDGE)	253,818	292,683	281,040	(11,643)
Miscellaneous	46,889	3,600	3,600	0
Sub-Total	\$5,603,846	\$4,017,956	\$5,906,308	\$1,888,352
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$0	\$0	\$0	0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$5,603,846	\$4,017,956	\$5,906,308	\$1,888,352

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$4,158,671	\$5,479,915	\$4,570,155	(909,760)
Sub-Total	\$4,158,671	\$5,479,915	\$4,570,155	\$(909,760)
Total	\$4,158,671	\$5,479,915	\$4,570,155	\$(909,760)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Budgeted revenue is increased by \$1,888,352 in Fiscal Year 1997-98. This increase results from the \$900,000 increase in revenue associated with the INS program at Camp Barrett resulting from increased population of detainees being housed at Barrett; the \$100,000 increase in work project administrative fees; and the \$899,995 from the local Juvenile Placement Trust Fund which is the funding source for the Youth Correctional Center at Camp Barrett.

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

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.

Work Project Administrative Fee. Administrative fee collected for enrollment in the Work Project Program.

Miscellaneous. Revenue Source includes reimbursement from the federal government via grant for overtime cost of staff in Special Operations.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget
ACTIVITY A: CAMP PROGRAMS				
% OF RESOURCES: 81%				
<u>OUTCOME (Planned Result)</u>				
Maintain 147% of Board of Corrections rated capacity of 283	584	407*	415	416416
<u>EFFECTIVENESS (Input/Outcome)</u>				
% of capacity achieved	142%	144%	147%	147% 14%
<u>OUTPUT (Service or Product)</u>				
Provide 151,840 bed days	213,160	148,555*	151,475	151,840 150
<u>EFFICIENCY (Input/Output)</u>				
Net Cost/ADA/365 Days per day bed cost	\$19.95	\$17.30	\$17.08	\$18.46 18
<u>OUTCOME (Planned Result)</u>				
Revenue Labor Crews \$633,740	\$872,466	\$858,041	\$690,959	\$533,740
<u>EFFECTIVENESS (Input/Outcome)</u>				
% of Direct Cost Offset by Revenue Crews	12.15%	15.58%	10.6%	10% 7%
<u>OUTPUT (Service or Product)</u>				
Labor Days Produced	44,233	43,401	35,595	28,937 39
<u>EFFICIENCY (Input/Output)</u>				
Revenue Labor Day Per Staff Year	296	360	279	283 255
<u>OUTCOME (Planned Result)</u>				
(Labor Days X \$4.25 X 6 Hours) Cost Avoidance \$1,162,086	\$1,889,015	\$1,494,657	\$1,089,590	\$1,127,978
<u>EFFECTIVENESS (Input/Outcome)</u>				
Cost Avoided Per Staff Year	\$12,631	\$12,398	\$8,551	\$11,058 98
<u>OUTPUT (Service or Product)</u>				
Provide 45,572 Days of Labor	74,079	58,614	35,595	44,234 42
<u>EFFICIENCY (Input/Output)</u>				
Non-Revenue Labor Day Per Staff Year	495	486	279	434 338

* Excludes INS detainee, housed at Camp Barrett

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget
ACTIVITY B: WORK PROJECT				
% OF RESOURCES: 19%				
<u>OUTCOME (Planned Result)</u>				
Labor Crews Revenue \$570,905	\$559,631	\$845,604	\$954,181	\$670,905
<u>EFFECTIVENESS (Input/Outcome)</u>				
% of Cost Offset	48.2%	66.2%	71.65%	54% 48%
<u>OUTPUT (Service or Product)</u>				
Revenue Labor Days	25,854	33,101	37,726	36,378 32
<u>EFFICIENCY (Input/Output)</u>				
Revenue Labor Days Per Staff Year	1,027	1,189	1,201	1,136 967
<u>OUTCOME (Planned Result)</u>				
Administrative Fee Revenue \$411,189	\$316,655	\$457,151	\$443,833	\$311,189
<u>EFFECTIVENESS (Input/Outcome)</u>				
% Cost Offset	27.3%	35.8%	33.3%	25% 30%
<u>OUTPUT (Service or Product)</u>				
Process 30,000 Referrals	29,660	25,919	25,346	30,000 100
<u>EFFICIENCY (Input/Output)</u>				
Referral Processed Per Staff Year	1,178	930	807	938 938
<u>OUTCOME (Planned Result)</u>				
(Labor Day X \$4.25 X 6 Hours) Cost Avoidance \$1,719,797	\$2,166,123	\$1,970,972	\$1,812,872	\$2,139,858
<u>EFFECTIVENESS (Input/Outcome)</u>				
Cost Avoidance Work Per Staff Year	\$86,060	\$70,771	\$57,716	\$66,871 57
<u>OUTPUT (Service or Product)</u>				
Provide 83,916 Labor Days	84,946	77,293	71,093	83,916 676
<u>EFFICIENCY (Input/Output)</u>				
Non-Revenue Labor Day Per Staff Year	3,375	2,775	2,263	2,622 207

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget
ACTIVITY C: GANG SUPPRESSION UNIT				
% OF RESOURCES: 78%				
<u>OUTCOME (Planned Result)</u>				
Offenders re-arrested	409	422	470	452452
<u>EFFECTIVENESS (Input/Outcome)</u>				
Cost per offender re-arrested (Direct cost/offender re-arrested)	\$3,440	\$3,863	\$2,798	\$3,371
<u>OUTPUT (Service or Product)</u>				
Supervised offenders	1,431	1,288	1,150	1,220
<u>EFFICIENCY (Input/Output)</u>				
Cost per offender supervised (Direct cost/offenders supervised)	\$983	\$1,266	\$1,144	\$1,249
ACTIVITY D: JURISDICTIONS UNIFIED FOR DRUG AND GANG ENFORCEMENT				
% OF RESOURCES: 22%				
<u>OUTCOME (Planned Result)</u>				
Offenders sentenced to detention facilities	835	648	856	600600
<u>EFFECTIVENESS (Input/Outcome)</u>				
Cost per offenders sentenced (Direct cost/offenders sentenced)	\$546	\$828	\$813	\$803
<u>OUTPUT (Service or Product)</u>				
Offenders targeted probationers	616	483	850	850
<u>EFFICIENCY (Input/Output)</u>				
Cost per offender monitored (Net cost/offenders targeted)	\$740	\$1,111	\$1,555	\$1,176

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0339	Probation Director	3	3.00	3	3.00	\$136,384	\$204,516
2291	Deputy Chief P.O.	1	1.00	1	1.00	71,515	72,935
2650	Stock Clerk	1	1.00	1	1.00	20,409	21,016
2658	Storekeeper II	1	1.00	1	1.00	25,530	26,305
2700	Intermediate Clerk Typist	3	3.00	2	2.00	58,349	36,992
2715	Records Clerk	14	12.50	14	14.00	262,720	290,751
2720	Correctional Facility Clerk	4	3.00	2	2.00	61,816	42,194
2728	Detention Proc. Supervisor	1	1.00	1	1.00	28,611	29,464
2730	Senior Clerk	5	4.50	4	4.00	109,219	97,781
2745	Supervising Clerk	1	1.00	1	1.00	27,913	29,464
2758	Administrative Secretary III	1	1.00	1	1.00	31,703	32,649
3008	Senior Word Processor Operator	0	0.00	1	1.00	0	25,401
3009	Word Processing Operator	3	3.00	3	3.00	73,365	71,596
5065	Deputy Probation Officer	33	31.00	33	32.00	1,217,788	1,269,825
5068	Correctional DPO I	69	65.00	73	73.00	1,857,845	2,039,937
5069	Correctional DPO II	23	20.00	27	27.00	681,487	933,038
5090	Senior Probation Officer	23	21.25	23	22.00	965,519	1,042,718
5115	Supervising Probation Officer	12	11.00	12	12.00	544,902	614,570
6405	Food Services Supervisor	2	2.00	2	2.00	55,983	59,533
6410	Senior Cook	6	5.00	6	6.00	118,976	144,664
Total		206	190.25	211	209.00	\$6,350,034	\$7,085,349
Salary Adjustments:						(725)	(7,153)
Temporary Help:						88,598	88,598
Bilingual Premium:						5,058	5,058
Holiday Premium:						17,727	23,521
Shift Differential:						26,211	41,189
Call Back:						15,525	16,457
Premium Overtime:						260,897	276,551
Employee Benefits:						2,007,499	2,254,603
Salary Savings:						(164,147)	(178,761)
VTO Reductions:						(36,305)	(36,305)
Total Adjustments						\$2,220,338	\$2,483,758
Program Totals		206	190.25	211	209.00	\$8,570,372	\$9,569,107

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,658,956	\$8,593,376	\$9,043,283	\$9,109,257	\$9,635,399	5.8
Services & Supplies	761,064	746,305	1,076,904	1,650,797	2,773,002	68.0
Other Charges	616,294	907,986	13,893,848	19,375,940	21,713,747	12.1
Fixed Assets	47,544	0	0	18,150	0	(100.0)
Reimbursements	(279,856)	(240,248)	(161,140)	(279,856)	(279,856)	0.0
TOTAL DIRECT COST	\$8,804,002	\$10,007,419	\$23,852,895	\$29,874,288	\$33,842,292	13.3
PROGRAM REVENUE	(4,658,971)	(4,721,640)	(17,881,063)	(20,580,429)	(20,314,437)	(1.3)
NET GENERAL FUND CONTRIBUTION	\$4,145,031	\$5,285,779	\$5,971,832	\$9,293,859	\$13,527,855	45.6
STAFF YEARS	178.94	193.92	198.65	203.00	206.00	1.5

PROGRAM MISSION

To provide public protection by investigating, completing social studies, and recommending dispositions to the Court on juveniles who commit crimes; to assess and divert appropriate juveniles from the juvenile justice system; and monitor wards 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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Salaries & Benefits were less than budget by \$65,974 as a result of staffing vacancies.

Services & Supplies were under budget by \$573,893 reflecting mid-year budget changes of \$45,177 in prior year costs carried forward to current year and savings (\$528,716) resulting from late start-up of the Choice Program, delays in hiring and in purchasing one-time only equipment. Other Charges were \$5,482,092 less than budget due to federal, state, and county savings in the Foster Care Budget for out-of-home placement costs. Approximately \$2 million of these savings are net savings to the County.

ACHIEVEMENT OF 1996-97 OBJECTIVES

The Intake & Investigation Division exceeded the budgeted number of completed investigations by 27% (1,119) due to an increase in the number of petitions filed. They also exceeded the budgeted number of arrest reports reviewed by 5% (42). The Supervision Division nearly doubled the number of cases monitored for compliance with Court orders due to an increase in the number of minors placed on probation and extensions of wardship by the Court on existing cases.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES**Investigation:**

1. Complete 3,805 pre-sentence investigations with dispositional recommendations to enable the Juvenile Court to order appropriate placement/commitments or sanctions.
 - a. Review 8,714 arrest reports (referrals) on non-wards from law enforcement agencies.

Supervision:

1. Successfully intervene in 85% of cases where probationers will be successful (no new petition for criminal activity).
 - a. An average of 4,041 wards will be monitored and evaluated for compliance with the conditions of their probation as ordered by the Court.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Juvenile Intake and Investigation [110.00 SY; E = \$5,763,149; R = \$266,669] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 4.6% by revenue for the Juvenile Repeat Offender Program (Project 8%).
 - o Able to process 8,714 Intake referrals; conduct investigations and prepare Court reports on approximately 3,805 of these referrals; and divert 1,500 individuals through informal supervision programs.
 - o Increased one staff year for the Juvenile Repeat Offender Program (Project 8%). \$266,669 revenue will offset staffing and program costs to result in no net County costs.
2. Juvenile Supervision [96.00 SY; E = \$28,079,143; R = \$20,047,768] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 71.3% by revenue for the Intensive Supervision of high-risk offenders; out-of-home placement and supervision of Juvenile Court wards; and pro-active delinquency prevention services to eight school districts through the School Truancy Program.
 - o Able to provide resources to supervise or monitor 5,507 wards per year.
 - o Services and Supplies:
 - o Increased by \$614,685 in additional funding for the County portion of the Choice Program and re-budget of prior program year savings.
 - o Increased by \$125,000 for California Youth Authority (CYA) costs shifted from Superior Court.
 - o Increased by \$148,505 due to distributed costs for fleet, fuel and postage.
 - o Increased by \$190,164 for the Juvenile Repeat Offender Program Grant.
 - o Other charges increased by \$2,337,807 primarily due to costs for care and treatment of wards (\$2,151,140).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Support and Care of Persons	18,607	257,665	\$194,711	(62,954)
Revenue Contracts with School Districts	445,079	379,351	423,644	44,293
Cable TV Fund	514,000	514,000	0	(514,000)
State Aid - Boarding Home	4,103,458	5,414,596	5,414,596	0
Federal Aid - Foster Care	2,158,722	4,950,931	4,950,931	0
Other State Grants	58,724		266,669	266,669
Aid from other Government Agencies	75,553	0	0	0
Other Miscellaneous	8,233	0	0	0
Sub-Total	\$7,382,376	\$11,516,543	\$11,250,551	\$(265,992)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$5,734,157	\$5,339,751	\$5,339,751	0
Title IV-E Revenue	\$4,764,530	\$3,724,135	\$3,724,135	0
Sub-Total	\$10,498,687	\$9,063,886	\$9,063,886	\$0
Total	\$17,881,063	\$20,580,429	\$20,314,437	\$(265,992)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$5,971,832	\$9,293,859	\$13,527,855	4,233,996
Sub-Total	\$5,971,832	\$9,293,859	\$13,527,855	\$4,233,996
Total	\$5,971,832	\$9,293,859	\$13,527,855	\$4,233,996

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 97/98 budgeted Revenue reflects a net decrease of \$265,983 as a result of the elimination of one-time revenue of \$514,000 in Cable TV funds and the reduction of \$62,954 in Support and Care of Persons due to change in legislation resulting in revenue elimination. The revenue loss is partially offset by an increase of \$44,293 in revenue from the Little House Project and a net increase of \$266,669 due to a revenue offset for the Repeat Offender Program (Project 8%).

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: INTAKE AND INVESTIGATION					
% OF RESOURCES: 16%					
<u>OUTCOME (Planned Result)</u>					
Complete 3,805 investigations with dispositional recommendations for Juvenile Court	3,624	3,675	4,204	3,085	3,805
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per investigation completed	\$589	\$682	\$812	\$870	\$848
<u>OUTPUT (Service or Product)</u>					
Review 8,714 arrest reports (referrals)	10,117	8,926	8,426	8,384	8,714
<u>EFFICIENCY (Input/Output)</u>					
Cost per referral reviewed	\$130	\$121	\$150	\$158	\$154
ACTIVITY B: SUPERVISION					
% OF RESOURCES: 84%					
<u>OUTCOME (Planned Result)</u>					
Due to effective probation intervention, 85% of the cases will not require a new petition for criminal activity	82%	81%	83.7%	75%	85%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Average cost per case not requiring a new petition for criminal activity	NA	\$360	\$1,159	\$3,327*	\$2,989*
<u>OUTPUT (Service or Product)</u>					
Monitor 5,507 cases per year for compliance with Court order	5,452	8,264	9,886	5,000	5,507
<u>EFFICIENCY (Input/Output)</u>					
Average supervision cost per case	NA	\$642	\$1,940	\$4,990*	\$5,082*

*For the first time, includes over \$18 million Foster Care Budget that was transferred to Probation from DSS FY 96/97 for the residential placement of wards.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0399	Probation Director	3	3.00	3	3.00	\$190,365	\$190,371
2291	Deputy Chief P.O.	1	1.00	1	1.00	72,946	72,935
2319	Probation Aide	7	7.00	7	7.00	189,596	200,363
2700	Intermediate Clerk Typist	11	11.00	4	4.00	219,831	86,378
2710	Junior Clerk Typist	4	4.00	0	0.00	61,276	0
2715	Records Clerk	10	10.00	21	21.00	209,223	420,136
2724	Sr. Transcriber Typist	3	3.00	3	3.00	77,804	83,745
2726	Principal Clerk II	1	1.00	1	1.00	35,987	33,989
2730	Senior Clerk	8	8.00	8	8.00	197,951	195,230
2758	Administrative Sec. III	1	1.00	1	1.00	29,903	32,335
2810	Telephone Operator	2	2.00	2	2.00	38,877	41,747
3009	Word Processor Operator	19	19.00	19	19.00	442,347	454,436
3010	Word Processor Ctr. Supervisor	2	2.00	2	2.00	62,988	64,864
3039	Mail Clerk Driver	1	1.00	1	1.00	21,339	21,979
5065	Deputy Probation Officer	85	84.00	86	85.00	3,155,527	3,302,235
5069	Corr. Deputy Prob. Officer II	5	5.00	5	5.00	163,012	171,553
5090	Senior Probation Officer	26	26.00	26	26.00	1,130,960	1,183,620
5115	Supervising Probation Officer	13	13.00	15	15.00	626,973	736,881
5120	Transportation Officer	1	1.00	1	1.00	37,790	38,930
5125	Prob. Youth Athletic Dir.	1	1.00	1	1.00	51,868	53,421
Total		204	203.00	207	206.00	\$7,016,563	\$7,385,148
Salary Adjustments:						(10,275)	5,107
Summary Extra Help:						14,000	21,674
Bilingual Pay:						8,430	8,430
Regular Overtime:						92,405	97,951
Employee Benefits:						2,207,049	2,347,979
Salary Savings:						(179,419)	(191,394)
VTO Reductions:						(39,496)	(39,496)
Total Adjustments						\$2,092,694	\$2,250,251
Program Totals		204	203.00	207	206.00	\$9,109,257	\$9,635,399

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$14,791,585	\$16,272,057	\$17,107,981	\$17,302,342	\$18,815,416	8.7
Services & Supplies	4,600,739	5,768,035	1,600,434	1,561,691	2,681,931	71.7
Other Charges	9,535	1,010,005	0	2,872	2,872	0.0
Fixed Assets	18,354	6,999	2,418	44,500	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$19,420,213	\$23,057,096	\$18,710,833	\$18,911,405	\$21,500,219	13.7
PROGRAM REVENUE	(13,652,977)	(11,564,017)	(6,018,624)	(9,578,802)	(13,740,427)	43.4
NET GENERAL FUND CONTRIBUTION	\$5,767,236	\$11,493,079	\$12,692,209	\$9,332,603	\$7,759,792	(16.9)
STAFF YEARS	398.35	421.60	432.48	417.50	437.50	4.8

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 Breaking Cycles program.

1996-97 ACTUAL TO 1996-97 BUDGET COMPARISON

Salaries & Benefits was less than budget by \$194,367. Staff Years exceeded budget by 14.98 due to overtime recorded as Staff Years but not budgeted as such.

Services & Supplies costs exceeded budget by \$38,743, as a result of mid-year funding changes.

ACHIEVEMENT OF 1996-97 OBJECTIVESJuvenile Detention:

1. This facility detained 6,856 juvenile offenders in Juvenile Hall (93% of the objective) to ensure their appearance before the Juvenile Court and/or for placement outside their homes and provided 190,232 bed days (521 A.D.A. or 102% of the objective) for serious and predatory offenders in Juvenile Hall.
2. This program generated \$2,119,801 in cost avoidance (74% of the objective) by placing 1,877 (108% of the objective) offenders, who would otherwise be in Juvenile Hall at \$63 a day, on house arrest and monitored a daily average of 121 (83% of the objective) offenders on Home Supervision.

Juvenile Institutional Corrections:

3. Of the 756 offenders released from the Juvenile Ranch Facility (JRF) during the year, 86% (or 101% of the objective) successfully completed their individual programs and JRF provided 86,969 bed days at JRF (238 A.D.A. or 99% of the objective) for youthful offenders.
4. Of the 141 offenders released from the Girls Rehabilitation Facility (GRF) during the year, 87% (or 109% of the objective) successfully completed their individual programs and GRF provided 10,638 bed days at GRF (29 A.D.A. or 145% of the objective), and an additional 3 A.D.A. (30% of the objective) in a Day Program for youthful offenders.

- 5. Of the 249 wards released from the Youth Day Center (YDC), 67% (89% of the objective) successfully completed their individual programs and YDC provided a transitional program for an average of 26 (87% of the objective) wards per day.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Juvenile Detention:

- 1. Detain an estimated 7,400 juvenile offenders in Juvenile Hall to ensure 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 serious and 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 500 wards participating at the Youth Day Center (YDC), will successfully complete their individual programs.
 - a. Provide a transitional program for an average of 60 wards per day at YDC.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Juvenile Detention [281.50 SY; E = \$12,532,410; R = \$6,934,056] includes Juvenile Hall and Home Supervision. This activity is:
 - o Mandated/Mandated Service Level.
 - o Offset 55.3% by program revenue.
 - o The only juvenile detention facility in the County for use by the Court and local law enforcement agencies.
 - o Salaries and Benefits are greater by \$214,193 as a result of negotiated salary increases and Services & Supplies have been increased by \$16,132 with the implementation of the Fleet ISF and distribution of auto maintenance costs.
- 2. Juvenile Institutional Corrections [156.00 SY; E = \$8,967,809; R = \$6,806,371] includes the boys facilities, Rancho del Campo and Rancho del Rayo, Girls Rehabilitation Center, the Youth Day Center and Breaking Cycles Program. This activity is:
 - o Discretionary/Mandated Service Level.
 - o Offset 75.9% by program revenue.
 - o A local sentencing option to the Juvenile Court as an alternative to California Youth Authority, private 24-hour schools, and other private placements.

- o Staff years have increased by two to staff Reflections, approved 7/23/96 (#18), and by eighteen to staff the SB 1760 Challenge Grant - Breaking Cycles Project approved 3/11/97 (#10). Salaries & Benefits are greater by \$1,298,881, as a result of the additional twenty staff and extra help money for the Young Men as Fathers Program approved 12/17/96 (#14), as well as negotiated salary increases. Services & Supplies have increased by \$150,954 for the Reflections contract, \$835,548 for Breaking Cycles, \$88,702 for the Young Men as Fathers Program and \$15,064 for Fleet ISF.

The Board of Supervisors established the Local Juvenile Placement Trust Fund on December 12, 1995. A portion of the savings generated from reduction in juvenile placement cost were approved by the Board to fund an additional dormitory at the Juvenile Ranch Facility, Campo Dorm III.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
State Meal Subvention	\$988,559	\$1,036,451	\$1,036,451	0
State Emergency Assistance IV-A/TANF	\$377,480	\$4,000,000	\$6,000,000	2,000,000
Juvenile Placement Trust Fund Deposits	\$474,850	\$474,850	\$851,517	376,667
Proposition 86 Rebates	\$292,106	\$292,106	\$0	(292,106)
Charges for Institutional Care - County	\$790,585	\$634,718	\$634,718	0
Institutional Care and Services - Federal	\$96,455	\$176,743	\$176,743	0
Grants - Other	\$339,303	\$0	\$2,077,064	2,077,064
State Aid - Camps, Ranches & Schools (AB 1483)	\$2,120,828	\$2,000,000	\$2,000,000	0
Miscellaneous	\$ 14,176	\$0	\$0	0
Sub-Total	\$0	\$0	\$0	0
Realignment				
Social Services Trust Fund - Sales Tax	\$524,282	\$963,934	\$963,934	
Sub-Total	\$6,018,624	\$9,578,802	\$13,740,427	\$4,161,625
Total	\$6,018,624	\$9,578,802	\$13,740,427	\$4,161,625

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$12,692,209	\$9,332,603	\$7,759,792	(1,572,811)
Sub-Total	\$12,692,209	\$9,332,603	\$7,759,792	\$(1,572,811)
Total	\$12,692,209	\$9,332,603	\$7,759,792	\$(1,572,811)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue for FY 1996-97 reflects the loss of \$3,622,520 State Emergency Assistance (Title IV-A revenue) and failure of the State to pass on proceeds from the Federal Welfare reform this year. Camps, ranches and schools aid (AB 1483) exceeded budget by \$120,828 and realignment funds were less than budget by \$439,652.

Revenue projections for FY 1997-98 includes anticipation of \$6,000,000 in replacement revenue Temporary Assistance to Needy Families (TANF) for the IV-A revenue lost as well as a \$376,667 increase in Trust Fund deposits.

State Meal Subvention is a Federal meal nutrition program distributed by the State.

State Emergency Assistance IV-A was a Social Security claiming process for wards in an emergent episode. A Federal directive discontinued eligibility effective January 1997. Six million dollars are expected as replacement funding (TANF) for FY 1996-97.

Proposition 86 Rebates was for construction or refurbishment of Juvenile Halls and was earmarked for the Juvenile Placement Trust Fund in 1996-97.

Charges for Institutional Care and Services - County are collections by Revenue and Recovery from parties financially responsible for the care of detainees/wards in the Juvenile Institutions.

Institutional Care and Services - Federal are contract fees for Federal prisoners in Juvenile Hall.

Grants - Other Reflections is the grant awarded as an expansion of the FACES program. Breaking Cycles is an SB 1760 Challenge award. Young Men As Fathers is a Federal grant.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
JUVENILE DETENTION					
% OF RESOURCES: 65					
<u>OUTCOME (Planned Result)</u>					
Admissions Juvenile Hall	7,362	6,755	6,856	7,400	7,400
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Admission	\$1,715	\$2,194*	\$1,680	\$1,597	\$1,623
<u>OUTPUT (Service or Product)</u>					
Average Daily Attendance (ADA) JH	489	510	521	512	525
<u>EFFICIENCY (Input/Output)</u>					
Cost/ADA - Juvenile Hall	\$71	\$80*	\$61	\$63	\$63
<u>OUTCOME (Planned Result)</u>					
Cost Avoidance of Home Supervision (Home Supervision ADA x Cost/ ADA at Juvenile Hall less cost of Home Supervision)	\$3,705,845	\$3,828,120	\$2,119,801	\$2,857,950	\$2,793,595
<u>EFFICIENCY (Input/Output)</u>					
Detention Cost Avoidance/Cost of Home Supervision	731%	627%	369%	600%	530%
<u>OUTPUT (Service or Product)</u>					
Average Daily Assigned Home Supervision	143	152	121	145	145
<u>EFFICIENCY (Input/Output)</u>					
Cost/Assignment Day	\$10	\$11	\$13	\$9	\$10

* Medical costs were charged direct to the institutions in this year only for IV-A claiming purposes.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY B:					
JUVENILE INSTITUTIONAL CORRECTIONS					
% OF RESOURCES: 35					
<u>OUTCOME (Planned Result)</u>					
Admissions - Juv Ranch Facility	1,069	844	752	1,115	810
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Admission - JRF	\$4,478	\$7,642*	\$7,103	\$4,886	\$7,277
<u>OUTPUT (Service or Product)</u>					
Average Daily Attendance (ADA) JRF	200	205	238	240	240
<u>EFFICIENCY (Input/Output)</u>					
Cost/ADA - JRF	\$66	\$86*	\$61	\$62	\$67
<u>OUTCOME (Planned Result)</u>					
Admissions - Girls Rehab Fac (GRF)	115	99	141	92	130
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Admission - GRF	\$5,709	\$8,292*	\$5,008	\$7,189	\$5,286
<u>OUTPUT (Service or Product)</u>					
Average Daily Attendance (ADA) GRF (Includes "Day Program" attendees)	30	27	32	30	30
<u>EFFICIENCY (Input/Output)</u>					
Cost/ADA - GRF	\$69	\$83*	\$60	\$60	\$63
<u>OUTCOME (Planned Result)</u>					
Admissions - Youth Day Center (YDC)	220	198	238	125	195
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Admission - YDC	\$1,241	\$1,921	\$1,583	\$2,184	\$1,437
<u>OUTPUT (Service or Product)</u>					
Average Daily Attendance (ADA) YDC	18	26	19	30	30
<u>EFFICIENCY (Input/Output)</u>					
Cost/ADA - YDC	\$42	\$40	\$54	\$25	\$26

* Medical costs were charged direct to the institutions in this year only for IV-A claiming purposes.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0399	Probation Director	5	5.00	6	6.00	\$347,336	\$410,711
2291	Deputy Chief P.O.	1	1.00	1	1.00	72,946	72,935
2319	Probation Aide	0	0.00	1	1.00	0	24,713
2412	Analyst II	0	0.00	1	1.00	0	36,547
2413	Analyst III	1	1.00	1	1.00	40,383	44,409
2511	Sr. Payroll Clerk	1	1.00	1	1.00	25,815	26,576
2650	Stock Clerk	2	2.00	2	2.00	35,538	36,870
2658	Storekeeper II	2	2.00	2	2.00	48,977	47,570
2700	Intermediate Clerk Typist	2	2.00	2	2.00	39,822	41,494
2715	Records Clerk	1	1.00	1	1.00	19,151	21,599
2720	Correctional Facility Clerk	4	4.00	4	4.00	87,508	86,545
2728	Detention Proc. Supv.	1	1.00	1	1.00	30,071	30,970
2730	Senior Clerk	3	3.00	3	3.00	70,793	76,203
2757	Admin. Sec II	1	1.00	1	1.00	26,246	27,028
2758	Admin. Sec. III	1	1.00	1	1.00	31,703	31,024
3002	Booking Clerk	13	9.50	13	9.50	233,405	237,321
3009	Word Processing Operator	1	1.00	1	1.00	24,455	25,187
4459	Chief Food Services	1	1.00	1	1.00	46,174	48,307
5065	Deputy P.O.	21	19.50	26	24.50	708,527	883,356
5068	Corr. DPO I	224	222.50	226	224.50	5,748,700	6,009,886
5069	Corr. DPO II	44	44.00	50	50.00	1,494,986	1,769,474
5090	Senior P.O.	47	47.00	50	50.00	2,103,798	2,332,238
5115	Supervising Probation Officer	21	21.00	22	22.00	1,045,512	1,119,344
6405	Food Services Supervisor	2	2.00	2	2.00	58,512	60,266
6410	Senior Cook	14	14.00	14	14.00	337,560	348,027
6415	Food Services Worker	8	8.00	8	8.00	121,183	126,185
6530	Laundry Worker	1	1.00	1	1.00	19,472	21,057
7530	Sew. Room Supervisor	2	2.00	2	2.00	40,432	41,992
Total		424	417.50	444	437.50	\$12,859,005	\$14,037,834
Salary Adjustments:						145,608	(5,192)
Temporary Help:						139,174	229,539
Bilingual Pay:						26,167	26,167
Holiday Premium:						78,303	83,001
Shift Differential:						57,658	90,606
Callback:						80,464	85,291
Premium Overtime:						189,461	200,830
Employee Benefits:						4,130,364	4,499,944
Salary Savings:						(331,625)	(360,367)
VTO Reductions:						(72,237)	(72,237)
Total Adjustments						\$4,443,337	\$4,777,582
Program Totals		424	417.50	444	437.50	\$17,302,342	\$18,815,416

PROGRAM: Department Administration

DEPARTMENT: PROBATION

PROGRAM #: 91000
MANAGER: Vicki K. Markey

ORGANIZATION #: 3600
REFERENCE: 1997-98 Proposed Budget - Pg. 14-30

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,023,514	\$2,749,358	\$6,538,381	\$2,373,526	\$2,645,058	11.4
Services & Supplies	599,651	1,246,349	1,147,908	832,484	926,615	11.3
Other Charges	1,924	0	0	15,000	15,000	0.0
Fixed Assets	153,865	290,332	265,721	0	0	0.0
TOTAL DIRECT COST	\$2,778,954	\$4,286,039	\$7,952,010	\$3,221,010	\$3,586,673	11.4
PROGRAM REVENUE	(502,174)	(311,874)	(507,072)	(310,000)	(310,000)	0.0
NET GENERAL FUND CONTRIBUTION	\$2,276,780	\$3,974,165	\$7,444,938	\$2,911,010	\$3,276,673	12.6
STAFF YEARS	38.49	39.99	43.21	41.00	46.00	12.2

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 mandates in accordance with statutes and policy established by the Board of Supervisors and within resources allocated by the Board of Supervisors; and, finally, to ensure that the Board of Supervisors, Chief Administrative Officer, other criminal justice system departments and the community, are informed and aware of the Probation Department's mission and activities in support of that mission.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The Net General Fund contribution for this program is \$4,533,919 over budget. Salaries & Benefits reflect an overexpenditure of \$4,164,855, primarily due to employee awards associated with FLSA lawsuit payments equaling \$4,148,693.

ACHIEVEMENT OF 1996-97 OBJECTIVES

The Probation Department maintained a 2% vacancy rate in staffing levels as budgeted. The Department participated in six recruitment campaigns. The Department also achieved compliance with State Standards for Training requirements, and provided 63,960 hours of staff training as budgeted.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain no more than a 2% vacancy rate in Department staffing levels.
 - a. Attend six recruitment campaigns for sworn and clerical employees.
2. Achieve compliance with State mandated training requirements.
 - a. Provide 63,960 hours of staff training.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Chief Probation Officer [4.00 SY; E = \$324,247; R = \$0] includes the Chief Probation Officer, the Assistant Chief Probation Officer, and secretarial support. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Responsible to the Board of Supervisors and Courts for establishing the Department's operating policies and objectives and the overall management direction for a \$88.8 million budget.

2. Administrative Services [42.00 SY; E = \$3,262,426; R = \$310,000] includes administrative and technical support services to the Department's five operational programs. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 9.5% by program revenue.
 - o Efficiently operating at 3.6% of the total operating budget.
 - o Increased \$271,532 in Salaries & Benefits as a result of negotiated salary increases and a net increase of five staff years which includes two LAN Analysts to support increased automation and one Probation Project Specialist to oversee the Probation Reserve Officer Program. Services and Supplies increased by \$94,131, including \$435 for memberships, \$21,229 of resources from other programs for department-wide maintenance of PC equipment, \$14,010 increase in travel related to Welfare Reform/TANF, \$38,075 increase in Public Liability Insurance and \$20,382 due to a change in charging method.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Standards in Training for Corrections (SB924)	\$507,072	\$310,000	\$310,000	0
Miscellaneous	0	0	0	0
Sub-Total				
Total	\$507,072	\$310,000	\$310,000	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$7,444,938	\$2,911,010	\$3,276,673	365,663
Sub-Total	\$7,444,938	\$2,911,010	\$3,276,673	365,663
Total	\$7,444,938	\$2,911,010	\$3,276,673	\$283,024

EXPLANATION/COMMENT ON PROGRAM REVENUES

No significant change.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0399	Probation Director	1	1.00	1	1.00	\$63,455	\$63,457
2157	Chief Probation Officer	1	1.00	1	1.00	87,292	102,324
2265	Asst. Chief Probation Officer	1	1.00	1	1.00	82,773	82,749
2291	Deputy Chief P.O.	1	1.00	1	1.00	56,211	72,935
2312	Dept. Personnel & Training Adm.	1	1.00	1	1.00	59,219	60,992
2319	Probation Aide	1	1.00	1	1.00	28,418	29,031
2328	Dept. Personnel Off. II	1	1.00	1	1.00	43,109	40,336
2330	Dept. Personnel Off. I	2	2.00	2	2.00	86,218	88,818
2358	Coord., Prob. Community Aff.	1	1.00	1	1.00	40,383	41,330
2365	Staff Development Specialist	1	1.00	1	1.00	36,603	36,549
2367	Prin. Admin. Anal.	2	2.00	2	2.00	107,236	110,672
2395	Mgr. Prob. Program Planning	1	1.00	1	1.00	59,219	60,992
2408	Probation Projects Specialist	0	0	2	2.00	0	81,597
2412	Analyst II	2	2.00	3	3.00	86,218	113,290
2413	Analyst III	2	2.00	2	2.00	87,941	93,400
2427	Associate Systems Analyst	1	1.00	1	1.00	51,179	52,714
2451	Departmental LAN Analyst I	0	0	3	3.00	0	105,701
2511	Senior Payroll Clerk	4	4.00	4	4.00	99,911	102,148
2515	Sr. Systems Analyst	1	1.00	1	1.00	56,397	58,094
2537	Department Budget Manager	1	1.00	1	1.00	59,219	60,992
2658	Storekeeper II	1	1.00	1	1.00	25,530	26,305
2730	Senior Clerk	2	2.00	2	2.00	44,620	42,693
2745	Supervising Clerk	1	1.00	1	1.00	28,611	29,464
2757	Admin. Secretary II	1	1.00	1	1.00	24,933	27,028
2758	Admin. Secretary III	2	2.00	2	2.00	63,406	63,854
2759	Admin. Secretary IV	1	1.00	1	1.00	34,140	35,160
3008	Senior Word Proc. Operator	1	1.00	1	1.00	26,373	27,168
3119	Dept. Comp. Spec. II	1	1.00	0	0	36,338	0
5065	Deputy P.O.	1	1.00	1	1.00	40,099	41,291
5090	Senior P.O.	2	2.00	2	2.00	88,414	91,064
5115	Supervising P.O.	2	2.00	2	2.00	98,670	100,350
6344	Coord., Vol. Svcs.	1	1.00	1	1.00	28,248	33,442
Total		41	41.00	46	46.00	\$1,730,383	\$1,975,940
Salary Adjustments:						\$0	\$(60,402)
SB 924 Reimbursed Overtime:						\$135,577	\$143,712
Employee Benefits:						562,253	641,295
Salary Savings:						(48,400)	(49,200)
VTO Reductions:						(6,287)	(6,287)
Total Adjustments						\$643,143	\$669,118
Program Totals		41	41.00	46	46.00	\$2,373,526	\$2,645,058

AUTHORITY: The Inmate Welfare Fund was established pursuant to Penal Code Section of 4025 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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Services & Supplies	0	\$119,513	\$208,459	\$236,862	\$289,000	22.0
Other Charges	0	81,318	144,293	57,971	72,500	25.1
Fixed Assets	0	3,312	151,150	151,150	23,000	(84.8)
Operating Transfers	0	193,978	87,518	119,554	20,000	(83.3)
TOTAL DIRECT COST	\$0	\$398,121	\$591,420	\$565,537	\$404,500	(28.5)
PROGRAM REVENUE		(312,762)	(476,420)	(229,000)	(270,000)	17.9
FUND BALANCE		(85,359)	(115,000)	(336,537)	(134,500)	(60.0)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	\$0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00

PROGRAM MISSION

To expend funds solely for the benefit, education, and welfare of inmates confined within the Probation Correctional Facilities and Programs.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Expenditures will exceed budget by \$25,883 primarily as a result of the purchase of electronic surveillance equipment. Unanticipated revenue in the amount of \$247,868 was the result of inmate/ward phone usage and merger of Adult Inmate Help Fund (\$100,000) with the Inmate Welfare Fund.

ACHIEVEMENT OF 1996-97 OBJECTIVES

During Fiscal 1996-1997, this program:

- Provided five educational/vocational development classes offered in Adult Institutions;
- Purchased electronic surveillance equipment for Juvenile Institutions; and
- Made facility improvements at Camp Barrett.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Provide educational/vocational training, recreational equipment, and facility maintenance or improvement through the Inmate Welfare Fund, thus preparing individuals for employment upon release, and providing equipment for productive use of detention time.
 - a. Deposit in the Inmate Welfare Fund any money, refund, rebate or commission received from telephone companies when the monies are attributable to the use of pay telephones which are primarily used by inmates.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Adult Institutions [0 SY; E = \$275,000; R = \$275,000]
2. Juvenile Institutional Corrections [0 SY; E = \$129,500; R = \$129,500]

PUBLIC DEFENDER

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Indigent Defense	\$25,135,176	\$37,969,003	\$28,942,799	\$37,610,870	\$30,488,990	(7,121,880)	(18.9)
TOTAL DIRECT COST	\$25,135,176	\$37,969,003	\$28,942,799	\$37,610,870	\$30,488,990	\$(7,121,880)	(18.9)
PROGRAM REVENUE	(938,311)	(4,314,012)	(1,749,450)	(3,761,968)	(1,586,412)	2,175,556	(57.8)
NET GENERAL FUND COST	\$24,196,865	\$33,654,991	\$27,193,349	\$33,848,902	\$28,902,578	\$(4,946,324)	(14.6)
STAFF YEARS	349.75	385.57	369.20	400.00	375.00	(25.00)	(6.3)

MISSION

To protect the rights of indigent persons for whom the possibility of custody or loss of substantial rights exist, by providing competent and effective legal representation pursuant to state and federal constitutional standards.

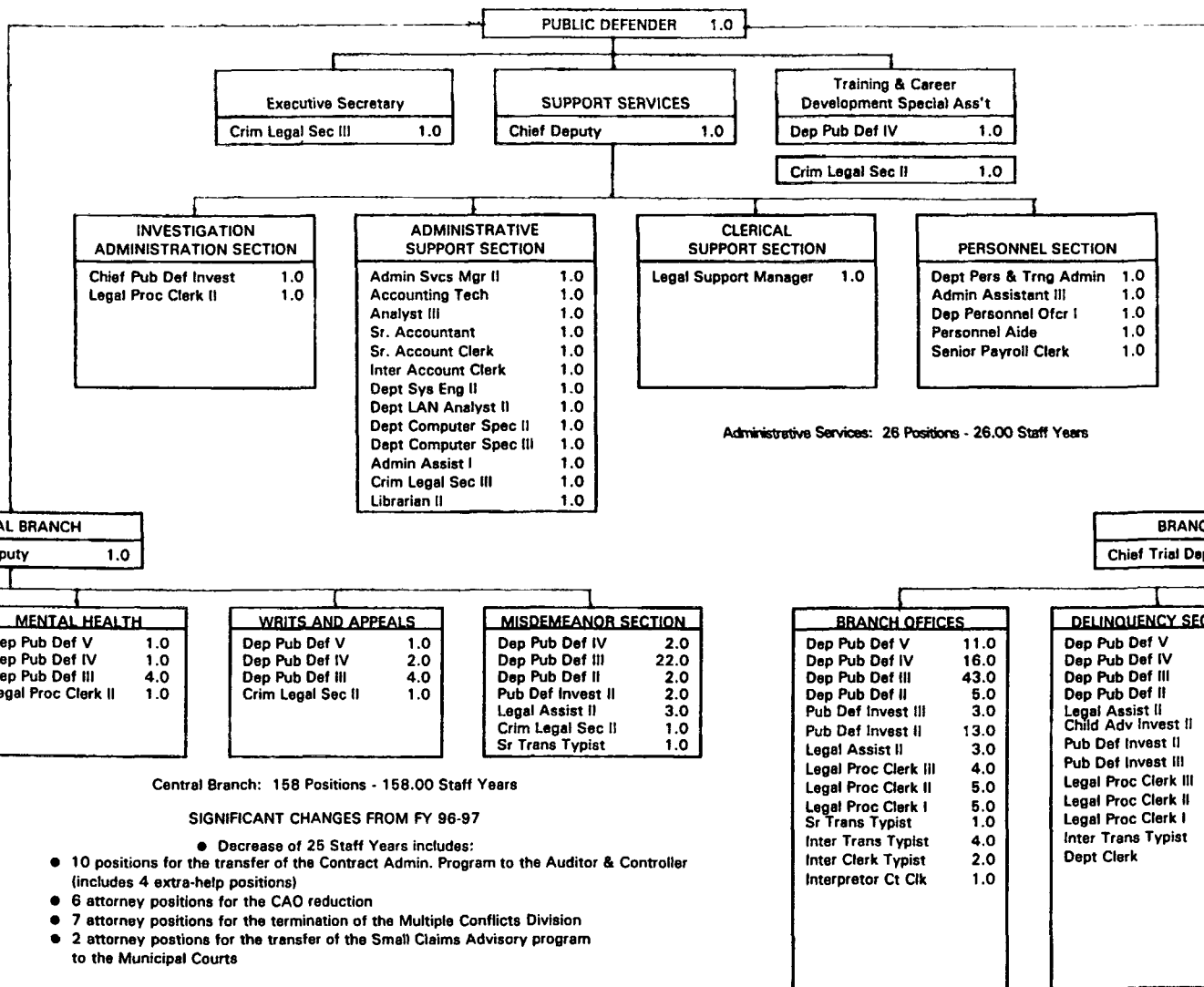
1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Ensure the proper staffing levels to resolve 76% of the cases at the earliest possible time in the Arraignment/Misdemeanor Program.
 - a. Assign 12.2 staff years to provide arraignment counseling for 58,558 cases.
 - b. Assign 26 staff years to provide legal representation for 18,492 misdemeanor cases.
2. Ensure the proper staffing levels to resolve cases in the Felony Program at the earliest possible time.

Note: This is a new outcome for fiscal year 1997-98. The management information system to track and monitor this program will be implemented at the start of fiscal year 1997-98; therefore, performance measures are not available at this time.
3. The Honorable James Milliken has recently implemented a fast track program for Delinquency. We are formulating outcomes and reliable performance measures, as well as the management information system to evaluate our performance in the Delinquency Program.
4. It is our expectation that the Honorable James Milliken will be presenting new ideas for the operation of the Dependency court system this fiscal year. Our office will be responding to these new initiatives and adjusting our practices and operation where appropriate. Therefore, performance measures are not available for the Dependency program at this time.
5. Increase attorney efficiency in the Mental Health Program by improving coordination with the Public Conservator.
 - a. Conduct multiple client interviews per interview trip.

Note: This is a new outcome for fiscal year 1997-98. The management information system to track and monitor this program will be implemented at the start of fiscal year 1997-98; therefore, performance measures are not available at this time.
6. Ensure that 100% of the attorneys have the training necessary to maintain proper certification and that investigators and support staff have the training necessary to effectively maintain their skills.
 - a. Provide a minimum of 12 hours of MCLE (Minimum Continuing Legal Education) training for each attorney.
 - b. Provide a minimum of 6 hours of training for each investigator.
7. Ensure that 100% of staff have the County required training, including but not limited to sexual harassment, violence in the workplace, drug and alcohol policy, and public contact training.
 - a. Monitor attorney and support staff's completion of County required training on a monthly basis.
8. Maximize the hours of volunteer services performed by law interns and other college students.
 - a. Provide a minimum of 13,000 hours of volunteer support in fiscal year 1997-98.
9. Ensure quality control by observing attorney/client contacts at least once monthly by supervisor.
 - a. Supervisors will meet with a minimum of one client for each attorney on his/her team every month.

DEPARTMENT OF THE PUBLIC DEFENDER
375 STAFF YEARS



16-2

- SIGNIFICANT CHANGES FROM FY 96-97**
- Decrease of 25 Staff Years includes:
 - 10 positions for the transfer of the Contract Admin. Program to the Auditor & Controller (includes 4 extra-help positions)
 - 6 attorney positions for the CAO reduction
 - 7 attorney positions for the termination of the Multiple Conflicts Division
 - 2 attorney positions for the transfer of the Small Claims Advisory program to the Municipal Courts

Adopted Positions - 8/22/97

Branch Offices: 191 Positions - 191.00 Staff Years

PROGRAM: Indigent Defense

DEPARTMENT: PUBLIC DEFENDER

PROGRAM #: 13023
MANAGER: Steven J. Carroll

ORGANIZATION #: 2950
REFERENCE: 1997-98 Proposed Budget - Pg. 15-3

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$23,194,546	\$25,944,294	\$26,223,654	\$27,668,266	\$26,631,679	(3.7)
Services & Supplies	1,816,941	12,017,754	2,463,853	9,657,141	3,857,311	(60.1)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	123,689	6,955	255,292	285,463	0	(100.0)
TOTAL DIRECT COST	\$25,135,176	\$37,969,003	\$28,942,799	\$37,610,870	\$30,488,990	(18.9)
PROGRAM REVENUE	(938,311)	(4,314,012)	(1,749,450)	(3,761,968)	(1,586,412)	(57.8)
NET GENERAL FUND CONTRIBUTION	\$24,196,865	\$33,654,991	\$27,193,349	\$33,848,902	\$28,902,578	(14.6)
STAFF YEARS	349.75	385.57	369.20	400.00	375.00	(6.3)

PROGRAM MISSION

To protect the rights of indigent persons for whom the possibility of custody or loss of substantial rights exist, by providing competent and effective legal representation pursuant to state and federal constitutional standards.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The 1996-97 expenditures are projected to be approximately \$8.8 million under the 1996-97 budgeted amount. This is due to the following occurrences: 1) the Public Defender's budget was adjusted mid-year by approximately \$7 million when the Contract Administration program (private panel attorneys) was transferred to the Auditor and Controller, and the Small Claims Advisory program was transferred mid-year to the Municipal Courts; 2) the Multiple Conflicts Criminal Division, with seven attorney positions, was phased out during the course of the year; and 3) the Public Defender responded to the downward trend in criminal case filings by maintaining vacancies when possible.

ACHIEVEMENT OF 1996-97 OBJECTIVES

The Department of the Public Defender achieved its FY 1996-97 objectives by providing legal representation to 100% of the cases appointed by the Courts, except for cases where a conflict of interest existed. This achievement occurred in the following manner:

Provided legal representation to 344 three strike cases, achieving 106% of projected cases.

Provided legal representation to 1,876 Class 4 (crimes against person), and 81 Class 5 cases (murder/attempted murder), achieving 86% of projected cases.

Provided legal representation to 833 two strike cases, achieving 105% of projected cases.

Provided legal representation to 9,501 Class 3 (property/drug crimes) cases, achieving 87% of projected cases.

Provided legal representation to 57,329 arraignments and 21,483 misdemeanor cases, achieving 88% of projected cases. Pre-arraignment counseling for the El Cajon Municipal Court was contracted out mid-year. This reduced the number of arraignments cases appointed to the Public Defender.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(Please refer to the Department Summary Page)

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [26.00 SY; E = \$2,018,380; R = \$0] including all administrative support staff and director's office is:
 - o Mandated/Discretionary Service Level.
 - o Establishing the department's operating policies and procedures, and overall management direction for a budget of approximately \$30 million.
 - o Overseeing the department's budget, fiscal, personnel, payroll, space, and automation needs.
 - o Providing training for attorney, investigative and support staff.
 - o Responding to the increased reliance on computer resources for the practice of law by adding one Departmental Systems Engineer II position.
 - o Responding to the continued growth of the departmental library resources, especially the on-line research resources, by adding one Librarian II position.
 - o Increasing expenditures by \$1.6 million as a result of the reallocation of General Services funds to individual departments.

2. Legal Services [349.00 SY; E = \$28,470,610; R = \$1,586,412] including all legal support and investigators is:
 - o Mandated/Mandated Service Level.
 - o Representing indigent clients on criminal matters in Municipal and Superior Courts.
 - o Providing attorney services in delinquency and dependency issues.
 - o Providing mental health legal services to clients.
 - o Providing investigative and other support services to staff attorneys.
 - o Providing writs and appeals service to indigent clients.
 - o Deleting the following three programs from the Public Defender: Contract Administration with \$7 million in appropriations, \$1.7 million in revenue and six staff years; Small Claims Advisory Program with approximately \$241,000 in appropriations, \$340,000 budgeted in revenue, and two staff years; and Multiple Conflicts Criminal Division with approximately \$1 million in appropriations and seven staff years.
 - o Deleting six staff years, in response to the CAO's budget reduction request of \$600,000.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Court Fees and Costs	41,929	340,524	0	(340,524)
Court Appointed Attorneys	1,189,072	1,381,743	1,052,136	(329,607)
Trial Court Funding	399,952	1,777,679	462,037	(1,315,642)
Miscellaneous	46,258	189,783	0	(189,783)
Sub-Total	\$1,677,211	\$3,689,729	\$1,514,173	\$(2,175,556)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$72,239	\$72,239	\$72,239	0
Sub-Total	\$72,239	\$72,239	\$72,239	\$0
Total	\$1,749,450	\$3,761,968	\$1,586,412	\$(2,175,556)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$27,193,349	\$33,848,902	\$28,902,578	(4,946,324)
Sub-Total	\$27,193,349	\$33,848,902	\$28,902,578	\$(4,946,324)
Total	\$27,193,349	\$33,848,902	\$28,902,578	\$(4,946,324)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FISCAL YEAR 1997-98:

Revenues for FY 1997-98 show a decrease of approximately \$2.2 million from FY 1996-97 budget. This decrease is due to: 1) the transfer of the Small Claims Advisory program to the Municipal Courts, along with \$241,590 of associated revenues and the cancellation of \$98,934 of overstated revenues inherited from the former Alternate Defense Counsel; 2) the transfer of the Office of Panel Administration program to the Auditor & Controller, along with approximately \$1.7 million of associated revenues; and 3) the transfer of recovered attorney fees of \$116,000 to Revenue & Recovery.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A - Legal Defense					
% of Resources: 93%					
<u>Outcome</u> (This is a new performance measure; therefore, historical data is not available).					
Ensure the proper staffing levels to resolve 76% of the cases in the Arraignment/Misdemeanor Program at the earliest possible time.	-	-	-	-	76%
<u>Effectiveness</u>					
Cost of providing legal counseling and representation in the Arraignment/Misdemeanor Program.	-	-	-	-	\$6,000,000
<u>Output</u>					
Number of staff years assigned to the Arraignment Division.	-	-	-	-	12.2
<u>Output</u>					
Number of staff years assigned to the Misdemeanor Division.	-	-	-	-	26
<u>Efficiency</u>					
Cost per staff year for the Arraignment/Misdemeanor Program.	-	-	-	-	\$158,730
<u>Outcome</u>					
Ensure the proper staffing levels to resolve cases in the Felony Program at the earliest possible time.					
Note: This is a new outcome for fiscal year 1997-98. The management information system to track and monitor this outcome will be implemented at the start of fiscal year 1997-98; therefore performance measures are not available at this time.					
<u>Outcome</u>					
Increase attorney efficiency in the Mental Health Program by having better coordination with the Public Conservator.	-	-	-	-	100%
<u>Output</u>					
Conduct multiple client interviews per interview trip, according to geographical location of clients.	-	-	-	-	-
Note: This is a new outcome for fiscal year 1997-98. The management information system to track and monitor this outcome will be implemented at the start of fiscal year 1997-98; therefore performance measures are not available at this time.					
ACTIVITY B: Training (This is a new performance measure; therefore, historical data is not available).					
% of Resources: Less than 1%					
<u>Outcome</u>					
1) Ensure that 100% of attorneys and investigators have required training to maintain proper certification and maintain competent skills.	-	-	-	-	100%
2) Ensure that 100% of staff on-board have received County required training.	-	-	-	-	100%

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY B: Training con't					
<u>Effectiveness</u>					
Cost of training program.	-	-	-	-	\$28,332
<u>Output</u>					
Average number of hours of training provided per attorney.	-	-	-	-	12
<u>Efficiency</u>					
Average cost per hour of attorney training.	-	-	-	-	\$10
<u>Output</u>					
Average number of hours of training provided per investigator.	-	-	-	-	6
<u>Efficiency</u>					
Average cost per hour of investigator training.	-	-	-	-	\$7
ACTIVITY C - Volunteer Support (This is a new performance measure; therefore, historical data is not available).					
% of Resources: Cost Avoidance to County					
<u>Outcome</u>					
Provide over 13,000 hours of volunteer services performed by law interns and college students.	-	-	-	-	13,400
<u>Effectiveness</u>					
Cost avoidance to the County for volunteer personnel provided.	-	-	-	-	\$158,120
<u>Output</u>					
Number of volunteer hours provided.	-	-	-	-	13,400
<u>Efficiency</u>					
Cost/hour of volunteer service provided.	-	-	-	-	\$11.80
ACTIVITY D - Quality Control					
% of Resources: 0%					
<u>Outcome</u>					
Ensure quality control by observing attorney/client contacts at least once monthly by supervisor.	-	-	-	-	100%

Note: This is a new outcome measure for fiscal year 1997-98. Reliable performance measures will be developed throughout the year and will be available for fiscal year 1998-99.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0339	Chief Pub. Def. Invest.	1	1.00	1	1.00	\$67,227	\$65,250
0370	Chief Trial Deputy	3	3.00	3	3.00	307,956	307,374
2124	Public Defender	1	1.00	1	1.00	120,915	121,060
2201	Assistant Public Defender	1	1.00	0	0.00	107,073	0
2302	Admin. Assistant III	0	0.00	1	1.00	0	48,991
2304	Admin. Assistant I	1	1.00	1	1.00	30,627	34,820
2312	Dept. Personnel & Training	1	1.00	1	1.00	48,710	55,336
2320	Personnel Aide	1	1.00	1	1.00	24,003	26,576
2330	Dept. Personnel Officer I	0	0.00	1	1.00	0	36,547
2369	Admin. Services Manager II	0	0.00	1	1.00	0	58,094
2403	Accounting Technician	1	1.00	1	1.00	24,673	25,401
2411	Analyst I	1	1.00	0	0.00	28,667	0
2413	Analyst III	2	2.00	1	1.00	79,517	48,991
2452	Dept. LAN Analyst II	0	0.00	1	1.00	0	43,363
2461	Departmental System Engineer II	1	1.00	1	1.00	51,179	41,659
2493	Intermediate Account Clerk	1	1.00	1	1.00	20,409	21,412
2505	Senior Accountant	1	1.00	1	1.00	39,170	39,399
2510	Senior Account Clerk	2	2.00	1	1.00	45,486	21,853
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,815	23,096
2537	Departmental Budget Manager	1	1.00	0	0.00	48,710	0
2700	Intermediate Clerk Typist	2	2.00	2	2.00	39,024	42,085
2709	Departmental Clerk	1	1.00	1	1.00	17,250	17,772
2710	Junior Clerk Typist	1	1.00	1	1.00	17,602	18,103
2712	Interpreter Court Clerk	2	2.00	2	2.00	54,977	57,338
2714	Inter. Transcriber Typist	9	9.00	9	9.00	195,198	201,086
2724	Senior Transcriber Typist	3	3.00	3	3.00	71,331	75,151
2776	Crim. Legal Secretary II	12	12.00	11	11.00	376,771	352,847
2777	Crim. Legal Secretary III	2	2.00	2	2.00	66,729	67,740
2899	Legal Support Svcs. Div. Mgr.	1	1.00	1	1.00	36,233	37,325
2903	Legal Procedures Clerk I	10	10.00	10	10.00	207,263	207,784
2906	Legal Procedures Clerk III	7	7.00	7	7.00	196,343	190,682
2907	Legal Procedures Clerk II	19	19.00	17	17.00	434,648	411,795
3119	Dept. Computer Specialist II	1	1.00	1	1.00	36,338	31,547
3120	Dept. Computer Specialist III	1	1.00	1	1.00	43,109	44,409
3910	Deputy Public Defender I	3	3.00	0	0.00	134,974	0
3911	Deputy Public Defender II	12	12.00	10	10.00	624,195	576,945
3912	Deputy Public Defender III	143	143.00	132	132.00	9,645,938	9,293,442
3913	Deputy Public Defender IV	43	43.00	42	42.00	3,576,465	3,805,161
3914	Deputy Public Defender V	25	25.00	25	25.00	2,215,063	2,429,085
3936	Legal Assistant II	13	13.00	13	13.00	386,598	412,451
4024	Librarian II	0	0.00	1	1.00	0	32,887
5765	Public Defender Invest. II	38	38.00	37	37.00	1,524,926	1,533,602
5766	Public Defender Invest. III	11	11.00	11	11.00	508,749	501,258
5770	Child Advocacy Invest. II	15	15.00	15	15.00	627,848	629,765
5771	Child Advocacy Invest. III	2	2.00	2	2.00	86,499	92,091
9999	Extra Help	14	4.00	0	0.00	114,040	0
Total		410	400.00	375	375.00	\$22,308,248	\$22,081,573
Salary Adjustments:						(231,473)	(349,044)
Employee Benefits:						6,241,539	5,520,176
Salary Savings:						(520,839)	(491,817)
VTO Reductions:						(129,209)	(129,209)
Total Adjustments						\$5,360,018	\$4,550,106
Program Totals		410	400.00	375	375.00	\$27,668,266	\$26,631,679

SHERIFF'S DEPARTMENT

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Detention Services	87,464,566	90,140,785	93,446,204	93,508,326	97,722,690	4,214,364	4.5
Law Enforcement Services	70,261,931	75,105,883	80,792,004	78,779,888	87,312,807	8,532,919	10.8
Management Services	7,776,176	13,028,777	12,472,953	10,589,633	12,590,586	2,000,953	18.9
Human Resource Services	5,443,524	5,550,191	7,214,240	6,272,002	7,233,869	961,867	15.3
Office of the Sheriff	1,763,511	1,371,701	1,474,407	1,211,598	1,550,402	338,804	28.0
TOTAL DIRECT COST	\$172,709,708	\$185,197,337	\$195,399,808	\$190,361,447	\$206,410,354	16,048,907	8.4
PROGRAM REVENUE	(123,771,331)	(132,303,972)	(142,741,657)	(136,351,735)	(146,308,600)	(9,956,865)	7.3
NET GENERAL FUND COST	\$48,938,377	\$52,893,365	\$52,658,151	\$54,009,712	\$60,101,754	\$6,092,042	11.3
STAFF YEARS	2,806.46	2,852.88	2,967.50	2,953.25	3,112.83	159.58	5.4
POSITIONS	2,878	2,880	3,020	2,971	3,260	289	9.7

SHERIFF'S ASSET FORFEITURE PROGRAM

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Total Direct Cost	\$1,387,436	\$648,953	\$596,426	\$1,034,090	\$955,000	358,574	60.1
Revenue	(1,193,677)	(405,017)	(906,255)	(805,000)	(800,000)	106,255	(11.7)
Fund Balance Contribution	\$(193,759)	\$(243,936)	\$309,829	\$(229,090)	\$(155,000)	(464,829)	(150.0)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0

CAO/SHERIFF

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Total Direct Cost	\$0	\$0	\$0	\$3,151,998	\$3,151,998	3,151,998	100.0
Revenue	(0)	(0)	(0)	(3,151,998)	(3,151,998)	(3,151,998)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	33.83	33.83	0.00	0.0
POSITIONS	0	0	0	56	56	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.

When this program budget was established in FY 94/95, it only included a portion of the unincorporated staffing needs. That portion represented Phase I of a five year phased in plan.

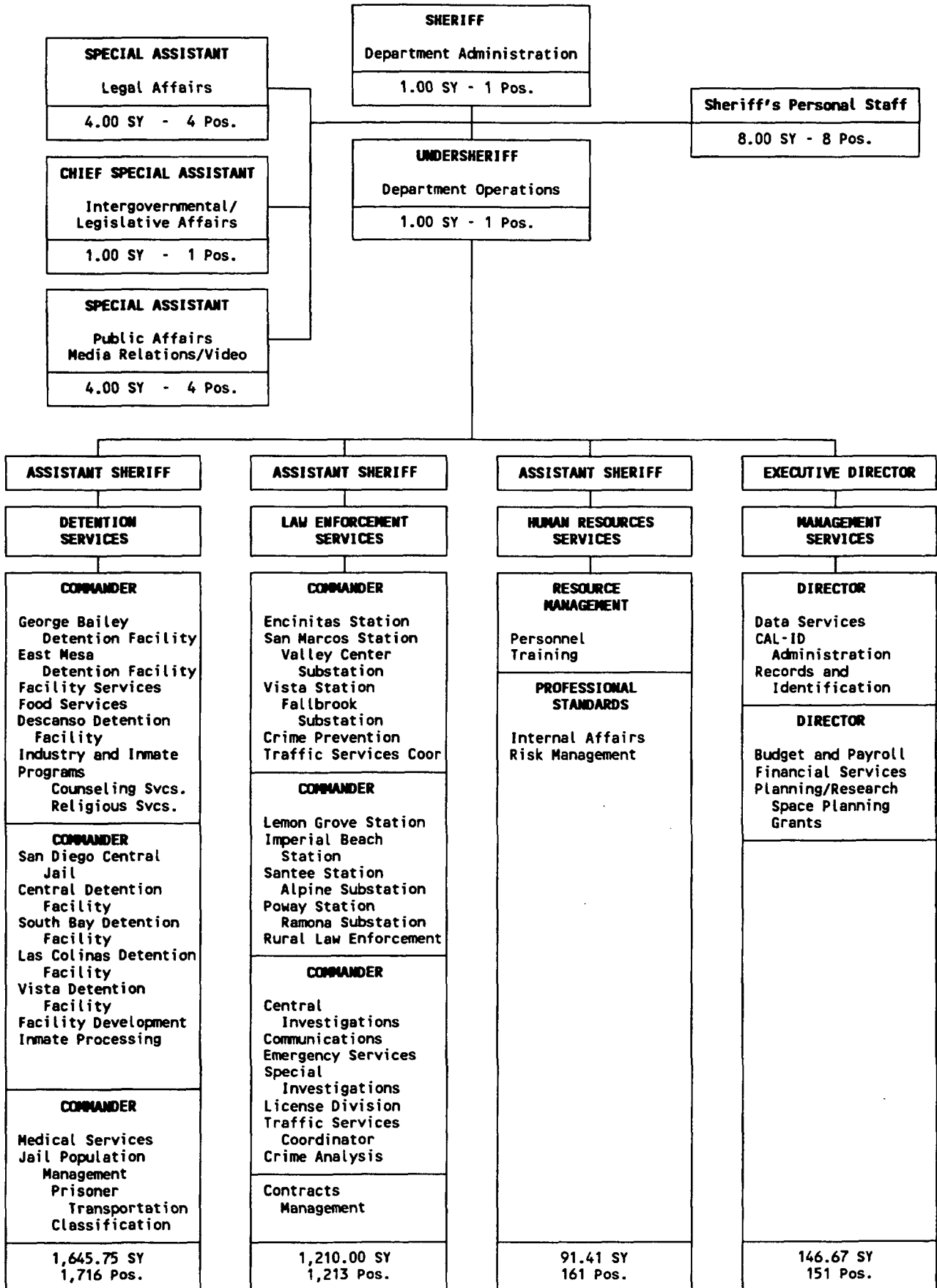
MISSION

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.

1997-98 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 5,500.
 - a. Keep the inmate population at or below the court-ordered capacity of 5,500 through the use of alternatives to incarceration, including Electronic Surveillance Program (ESP), Work Furlough, and Work Release Programs.
 - b. Work with County officials to full year fund salaries & benefits and services & supplies for the new San Diego Central Jail Project.
2. Law Enforcement Services - Maintain current priority 1 and 2 response times of 12.4 minutes for the unincorporated areas, 23.0 minutes for the rural areas and 8.8 minutes for the contract cities.
 - a. Provide the current minimum number of 212 patrol units operating in a 24-hour period.
3. Management Services - Provide funding for 8 programs and 78 operational units while remaining within the Board of Supervisors' approved budget of \$206 million.
 - a. Analyze requests and develop budgets for 78 operations units.
4. Human Resource 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 821 polygraph examinations.
 - b. Conduct 1,187 background investigations.
 - c. Conduct 3,703 employment interviews.
 - d. Fill San Diego Central Jail (SDCJ) vacancies (198) by January 1998.
5. Office of the Sheriff - Ensure that county detention facilities operate within court-ordered capacity of 5,500, 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 8.8 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 97/98 FINAL BUDGET**



AUTHORITY: Government Code 26605 - The Sheriff shall take charge of and keep the County Jail and the prisoners in it. Penal Code 4000 - The common jails in the several counties of this State are kept by the Sheriffs of the Counties in which they are respectively situated, and are used as follows: 1) For the detention of persons committed in order to secure their attendance as witnesses in criminal cases; 2) For the detention of persons charged with crime and committed for trial; 3) For the confinement of persons committed for contempt, or upon civil process, or by other authority of law; 4) For the confinement of persons sentenced to imprisonment therein upon a conviction for crime. Penal Code 4018.5 - The Sheriff may enter into an agreement with the governing board of any school district maintaining secondary schools, for the maintenance, by the district, for such prisoners of adult education classes conducted pursuant to the Education Code.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$67,903,017	\$72,305,649	\$75,868,831	\$76,285,041	\$85,388,082	11.9
Services & Supplies	14,048,404	12,123,971	12,445,412	11,137,612	12,395,322	11.3
Other Charges	5,490,701	5,769,678	5,420,512	6,275,000	6,396,469	1.9
Fixed Assets	22,444	46,465	142,225	63,630	675,125	961.0
Vehicle/Comm. Equip.	0	0	49,175	49,175	0	(100.0)
Expenditures/Transfers/Reimb.	(0)	(104,978)	(479,951)	(302,132)	(7,132,308)	2,260.7
TOTAL DIRECT COST	\$87,464,566	\$90,140,785	\$93,446,204	\$93,508,326	\$97,722,690	4.5
PROGRAM REVENUE	(6,955,021)	(7,658,341)	(9,457,818)	(6,674,434)	(8,259,572)	23.7
NET GENERAL FUND CONTRIBUTION	\$80,509,545	\$82,482,444	\$83,988,386	\$86,833,892	\$89,463,118	3.0
STAFF YEARS	1,460.66	1,470.79	1,535.67	1,518.50	1,645.75	8.4
POSITIONS	1,517	1,473	1,573	1,532	1,716	12.0

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Estimated Actual Salaries and Benefits are expected to be under budget primarily due to delays in hiring of authorized staff and the fact that costs for academy cadets has not been transferred from Human Resource Services to Detention Services. These costs will be accurately reflected in the FY 1996-97 Actuals. Services and Supplies are projected to be over budget due to the structural underfunding of the budget for the purchase of services and supplies vital to the continued operation of the detention system, i.e. Account 2230 - Household Goods, where expenditures are used to assist in food preparation and to sanitize equipment used by Food Services. Other Charges are anticipated to be under budget due to continued intense review of hospital and medical facility billings, and a reduction in inmate hospitalization days. Fixed Assets are expected to be over budget due to Board of Supervisors approved mid-year actions. Cost Applied reimbursements are expected to be over budget due to increased cost recoveries from the Polinsky Children's Center Food Services contract. Revenue is projected to be 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 1996-97 OBJECTIVES

During FY 1996-97, the Sheriff's Department continues to explore and implement all viable avenues to keep the inmate population at or below the court-ordered capacity of 5,500. The Board of Supervisors approved full year funding of the Las Colinas Expansion Project and San Diego Central Jail Phase II staffing plans.

On May 14, 1996, item #5, the Board of Supervisors approved, in concept, leasing a portion of the County's East Mesa property to a private detention operator and directed staff to return to the Board with additional information prior to issuance of a Request for Proposals. The facility will revert to the County over a negotiated period of time, thereby increasing the number of inmate beds available to the County.

1997-98 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 5,500.
 - a. Keep the inmate population at or below the court-ordered capacity of 5,500, through the use of alternatives to incarceration, including Electronic Surveillance Program (ESP), Work Furlough, and Work Release Programs.
 - b. Work with County officials to full year fund, the salaries & benefits and services & supplies for the new San Diego Central Jail project.
2. Plan for the increase in 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.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. DETENTION OPERATIONS COMMAND - AREA 1 [587.33 SY; E = \$37,248,751; R = \$1,925,511] 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 1" detention facilities at the court-ordered cap of 2,648.
 - o Responsible for providing support services for inmates including food services, laundry services, counseling services, and religious services.
 - o Responsible for preparing 8,062,827 meals for inmates and staff.
 - o Responsible for cleaning 4,296,800 pounds of inmate laundry.
 - o Increased by a net 1.00 staff year and 1 position related to administrative support positions, which will be fully revenue offset by the Sheriff's Inmate Welfare Fund.
 - o Increased by 1.00 staff year and 1 position for an Analyst at the Facilities Services Division, which will be totally revenue offset by Sheriff's Inmate Welfare Fund.
 - o Increased by 1.00 staff year and 1 position for an Analyst at the Inmate Industries Unit, which will be totally revenue offset by Sheriff's Inmate Welfare Fund.
 - o Increased by 1.00 staff year and 1 position, for additional Food Services staff at the Polinsky Children's Center, which will be totally offset by cost applied reimbursements from the Social Services Department.
 - o Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 97/98.
2. DETENTION OPERATIONS COMMAND - AREA 2 [787.08 SY; E = \$42,350,106; R = \$6,194,061] 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 2" detention facilities at the court-ordered cap of 2,567.
 - o Increased by 8.00 staff years and 8 positions resulting from the position reconciliation within the department.
 - o Increased by 31.00 staff years and 31 positions for the new San Diego Central Jail Transition Team.

- o Increased by 8.00 staff years and decreased by 4 positions to provide full year funding and adjust staffing levels related to the Las Colinas Expansion Project.
 - o Increased by 80.25 staff years and 149 positions for partial year funding of Phase III staffing for the new San Diego Central Jail.
 - o Reduced by 1.00 staff year and 1 position, due to a reorganization of the Sheriff's Legal Services Division.
 - o Reduced by \$237,500 to reflect projected savings from department initiative to convert Deputy Sheriffs positions to Corrections Deputy Sheriff positions.
 - o Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 97/98.
3. DETENTION OPERATIONS COMMAND - AREA 3 (271.34 SY; E = \$18,123,833; R = \$140,000) including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for providing support services for inmates including prisoner transportation and the investigation of escapes, attempted escapes and other crimes committed by inmates in custody.
 - o Responsible for transporting 235,000 prisoners in- and out-of-county to courts, other local detention facilities, hospitals, or State institutions.
 - o Adjusted by the addition of \$6,097,585 in State Health Realignment funds for a cost applied adjustment related to inmate medical costs.
 - o Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 97/98.
 - o Reduced by 3.00 staff years and 3 positions as a result of a reorganization of the Medical Services staffing matrix.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
INTERGOVERNMENTAL REVENUE:				
State Aid - Health Realign. - VLF (Acct. 9262)	\$560,000	\$560,000	\$0	\$(560,000)
Federal Grant (Acct. 9678)	1,012,435	348,613	0	(348,613)
Aid from Redevelopment Ag (Acct. 9744)	0	0	1,620,000	1,620,000
Sub-Total	\$1,572,435	\$908,613	\$1,620,000	\$711,387
CHARGES FOR CURRENT SERVICES:				
Change in General Fund (Acct. 9781)	\$30	\$0	\$0	\$0
Charges in Internal Service Fund (Acct. 9786)	747,915	676,133	0	(676,133)
Transportation of Prisoners (Acct. 9851)	17,259	6,000	10,000	4,000
Booking Fees (Acct. 9857)	3,024,881	3,255,000	3,250,000	(5,000)
Jail Bed Leasing (Acct. 9858)	3,052	0	113,702	113,702
Defendant Booking Fees (Acct. 9859)	283,305	190,000	240,000	50,000
Institutional Care-County (Acct. 9945)	155,750	105,000	125,000	20,000
Institutional Care-State (Acct. 9946)	3,000,000	800,000	917,941	117,941
Other - Morrissey Hearings (Acct. 9979)	12,554	7,000	7,000	0
Sub-Total	7,244,746	\$5,039,133	\$4,663,643	\$(375,490)
OTHER REVENUE:				
Recovered Expenditure (Acct. 9989)	\$60,141	\$70,000	\$70,000	\$0
Other Miscellaneous (Acct. 9995)	100,091	35,475	0	(35,475)
Miscellaneous Revenue Prior Year (Acct. 9988)	0	0	0	0
Sub-Total	\$160,232	\$105,475	\$70,000	\$(35,475)
OTHER FINANCING SOURCES:				
Op. Transfer from Int Svc Fund (Acct. 9806)	\$0	\$12,335	\$621,850	\$609,515
Op. Transfer from Other/Sp Dis (Acct. 9812)	0	35,418	35,418	0
Op. Transfer from Inmate Welf (Acct. 9818)	480,405	573,460	1,248,661	675,201
Sub-Total	\$480,405	\$621,213	\$1,905,929	\$1,284,716
Total	\$9,457,818	\$6,674,434	\$8,259,572	\$1,585,138

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$83,988,386	\$86,833,892	\$89,463,118	\$2,629,226
Sub-Total	\$83,988,386	\$86,833,892	\$89,463,118	\$2,629,226
Total	\$83,988,386	\$86,833,892	\$89,463,118	\$2,629,226

EXPLANATION/COMMENT ON PROGRAM REVENUES

INTERGOVERNMENTAL REVENUE:

- Decrease of \$560,000 in revenue (Acct. 9262) due to a change directed by County Budget Office to show reimbursements for Medical Services as Cost Applied rather than revenue.
- Decrease of \$198,383, as a result of expiration of the three-year Federal Grant (Acct. 9678) for the Comprehensive Abuse Treatment Program for Inmates.
- Decrease of \$150,230, as a result of expiration of 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.
- Increase of \$1,620,000 in revenue (Acct. 9744) from related to the purchase of Furnishings, Fixtures, and Equipment for new San Diego Central Jail.

CHARGES FOR CURRENT SERVICES:

- Decrease of \$676,133 in revenue (Acct. 9786) due to the consolidation of Inmate Welfare Fund reimbursements in Account 9818 - Operating Transfer from Inmate Welfare.
- Increase of \$4,000 in revenue (Acct. 9851), related to the reimbursements for transportation of prisoners, based on projections using prior years' actuals.
- Decrease of \$5,000 in revenue (Acct. 9857), related to Booking Fees, based on projections using prior years' actuals.
- Increase of \$113,702 in revenue (Acct. 9858), for the leasing of jail beds to the City of San Diego for City inmates housed at the new San Diego Central Jail.
- Increase of \$50,000 in revenue (Acct. 9859), related to Defendant Booking Fees, based on projections using prior years' actuals.
- Increase of \$20,000 in revenue (Acct. 9945), related to Work Furlough Maintenance Fees, based on projections using prior years' actuals.
- Increase of \$10,919 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.
- Increase of \$107,022 in revenue (Acct. 9946) related to Parole Violation Holds for the Department of Corrections and the Youth Authority, to offset Legal Support Staffing and Restructuring.

OTHER REVENUE:

- Decrease of \$35,475 in revenue (Acct. 9995) related to Inmate Welfare revenue offset Counselors' salaries and benefits, which were deleted from the Inmate Welfare FY 97-98 CAO Proposed Budget and subsequently removed from the Sheriff's FY 97-98 CAO Proposed Budget and revenue account.

OTHER FINANCING SOURCES:

- Increase of \$609,515 in revenue (Acct. 9806), related to Commissary Stores revenue offset Travel, Memberships, Registration, and Salaries and Benefits, as a result of the new calculation of revenue offset FY 97-98 CAO Proposed Commissary Stores budget and the consolidation of Commissary Stores operating transfer to the Sheriff's Department.
- Increase of \$675,201 in revenue (Acct. 9818), related to Inmate Welfare revenue offset Travel, Memberships, Registration, and Salaries and Benefits, as a result of the new calculation of revenue offset FY 97-98 CAO Proposed Inmate Welfare budget and the consolidation of Inmate Welfare operating transfer to the Sheriff's Department.

FIXED ASSETS

Category	Total Cost
Specialized Dept & Safety Equip - Furniture, Fixtures, & Equipment	\$665,000
Specialized Dept & Safety Equip - Handguns	10,125
Total	\$675,125

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
DETENTION SERVICES - INMATE HOUSING					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Detention Facilities to be Used to Capacity	104%	102%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct Cost To Operate Det. Facilities	\$87,464,566	\$89,547,417	\$93,446,204	\$93,508,326	\$97,722,690
<u>OUTPUT (Service or Product)</u>					
No. of Inmates Incarcerated in all Facilities (daily average)	5,252	5,169	5,197	5,191	5,500
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Inmate Incarcerated	\$16,654	\$17,324	\$17,981	\$18,014	\$17,768
<u>OUTPUT (Service or Product)</u>					
Meals Served	7,744,627	7,899,957	8,062,827	7,980,537	8,062,827
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Meal Day Served	\$1.76	\$1.76	\$1.89	\$1.78	\$1.95
<u>OUTPUT (Service or Product)</u>					
Hospital Bed Days Provided	2,523	3,104	3,500	3,500	3,500
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Hospital Bed Day	\$1,596	\$1,887	\$2,246	\$2,246	\$2,246
<u>OUTPUT (Service or Product)</u>					
Inmates Transported	230,871	228,814	232,063	230,000	235,000
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Inmate Transported *	\$19.92	\$16.86	\$19.29	\$18.55	\$18.48
<u>OUTPUT (Service or Product)</u>					
Pounds of Laundry Processed	3,032,439	3,686,900	4,197,000	3,832,900	4,296,800
<u>EFFICIENCY (Input/Output)</u>					
Supply Cost Per Laundry Pound Processed	\$.0192	\$.0176	\$.0190	\$.0190	\$.0198

* **NOTE:** A typographical error was corrected in this document, for the FY 1995/96 Actual Cost.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	88,645	93,310
0974	Sheriff's Standards Comp. Mgr.	1	1.00	0	0.00	65,914	0
0978	Sheriff's Inmate Industry Mgr.	1	1.00	1	1.00	65,914	54,370
0993	Sheriff's Medical Svcs Admin.	0	0.00	1	1.00	0	66,326
2303	Admin. Assistant II	3	3.00	3	3.00	129,327	133,227
2403	Accounting Technician	1	1.00	1	1.00	27,472	28,278
2412	Analyst II	0	0.00	2	2.00	0	73,094
2493	Int. Account Clerk	3	3.00	3	3.00	61,496	66,207
2510	Senior Account Clerk	2	2.00	2	2.00	41,909	44,920
2650	Stock Clerk	30	29.75	38	32.17	575,630	641,037
2652	Sheriff's Facility Svcs. Mgr.	1	1.00	1	1.00	47,558	48,991
2655	Storekeeper III	1	1.00	1	1.00	28,496	26,647
2658	Storekeeper II	2	2.00	2	2.00	51,060	52,610
2660	Storekeeper I	3	3.00	4	4.00	69,447	91,669
2664	Pharmacy Stock Clerk	1	1.00	2	1.33	21,380	29,836
2700	Int. Clerk Typist	30	29.75	35	33.00	598,815	682,901
2710	Junior Clerk Typist	6	6.00	6	6.00	96,081	98,821
2725	Principal Clerk I	3	3.00	3	3.00	91,646	100,203
2726	Principal Clerk II	0	0.00	1	1.00	0	31,264
2727	Sheriff's Det. Proc. Manager	1	1.00	1	1.00	38,956	40,133
2728	Det. Proc. Supervisor	18	18.00	19	18.17	539,782	552,152
2729	Office Support Secretary	1	1.00	1	1.00	24,673	25,401
2730	Senior Clerk	6	6.00	12	7.00	135,439	162,612
2756	Administrative Secretary I	1	1.00	1	1.00	20,632	23,398
2757	Administrative Secretary II	5	5.00	5	5.00	127,703	132,273
2758	Admin. Secretary III	1	1.00	1	1.00	31,703	32,649
3001	Jail Clerk	63	61.75	67	63.67	1,348,363	1,433,847
3002	Booking Clerk	108	108.00	108	108.00	2,599,763	2,685,739
3044	Chief, Sheriff's Med. Rec. Sv.	1	1.00	1	1.00	56,963	58,670
3046	Medical Records Clerk	2	2.00	4	2.67	39,954	56,193
3049	Medical Records Technician	7	6.75	7	6.33	152,455	144,306
3055	Senior Medical Records Tech.	1	1.00	1	1.00	23,939	27,817
3119	Dept Computer Spec II	0	0.00	1	1.00	0	30,786
4101	Medical Services Administrator	1	1.00	0	0.00	66,879	0
4102	Asst. Medical Svcs. Admin.	1	1.00	1	1.00	59,718	50,602
4132	Med. Director, Sheriff's Det.	1	1.00	1	1.00	109,725	109,523
4170	Dentist	2	1.42	2	1.50	81,756	89,191
4190	Sheriff's Detention Physician	3	2.50	4	3.50	212,081	305,940
4245	Chief Pharmacist	0	0.00	1	.33	0	18,614
4250	Pharmacist	2	2.00	1	1.00	113,598	62,568
4260	Pharmacy Technician	4	3.75	3	3.00	104,345	90,442
4458	Sheriff's Food Svcs. Manager	0	0.00	1	1.00	0	51,043
4459	Chief, Food Services	1	1.00	0	0.00	46,893	0
4460	Assistant Chief, Food Services	2	2.00	2	2.00	72,796	74,974
4497	Asst Chief Nurse	0	0.00	1	1.00	0	50,745
4504	Chief Nurse	1	1.00	1	1.00	64,384	66,326
4545	Sheriff's Det. Cert. Nurse Pr.	2	2.00	8	4.00	89,407	180,019
4546	Sheriff's Det. Supv. Nurse	9	9.00	9	9.00	469,053	481,097
4548	Sheriff's Detentions Nurse II	82	80.75	96	86.00	3,214,735	3,547,629
4615	Nurses Assistant	5	5.00	1	1.00	92,729	21,334
4625	Licensed Vocational Nurse	38	37.25	46	40.67	885,912	984,359
4823	Registered Dental Asst.	2	1.33	4	2.17	39,788	64,121
5050	Correctional Counselor	19	18.75	18	18.00	821,473	813,731
5051	Supv. Correctional Counselor	1	1.00	2	2.00	48,723	92,478
5236	Departmental Aide	14	13.75	22	16.17	193,615	232,540
5746	Deputy Sheriff	200	200.00	200	200.00	8,085,037	8,460,225
5775	Sheriff's Captain	6	6.00	7	7.00	436,554	543,069
5778	Sheriff's Commander	3	3.00	3	3.00	227,392	261,748
5780	Sheriff's Lieutenant	23	22.75	26	26.00	1,444,013	1,725,719
5781	Corrections Sergeant	10	9.00	26	23.91	400,910	1,198,354
5786	Corrections Deputy Sheriff	615	610.00	709	696.50	19,931,663	23,048,064
5789	Sheriff's Commis. Stores Spv.	1	1.00	1	1.00	31,040	31,980
5790	Sheriff's Sergeant	64	64.00	57	57.00	3,557,740	3,344,024
6405	Food Services Supervisor	11	11.00	11	11.00	316,590	330,397
6410	Senior Cook	62	61.25	67	64.00	1,468,784	1,565,580
6415	Food Services Worker	17	17.00	22	19.00	274,770	315,608
6509	Laundry Supervisor	1	1.00	1	1.00	29,125	30,003

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
6510	Senior Laundry Worker	3	3.00	3	3.00	74,740	78,250
6530	Laundry Worker	8	8.00	8	8.00	169,151	177,355
7030	Senior Custodian	7	7.00	7	7.00	149,373	153,853
7516	Delivery Vehicle Driver	5	5.00	5	5.00	104,788	109,031
7530	Sewing Room Supervisor	1	1.00	1	1.00	20,390	20,996
8801	Graphics Arts Prod Supv	1	1.00	0	0.00	31,083	0
8005	Senior Dentist	0	0.00	1	.33	0	19,472
8006	Sr Det Cert Nurse Prac	0	0.00	1	.33	0	15,648
9999	Extra Help	0	0.00	0	0.00	842,034	844,786
Total		1,532	1,518.50	1,716	1,645.75	\$51,583,902	\$57,431,125
Salary Adjustments:						78,843	(226,037)
Premium/Overtime Pay:						4,428,440	6,400,203
Employee Benefits:						20,288,417	21,877,352
Salary Savings:						0	(0)
VTO Reductions:						(94,561)	(94,561)
Total Adjustments						\$24,701,139	\$27,956,957
Program Totals		1,532	1,518.50	1,716	1,645.75	\$76,285,041	\$85,388,082

PROGRAM: Law Enforcement Services

DEPARTMENT: SHERIFF

PROGRAM #: 12002

ORGANIZATION #: 2400

MANAGER: Myron Klippert, Assistant Sheriff

REFERENCE: 1997-98 Proposed Budget - Pg. 16-14

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$65,052,375	\$71,053,078	\$75,501,456	\$74,635,287	\$79,481,335	6.5
Services & Supplies	4,316,014	3,188,631	3,804,235	3,041,049	7,228,392	137.7
Other Charges	305,148	331,126	337,768	340,535	340,535	0.0
Operating Transfers	0	0	0	0	0	0.0
Fixed Assets	408,394	186,223	699,657	314,129	198,795	(36.7)
Vehicle/Comm. Equip.	180,000	346,825	448,888	448,888	63,750	(85.8)
TOTAL DIRECT COST	\$70,261,931	\$75,105,883	\$80,792,004	\$78,779,888	\$87,312,807	10.8
PROGRAM REVENUE	(33,042,420)	(36,456,464)	(39,868,535)	(39,202,283)	(40,631,987)	3.6
NET GENERAL FUND CONTRIBUTION	\$37,219,511	\$38,649,419	\$40,923,469	\$39,577,605	\$46,680,820	17.9
STAFF YEARS	1,107.80	1,149.09	1,198.58	1,197.00	1,210.00	1.1
POSITIONS	1,122	1,174	1,210	1,200	1,213	1.1

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. 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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Salaries and Benefits are expected to be over budget due primarily to mid-year additions approved by the Board of Supervisors and the continued structural underfunding issues related to overtime. Services and Supplies are expected to be over budget due to the ongoing structural underfunding of vital crime lab services and maintenance for the Aerial Support unit. Fixed Assets are expected to be over budget due to board approved mid-year additions.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- o Construction on the 800 MHz project is on schedule, training for the new system has begun.
- o Priority 1 and 2 response times were 9.1 minutes in the incorporated area, 12.3 minutes in the unincorporated area and 24.3 minutes in the rural area.
- o The Sheriff's Department investigated approximately 3,492 violent crimes and approximately 17,663 property crimes, and achieved clearance rates of 58% and 15% respectively.

1997-98 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, within 10%, current priority 1 and 2 response times of 12.4 minutes for the unincorporated areas, 23.0 minutes for the rural areas and 8.8 minutes for the contract cities.
 - a. Provide the current minimum number of 212 patrol units operating in a 24-hour period.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Law Enforcement Operations - Northern Command [395.00 SY; E = \$25,807,995; R = \$20,781,845] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for all law enforcement in the northern unincorporated area of San Diego County and for five contract cities.
 - o Increased by 6.00 staff years and 6 positions related to the midyear board actions relating to service adjustments for contract cities.
 - o Increased by 1.00 staff year and 1 position for the Agricultural Crime Prevention Program.
 - o Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 97/98.
2. Law Enforcement Operations - Southeastern Command [435.50 SY; E = \$31,087,851; R = \$16,394,572] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for all law enforcement in the southeastern unincorporated area of San Diego County and for four contract cities.
 - o Increased by 2.00 staff years and 2 positions related to the midyear board actions relating to service adjustments for contract cities.
 - o Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 97/98.
 - o Increased by \$360,000 in revenue offset Services and Supplies related to Contract Cities.
3. Law Enforcement Support Command [379.50 SY; E = \$30,416,961; R = \$3,455,570] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for regional specialized investigative support and highly technical emergency services' response.
 - o Decreased by 1.00 staff year and 1 position due to a department-wide position reconciliation.
 - o Increased by 3.00 staff years and 3 positions (one Supervising Criminalist and two Criminalist II positions) as a result of the establishment of a new DNA Program.
 - o Increased by 1.00 staff year and 1 position due to the addition of one Sergeant position to the North County Regional Gang Task Force.
 - o Increased by 1.00 staff year and 1 position due to the addition of one Sergeant position to the High Intensity Drug Trafficking Area (HIDTA) program.
 - o Increased by 1.00 staff year and 1 position due to the addition of one Supervising Criminalist and two Latent Fingerprint Examiners and the deletion of two Deputy Sheriff positions.
 - o Decreased by 1.00 staff year and 1 position due to the addition of four Sheriff's Emergency Services Dispatchers and the deletion of five Sheriff's Communications Dispatchers.

- o Increased by \$400,000 in Overtime appropriations as part of a multi-year strategic plan addressing the structural underfunding of this account.
- o Increased by \$1,623,442 in Services and Supplies due to the establishment of the Fleet Services Internal Service Fund (ISF). These appropriations are intended to offset the annual vehicle depreciation for the 508 Sheriff's vehicles which are in the ISF.
- o Increased by \$692,341 in Services and Supplies to offset the annual maintenance costs for the 508 vehicles in the Fleet Services Internal Service Fund.
- o Increased by \$1,274,647 in Services and Supplies to offset the annual fuel costs for all vehicles in the Sheriff's Department.
- o Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 97/98.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
Returned Check Fee (Acct. 9713)	83	0	0	\$0
Communication Services (Acct.9720)	10,420	10,000	12,000	2,000
Chrgs in Internal Serv Funds (Acct. 9786)	24,000	24,000	24,000	0
False Alarm Fee (Acct. 9847)	20,743	165,000	50,000	(115,000)
Law Enforcement Services-	921,291	949,474	933,453	(16,021)
Contract Cities (Acct. 9852)				0
Law Enforc. Serv-Off Doc & Fingerprint (Acct. 9853)	224,341	185,000	195,000	10,000
Alcohol Lab Test and Service (Acct. 9855)	148,083	550,000	270,000	(280,000)
H & S Lab Tests (Acct. 9856)	71,624	80,000	82,000	2,000
Road and Street Services (Acct. 9870)	0	0	0	0
Contract Cities-Law Svcs (Acct. 9879)	34,004,775	33,009,960	36,062,919	3,052,959
Law Enforcement Services-	449,449	469,955	492,178	22,223
Other Govmt. Agencies (Acct. 9971)	0	0	0	0
Other - Miscellaneous (Acct. 9979)	155,589	121,000	141,000	20,000
Sub-Total	\$36,030,398	\$35,564,389	\$38,262,550	\$2,698,161
FINES, FORFEITURES & PENALTIES:				
Cal-ID Rev GC 76102 (Acct. 9189)	\$0	\$25,000	\$0	\$(25,000)
Penalty/Assessmt General (Acct. 9199)	0	0	0	0
Sub-Total	\$0	\$25,000	\$0	\$(25,000)
LICENSES, PERMITS AND FRANCHISES:				
Business Licenses-Taxi & Oper (Acct. 9114)	51,154	54,000	50,000	\$(4,000)
Kennel Licenses (Acct. 9115)	62	0	0	0
Business Licenses-Other (Acct. 9119)	47,106	64,000	51,000	(13,000)
Other Licenses & Permits-Explosive (Acct. 9153)	6,558	5,000	5,000	0
Other Licenses & Permits-Misc. (Acct. 9155)	70,997	84,950	63,000	(21,950)
Other Licenses & Permits-Alarm (Acct. 9158)	19,776	30,000	24,000	(6,000)
Sub-Total	195,653	237,950	193,000	(44,950)
OTHER REVENUE:				
Misc. (Acct. 9988, 9995, 9998)	\$68,179	\$20,000	\$108,485	\$88,485
Donation from Private Party (Acct. 9957)	37,500	0	0	0
Recovered Expenditures (Acct. 9989)	107,802	30,000	30,000	0
Sub-Total	\$213,481	\$50,000	\$138,485	\$88,485
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Off-Hwy Motor Veh In. Lieu (Acct. 9264)	\$0	\$0	\$15,000	\$15,000
Regional Auto Theft (RATT) (Acct. 9505)	273,765	264,000	288,000	24,000
State Grants - Other (Acct. 9527)	245,902	197,031	40,000	(157,031)
State-Marcotic & Drug (Acct. 9547)	471,000	471,000	471,000	0
Fed Grant Comm Orient Pol (Acct. 9662)	1,175,872	1,331,573	273,579	(1,057,994)
Fed Gr-High Intensity Drug (Acct. 9665)	531,594	439,800	584,977	145,177
Federal Grants (Acct. 9678)	1,712	0	157,031	157,031
Other Government Agencies (Acct. 9746)	263,018	197,900	208,365	10,465
Sub-Total	\$2,962,863	\$2,901,304	\$2,037,952	\$(863,352)
OTHER FINANCING SOURCES:				
Op Tsfr From CATV (Acct. 9804)	423,640	423,640	0	\$(423,640)
Op Tsfr From Asset Forftr (Acct. 9816)	42,500	0	0	0
Sub-Total	466,140	423,640	0	(423,640)
Total	\$39,868,535	\$39,202,283	\$40,631,987	\$1,429,704

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$40,923,469	\$39,577,605	\$46,680,820	\$7,103,215
Sub-Total	\$40,923,469	\$39,577,605	\$46,680,820	\$7,103,215
Total	\$40,923,469	\$39,577,605	\$46,680,820	\$7,103,215

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

- Increase of \$2,000 in Communication Services (Acct. 9720) for revenue related to Communication Services - Fire Districts is based on prior year collections and FY 96/97 estimated actuals.
- Decrease of \$115,000 in False Alarm Fee (Acct 9847) is based on a decrease in estimated revenue.
- Decrease of \$16,021 in Law Enforcement Services - Contracts (Acct. 9852) is based on: (1) A net increase of \$90,247 for the North County Transit Detail revenue to offset overtime and pay increases; (2) A decrease of \$13,350 related to Del Mar Fair revenue; (3) An increase of \$5,000 from revenue collected for preserving and safekeeping personal property of mentally deficient persons taken into custody; (4) An increase of \$1,582 for Law Enforcement Services for the Pala Band of Mission Indians to offset pay increases; (5) An increase of \$7,000 for Law Enforcement Services for the Sandcastle event; (6) A decrease of \$91,500 from the Off Road Vehicle revenue related to a decrease in fixed assets; (7) A transfer of \$15,000 to account 9264 Off-Hwy Motor Veh In. Lieu.
- Increase of \$10,000 in Official Documents and Fingerprints (Acct. 9853) is based on prior year collections and FY 96/97 estimated actuals.
- Decrease of \$280,000 in Alcohol Lab Test and Service (Acct. 9855) is due to a legislative change.
- Increase of \$2,000 in H & S Lab Tests (Acct. 9856) is based on prior year collections and FY 96/97 estimated actuals.
- Increase of \$3,052,959 in Contract Cities-Law Svcs (Acct 9879) is based on increased costs related to pay raises, overtime, increase in estimated service levels, and public liability insurance costs, and CERS Unfunded costs.
- Increase of \$22,223 in Law Enforcement Services - Other Govmt. Agencies (Acct. 9971) is based on anticipated revenue increase from CAL-ID user agencies.
- Increase of \$20,000 in Other - Miscellaneous (Acct. 9979) is based on an increase in estimated Vehicle Impound Fees.

FINES, FORFEITURES & PENALTIES:

- Decrease of \$25,000 in Cal-ID Rev GC 76102 (Acct. 9189) from the CAL-ID Equipment Replacement/System Enhancement Trust Fund No. 544200 is related to a decrease in fixed asset appropriations.

LICENSES, PERMITS, AND FRANCHISES:

- Decrease of \$4,000 in Business Licenses-Taxi & Oper (Acct. 9114) is based on prior year collections and current year estimated actuals.
- Decrease of \$13,000 in Business Licenses-Other (Acct. 9119) is based on prior year and estimated FY 96/97 collections.
- Decrease of \$21,950 Other Licenses & Permits-Misc (Acct.9155) is based on prior year and estimated FY 96/97 collections. This includes a \$12,000 decrease in anticipated Bingo revenues.
- Decrease of \$6,000 in Other Licenses & Permits-Alarm (Acct. 9158) is based on prior year and estimated FY 96/97 collections.

OTHER REVENUE:

- Increase of \$88,845 in Misc (Acct.9995) is based on (1) an increase in revenue from the Cal-ID Equip Repl/Sys Enh Trust Fund #5442000 to offset FY97/98 fixed assets (\$76,485), and (2) an increase of \$12,000 for revenue received from the sale of evidence seized or not retrieved, or unclaimed moneys.

AID FROM OTHER GOVERNMENTAL AGENCIES:

- Increase of \$15,000 in Off-Hwy Veh In. Lieu (Acct. 9264) due to the transfer from account 9852 - Law Enforcement Services - Contracts.
- Increase of \$24,000 in Regional Auto Theft (RATT) (Acct. 9505) offsets negotiated pay increases.
- Decrease of \$157,031 in State Grants - Other (Acct. 9527) was due to the transfer of the J.U.D.G.E. grant revenue to account 9678 Federal Grants.
- Decrease of \$1,057,994 in Fed Grant Comm Orient Pol (Acct. 9662) is based on: (1) a decrease of \$945,494 from the Federal C.O.P.S. Ahead Grant; (2) a decrease of \$112,500 for a the C.O.P.S. Universal grant.
- Increase of \$145,177 in Federal Grant - High Intensity Drug Trafficking Area (HIDTA) (Acct. 9665) is due to increases in the CY 97 Grant.
- Increase of \$157,031 in Federal Grants (Acct. 9678) is due to the transfer of the J.U.D.G.E. revenue from account 9527 State Grants - Other.
- Increase of \$10,465 in Other Government Agencies (Acct. 9746) is based on an increase of \$10,465 for the Senior Volunteer Patrol Program.
- Decrease of \$423,640 in Op Tsfer From CATV (Acct. 9804) is due to the elimination by the CAO of the Cable TV revenue as an offset for the Community Oriented Policing Program costs.

FIXED ASSETS

Category	Total Cost
Laboratory/Medical/Institutional Instruments and Furniture	\$53,500
Specialized Departmental and Safety Equipment	145,295
Total	\$198,795

VEHICLES

Category	Total Cost
Transportation Equipment	\$63,750
Total	\$63,750

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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 38%					
<u>OUTCOME (Planned Result)</u>					
Priorities 1 & 2					
Incorporated Response Times	8.7	8.4	9.1	8.7	8.8
Unincorporated Response Times	12.4	12.2	12.3	12.4	12.4
Rural Response Times	22.3	23.9	24.3	22.5	23.0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to achieve Priority 1 & 2 response times ¹	\$32,431,384	\$33,419,939	\$33,809,247	\$32,160,802	\$33,021,865
<u>OUTPUT (Service or Product)</u>					
Number of Patrol Units Dispatched in a 24 Hour Period ²	207	210.5	211	212	212
<u>EFFICIENCY (Input/Output)</u>					
Cost to Staff a 24 Hour Patrol Unit	\$156,673	\$158,764	\$160,233	\$151,702	\$155,764

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.

² The FY96/97 Budget figure has been restated to reflect the correct number of patrol units. This resulted in a corresponding change in the efficiency figure. In FY97/98, some substations will be experimenting with two 12.5 hour shifts per day. For the purposes of consistency, this report reflects all patrol units as if they were all on three 8.5 hour shifts per day.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	88,645	93,310
0975	Sheriff's Contract Manager	1	1.00	1	1.00	64,827	56,420
2303	Administrative Assistant II	1	1.00	1	1.00	43,109	44,409
2412	Analyst II	3	3.00	3	3.00	129,327	133,227
2413	Analyst III (V)	1	1.00	1	1.00	47,558	48,991
2700	Intermediate Clerk Typist	59	58.00	60	59.00	1,191,174	1,244,486
2710	Junior Clerk Typist	1	1.00	1	1.00	15,329	17,569
2713	Sheriff's Prop/Evid Clerk	6	6.00	6	6.00	127,770	131,616
2729	Office Support Secretary	1	1.00	1	1.00	24,673	25,401
2730	Senior Clerk	11	11.00	11	11.00	259,945	274,562
2733	Sheriff's Licensing Clerk I	2	2.00	2	2.00	40,791	44,208
2734	Sheriff's Licensing Clerk II	7	7.00	7	7.00	173,593	178,878
2735	Sheriff's Licensing Specialist	2	2.00	2	2.00	50,207	53,758
2736	Sheriff's Licensing Supervisor	2	2.00	2	2.00	56,098	57,806
2737	Sheriff's Licensing Manager	1	1.00	1	1.00	32,819	37,770
2756	Administrative Secretary I	15	15.00	16	16.00	330,839	355,731
2757	Administrative Secretary II	11	11.00	11	11.00	284,599	297,046
2758	Administrative Secretary III	1	1.00	1	1.00	31,703	32,649
2821	Sheriff's Comm. Dispatcher	22	22.00	13	13.00	519,571	324,844
2822	Sheriff's Emerg. Svcs. Disp.	82	80.00	86	84.00	2,332,714	2,524,419
2823	Supv. Shf. Emerg. Svcs. Disp.	10	10.00	10	10.00	349,552	366,667
4330	Lab. Assistant	1	1.00	1	1.00	21,218	20,902
5236	Departmental Aide	8	8.00	8	8.00	113,703	114,280
5713	Sheriff's Inves. Specialist	2	2.00	2	2.00	57,840	61,248
5721	Forensic Document Examiner	2	2.00	2	2.00	107,603	118,552
5732	Crime Lab Manager	1	1.00	1	1.00	75,269	77,507
5734	Supv. Criminalist	2	2.00	4	4.00	126,239	259,360
5736	Criminalist III	2	2.00	2	2.00	112,747	127,020
5737	Criminalist II	14	14.00	16	16.00	744,097	875,837
5743	Supv Crime Prev Specialist	5	5.00	5	5.00	137,145	141,180
5744	Crime Prev Specialist	18	18.00	19	19.00	433,308	464,060
5745	Latent Fingerprint Examiner	4	4.00	6	6.00	124,747	196,698
5746	Deputy Sheriff	723	723.00	725	725.00	32,645,740	34,230,515
5748	Community Service Officer	27	27.00	31	31.00	645,022	755,171
5774	Shf. Comm. Coordinator	1	1.00	1	1.00	42,291	43,448
5775	Sheriff's Captain	11	11.00	11	11.00	802,887	854,865
5778	Sheriff's Commander	3	3.00	3	3.00	246,456	261,748
5780	Sheriff's Lieutenant	33	33.00	32	32.00	2,116,723	2,196,830
5785	Sheriff's Prop. Invest.	3	3.00	3	3.00	82,287	82,003
5787	Sheriff's Prop/Evid Manager	1	1.00	1	1.00	36,659	37,770
5790	Sheriff's Sergeant	97	97.00	101	101.00	5,489,732	5,940,515
5793	Sheriff's Prop/Evid Cust.	1	1.00	1	1.00	27,961	30,248
5865	Disaster Prep. Oper Officer II	1	1.00	1	1.00	39,538	40,731
9999	Extra Help	0	0.00	0	0.00	169,067	169,067
Total		1,200	1,197.00	1,213	1,210.00	\$50,593,122	\$53,443,322
Salary Adjustments:						75,470	172,018
Premium/Overtime Pay:						4,510,611	5,645,187
Employee Benefits:						19,509,181	20,273,905
Salary Savings:						(0)	(0)
VTD Reductions:						(53,097)	(53,097)
Total Adjustments						\$24,042,165	\$26,038,013
Program Totals		1,200	1,197.00	1,213	1,210.00	\$74,635,287	\$79,481,335

PROGRAM: Management Services

DEPARTMENT: SHERIFF

PROGRAM #: 12006

ORGANIZATION #: 2400

MANAGER: Susan Walton, Executive Director

REFERENCE: 1997-98 Proposed Budget - Pg. 16-22

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,601,954	\$6,166,420	\$6,428,356	\$6,367,285	\$6,483,261	1.8
Services & Supplies	2,066,454	6,668,581	5,203,737	4,222,348	5,859,581	38.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	107,768	193,776	840,860	0	247,744	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$7,776,176	\$13,028,777	\$12,472,953	\$10,589,633	\$12,590,586	18.9
PROGRAM REVENUE	(83,007,437)	(87,386,545)	(92,771,601)	(89,593,368)	(96,540,224)	7.8
NET GENERAL FUND CONTRIBUTION	\$(75,231,261)	\$(74,357,768)	\$(80,298,648)	\$(79,003,735)	\$(83,949,638)	6.3
STAFF YEARS	149.00	152.00	144.21	149.75	146.67	(2.1)
POSITIONS	150	152	145	151	151	0.0

PROGRAM MISSION

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

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

- Salaries and Benefits: Expenditures are expected to exceed budgeted appropriations by \$61,071 due to Board approved mid-year personnel additions.
- Services & Supplies: An expected overexpenditure of \$981,389 is anticipated due to structural underfunding of Services and Supplies.
- Fixed Assets: Estimated actual expenditures are anticipated to be \$840,860 over budget due to the Board approved mid-year purchase of laptop computers and other required data processing equipment.
- Revenue: \$3,178,233 in additional revenue is projected due to increased Prop. 172 (sales tax revenues) from the State of California.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- Budget Allocated \$195 million in resources to 77 operational units within the Sheriff's Department.
- Financial Services Monitored \$195 million in expenditures and generated 12 monthly expenditure reports.
- Records Correctly identified 100% of prisoners within four hours of booking in the Sheriff's detention facilities.
- Payroll Processed in excess of 75,000 payroll documents and accurately paid over 3,000 employees.
- Data Services Maintained Sheriff's computer network with less than 2% down time.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. **Budget** Provide funding for 8 programs and 78 operational units while remaining within the Board of Supervisor's approved budget of \$206 million.
 - a. Analyze requests and develop budgets for 78 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 80,000 arrest reports.
4. **Payroll** Pay over 3,100 employees accurately and efficiently, in accordance with MOA and Compensation Ordinance provisions.
 - a. Process 94,035 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.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. **Management Services Program** [146.67 SY; E = \$12,590,586; R = \$96,540,224] 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 an increase of \$5.0 million in revenues, based on the Auditor & Controller's 1997-98 estimates for Prop. 172 revenues.
 - o Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 97/98.
 - o Adjusted by the transfer of the "Facility Development Team" from the Management Services Bureau to Detention Facility Services as part of a department reorganization. The Facility Development Team is comprised of one (1) Sheriff's Captain position, (1.00 SY); one (1) Sheriff's Lieutenant position, (1.00 SY); four (4) Correction Deputy Sheriff positions (4.00 SY); and one (1) Sheriff's Sergeant position, (1.00 SY).
 - o Adjusted by the addition of one (1) Department Local Area Network (LAN) Analyst I position, (1.00 SY); one (1) Distributed Network Technician III position, (1.00 SY), and one (1) Senior Systems Analyst position, (1.00 SY) in the Data Services Division in connection with Phase II staffing of the San Diego Central Jail.
 - o Adjusted by an increase of .25 staff years to provide full year funding for a Records Clerk I position related to the Las Colinas Detention Facility expansion.
 - o Adjusted by the addition of one (1) Accounting Technician position (.16 SY); one (1) Senior Accountant, (.17 SY); one (1) Senior Account Clerk, (.17 SY); and one (1) Senior Payroll Clerk, (.17 SY), in connection with Phase III staffing of the San Diego Central Jail.
 - o Adjusted by an increase of \$1.0 million in projected Brulte funds from the State of California.
 - o Adjusted by an increase of \$619,550 in appropriations and an increase of \$237,616 in revenue to department Rents and Leases, as part of the transfer of costs for support functions to user departments.
 - o Adjusted by an increase in appropriations of \$46,266 for postage, \$55,490 for internal mail service, and \$3,510 for vault storage as part of the transfer of costs for support functions to user departments.

- o Adjusted by an increase of \$50,000 in Services and Supplies appropriations for the Data Services Division. These appropriations are offset by contract city revenues in Law Enforcement Services. This increase is for additional computer devices.
- o Adjusted by the addition of one (1) Associate Systems Analyst position (1.00 SY) which is fully dedicated to EDP activities for the contract cities and is offset by contract cities revenues.
- o Adjusted by an increase of \$627,015 to fund Public Liability insurance.
- o Adjusted by the addition of one (1) Local Area Network (LAN) Analyst I position (1.00 SY) in the Data Services Division. The position is fully revenue offset in connection with an increase in Prop 172 funds.
- o Adjusted by a reclassification of Sheriff's Records personnel and a transfer of two (2) Intermediate Clerk Typist positions (2.00 SY) from the Records Division, Org 2441, to the Office of the Sheriff, Org 2401 and Public Affairs Division, Org 2488.
- o Adjusted by a reclassification in the Budget and Payroll Division, Org 2442 of two (2) Administrative Assistant II positions (2.00 SY), to two (2) Analyst III positions (2.00 SY).
- o Adjusted by a reclassification in Financial Services Division, Org 2445 of one (1) Analyst IV position (1.00 SY) to one (1) Principal Administrative Analyst position (1.00 SY).
- o Adjusted by a reclassification in Data Services Division, Org 2446 of one (1) Computer Operator (.50 SY) to one Department Local Area Network (LAN) Analyst II (.50 SY).
- o Adjusted by an increase of \$15,000 in appropriations for maintenance costs related to a Board approved purchase (1/14/97, #7) for "MobileVu" display and component style in-vehicle computer systems. Additional appropriations will provide funding for a maintenance contract for service beyond the initial warranty guarantee.
- o Adjusted by an increase of \$31,181 in appropriations and \$268,260 in revenue as a result of a rebudget of FY 96/97 Brulte revenues.
- o Adjusted by a rebudget of revenue, in the Data Services Division, in the amount of \$379,748 from a Federal Local Law Enforcement Block Grant and Prop 172 revenue. Purchase of all approved server hardware and software was not completed within FY 96/97 and is rebudgeted in FY 97/98.
- o Adjusted by an increase of \$37,760 in Service and Supply appropriations in Org 2443/Acct 2212 for academy clothing for Correction Deputy Sheriffs Cadets related to the new training "Pipeline" for sworn personnel.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
Chg. In Int. Svc. Funds (Acct. 9786)	\$15,000	\$15,000	\$0	\$(15,000)
Law Enforc. Svcs (Acct. 9852/9853)	0	0	0	0
Booking Fees (Acct. 9857)	45,119	45,119	0	(45,119)
Other-Jury or Witness Fees (Acct. 9973)	16,063	13,000	13,000	0
Contract Cities - Law Enforcement Services (Acct.9879)	0	0	237,616	237,616
Cellular Phone (Acct 9879)	3,250	0	0	0
Sub-Total	\$79,432	\$73,119	\$250,616	\$177,497
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Fed Grant-COPS (Acct. 9662)	\$0	\$0	\$0	\$0
St. Aid-Pub Safety Sales Tx (Acct. 9525)	89,981,600	89,499,600	94,712,980	5,213,380
Aid - Redevelop. Agency (Acct. 9744)	0	0	0	0
St. Aid - COPS AB3229 (Acct 9533)	2,039,050	0	1,268,260	1,268,260
Other State Grant (Acct 9527)	351,966	0	0	0
Fed Local LE Blk Grant (Acct 9681)	308,368	0	308,368	308,368
Sub-Total	\$92,680,984	\$89,499,600	\$96,289,608	\$6,790,008
MISCELLANEOUS REVENUES:				
Recovered Exp/Other Misc (Acct 9989/9995)	\$2,731	\$6,559	\$0	\$(6,559)
Sub-Total	\$2,731	\$6,559	\$0	\$(6,559)
OTHER FINANCING SOURCES:				
Trans. Asset Forfeiture (Acct. 9816)	\$8,454	\$14,090	\$0	\$(14,090)
Sub-Total	\$8,454	\$14,090	\$0	\$(14,090)
Total	\$92,771,601	\$89,593,368	\$96,540,224	\$6,946,856

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(80,298,648)	\$(79,003,735)	\$(83,949,638)	\$(4,945,903)
Total	\$(80,298,648)	\$(79,003,735)	\$(83,949,638)	\$(4,945,903)

EXPLANATION/COMMENT ON PROGRAM REVENUES

CHARGES FOR CURRENT SERVICES:

- Adjusted by a decrease of \$15,000 in revenue in Change in Int. Svc Funds (Acct 9786) as a result of a transfer of revenue to Detention Facility Services as part of a Department reorganization.
- Adjusted by a decrease of \$45,119 in revenue in Booking Fees (Acct 9857), based on estimated year end projections for FY 96/97.
- Adjusted by an increase of \$237,616 in contract city revenues for Rents and Leases.

AID FROM OTHER GOVERNMENTAL AGENCIES:

- Adjusted by an increase of \$5,213,380 in St Aid-Pub Safety Sales Tax (Acct 9525) based on estimates by the Auditor and Controller.
- Adjusted by an increase of \$1,268,260 in St Aid - COPS AB3229 (Acct 9533), Brulte monies. \$1,000,000 is the projected increase of revenue for FY 97/98 and \$268,260 is a rebudget of revenue from FY 96/97.
- Adjusted by an increase of \$308,368 from a Federal Local Law Enforcement Block Grant funding, rebudgeted from FY 96/97 for the Data Services Division.

OTHER FUNDING SOURCES:

- Adjusted by a decrease of \$6,559 in projected revenue for Recovered Exp/Other Misc (acct 9989/9995) due to unrealized collection of delinquent accounts for ambulance services.

OTHER FINANCING SOURCES:

- Adjusted by a decrease of \$14,090 in Trans. Asset Forfeiture (Acct.9816) based on budgeted needs for FY 97/98.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$247,744
Total	\$247,744

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
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The following performance indicators represent only a portion of this program's activities and divisions. The Sheriff's Department has been working to further refine viable measures for each activity.

**ACTIVITY A:
BUDGET**

% OF RESOURCES: 13.4%

OUTCOME (Planned Result)

Provide funding for operational units.	77	77	78	77	78
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**ACTIVITY B:
FINANCIAL SERVICES**

% OF RESOURCES: 9.3%

OUTCOME (Planned Result)

Maintain a variance of less than 5% between budgeted and actual expenditures.	1%	4.5%	1%	<5%	1%
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**ACTIVITY C:
RECORDS AND IDENTIFICATION**

% OF RESOURCES: 24.7%

OUTCOME (Planned Result)

Correctly identify prisoners, within 4 hours of booking into county detention facilities.	100%	100%	100%	100%	100%
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**ACTIVITY D:
PAYROLL**

% OF RESOURCES: 11.8%

OUTCOME (Planned Result)

Perform administrative payroll duties and issue payroll to employees	2,789	2,874	3,045	3,000	3,165
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**ACTIVITY E:
DATA SERVICES**

% OF RESOURCES: 21.7%

OUTCOME (Planned Result)

Maintain computer network cumulative downtime at less than 2% annually.	<2%	<2%	<1%	<2%	<1.5%
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STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0262	Director, Sheriff's Mgmt Svcs	1	1.00	1	1.00	88,645	93,310
0991	Sheriff's Tech Support Manager	1	1.00	1	1.00	108,137	62,222
2302	Administrative Assistant III	2	2.00	2	2.00	86,692	97,982
2303	Administrative Assistant II	4	4.00	2	2.00	158,783	84,080
2367	Principal Adm. Analyst	1	1.00	2	2.00	53,735	110,672
2370	Adm. Services Manager III	1	1.00	1	1.00	62,208	64,063
2403	Accounting Technician	4	4.00	5	4.16	106,945	112,670
2413	Analyst III	0	0.00	2	2.00	0	97,394
2414	Analyst IV	1	1.00	0	0.00	53,735	0
2421	Supv. Dept. Sys. Programmer	1	1.00	1	1.00	46,403	54,379
2423	Dept. Systems Programmer	1	1.00	1	1.00	39,427	41,377
2425	Associate Accountant	5	5.00	5	5.00	184,159	185,907
2427	Associate System Analyst	5	4.50	6	5.50	218,452	275,829
2451	Dept LAN Ana I	0	0.00	2	2.00	0	74,912
2452	Dept LAN Ana II	0	0.00	1	0.50	0	21,603
2471	EDP Systems Manager	1	1.00	1	1.00	55,050	68,885
2485	Distrib. Net. Tech. II	1	1.00	1	1.00	28,935	29,226
2486	Distrib. Net. Tech. III	1	1.00	2	2.00	29,139	62,953
2493	Intermediate Account Clerk	5	5.00	5	5.00	103,836	103,748
2505	Senior Accountant	1	1.00	2	1.17	46,442	53,559
2510	Senior Account Clerk	7	7.00	8	7.17	171,749	174,120
2511	Senior Payroll Clerk	5	5.00	6	5.17	125,707	136,664
2525	Senior System Analyst	3	3.00	4	4.00	155,808	222,079
2650	Stock Clerk	1	1.00	1	1.00	20,409	21,016
2660	Storekeeper I	1	1.00	1	1.00	23,169	23,853
2701	Sheriff's Sup. Records Clerk	2	2.00	0	0.00	60,702	0
2702	Sheriff's Records Manager	1	1.00	0	0.00	37,192	0
2703	Sheriff's Records Clerk II	19	19.00	0	0.00	505,377	0
2705	Sheriff's Records Clerk I	59	58.75	0	0.00	1,261,569	0
2719	Sheriff Rec & ID Man	0	0.00	0	0.00	0	0
2730	Senior Clerk	1	1.00	1	1.00	24,673	23,603
2745	Supervising Clerk	2	2.00	2	2.00	57,222	58,928
2757	Administrative Secretary II	2	2.00	2	2.00	52,492	54,056
2797	Sher Rec & ID Clerk I	0	0.00	6	6.00	0	114,684
2798	Sher Rec & ID Clerk II	0	0.00	51	51.00	0	1,098,642
2799	Sher Rec & ID Supervisor	0	0.00	8	8.00	0	198,200
2801	Sher Fingerprint Examiner	0	0.00	8	8.00	0	197,704
2802	Sher Sr Fingerprint Examiner	0	0.00	3	3.00	0	88,176
2803	Sher Rec & ID Tech Supt Spvr	0	0.00	2	2.00	0	61,994
2804	Sher Rec & ID Manager	0	0.00	1	1.00	0	41,725
3020	Computer Operator	1	0.50	0	0.00	12,850	0
3072	Senior Computer Operator	1	1.00	1	1.00	28,935	29,785
3120	Dept. Computer Specialist II	1	1.00	1	1.00	43,109	38,792
5775	Sheriff's Captain	1	1.00	0	0.00	73,041	0
5780	Sheriff's Lieutenant	2	2.00	1	1.00	114,354	53,446
5786	Corrections Deputy Sheriff	4	4.00	0	0.00	147,548	0
5790	Sheriff's Sergeant	2	2.00	1	1.00	113,518	58,976
9999	Extra Help	0	0.00	0	0.00	46,682	22,230
Total		151	149.75	151	146.67	\$4,546,829	\$4,413,444
Salary Adjustments:						10,995	316,412
Premium/Overtime Pay:						150,589	187,563
Employee Benefits:						1,740,053	1,595,220
Salary Savings:						0	0
Adjustment in Lieu						(58,794)	(6,991)
VTO Reductions:						(22,387)	(22,387)
Total Adjustments						\$1,820,456	\$2,069,817
Program Totals		151	149.75	151	146.67	\$6,367,285	\$6,483,261

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,251,546	\$4,615,518	\$6,139,969	\$4,930,604	\$5,973,011	21.1
Services & Supplies	1,188,653	790,311	935,416	1,272,700	1,190,948	(6.4)
Other Charges	556	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
Fixed Assets	2,769	144,362	84,030	13,873	52,910	281.4
Vehicle/Comm. Equip.	0	0	54,825	54,825	17,000	(69.0)
TOTAL DIRECT COST	\$5,443,524	\$5,550,191	\$7,214,240	\$6,272,002	\$7,233,869	15.3
PROGRAM REVENUE	(751,964)	(784,815)	(605,519)	(831,150)	(831,817)	0.1
NET GENERAL FUND CONTRIBUTION	\$4,691,560	\$4,765,376	\$6,608,721	\$5,440,852	\$6,402,052	17.7
STAFF YEARS	74.00	66.00	75.00	74.00	91.41	23.5
POSITIONS	74	66	76	74	161	117.6

PROGRAM MISSION

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

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

- Salaries & Benefits:** Anticipated expenditures of Salaries and Benefits are expected to exceed budgeted appropriations by \$1,189,365. All new sworn personnel attending the Academy for training are charged to Human Resource Services. Upon graduation and reassignment, Salary and Benefit costs are reallocated to the new assignment orgs. This adjustment will be reflected in the 1996/97 actuals. New sworn personnel for the Las Colinas expansion, and COPPS Programs have caused an increase in Academy attendance.
- Services & Supplies:** Anticipated expenditure of Services and Supplies appropriations are expected to be less than budget by \$337,284 as a result of reduced expenditures relating to Standards and Training for Corrections (STC) and Peace Officer Standards and Training (P.O.S.T.) reimbursable travel.
- Fixed Assets:** \$70,157 in additional expenditures in fixed assets are a result of a mid-year Board-approved acquisition of a Firearms Training system by the Sheriff's Training Division.
- Revenues:** A \$225,631 anticipated decrease in revenue is due to a reduction in state revenue from STC and P.O.S.T.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- PERSONNEL** Filled 100% of all vacant positions within an average of 7-9 months.
- INTERNAL AFFAIRS** Completed 80% of Category I cases within 90 days.
- TRAINING** Provided 75% of all mandated training onsite to eligible employees.
Provided 100% training for all new San Diego Central Jail (SDCJ) hires.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 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.
 - Conduct 821 polygraph examinations.
 - Conduct 1,187 background investigations.

- c. Conduct 3,703 employment interviews.
 - d. Fill San Diego Central Jail (SDCJ) vacancies (198) by January 1998.
2. Internal Affairs Complete 80% of Category I cases within 90 days in FY 97/98.
 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. Train 100% SDCJ hires for June 1998, opening date.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Human Resource Services Bureau [91.41 SY; E = \$7,233,869; R = \$831,817] 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 97/98.
 - o Adjusted by the addition of two (2.00) staff years and two (2) Deputy Sheriff positions as part of the Phase II staffing for San Diego Central Jail.
 - o Adjusted by the addition of 0.33 staff years and two (2) positions for a Personnel Officer I position and an Intermediate Clerk Typist position as part of the Phase III staffing for San Diego Central Jail.
 - o Adjusted by a Board approved increase Services and Supplies of \$2,000 for maintenance of the East Mesa Weapons Training Range. This increase is offset by an increase in revenue of \$667 as the Federal Bureau of Investigation's share of ongoing maintenance costs for shared use of the East Mesa Weapons Training Range.
 - o Adjusted by an increase of 81 positions and 13.08 staff years; an increase of Salaries and Benefits by \$444,089; an increase of Services and Supplies by \$47,847; and increase in Fixed Assets by \$25,200. These increases were approved by the Board of Supervisors in an effort to curtail future overtime expenditures by creating a "Pipeline" funding source. Personnel additions are for 80 Correction Deputy Sheriffs, (12.08 SY), and one (1) Intermediate Clerk Typist, (1.00 SY).
 - o Adjusted by the addition of one (1) Deputy Sheriff position, (1.00 staff year) and one (1) Senior Clerk position (1.00 staff year) as approved by the Board of Supervisors for the Employee Medical Assistance Team. These additions resulted in an increase in Salaries and Benefits of \$76,743; Services and Supplies of \$13,778; and Fixed Assets of \$17,710.
 - o Adjusted by a transfer of \$274,500 in STC reimbursements from Services and Supplies (Travel Acct 2360) to Overtime (Acct 1103), in order to match budgeted appropriations with projected expenditures.
 - o Adjusted by an increase of \$62,200 in Services and Supplies appropriations, as a result of a rebudget of Brulte revenue from FY 96/97, in the Personnel Division, Org 2432.
 - o Adjusted by an increase of \$60,000 in Org 2432/Acct 2328, for Extra Help and personnel recruiting; approved by the Board of Supervisors in conjunction with the Sheriff's Overtime Conference.
 - o Adjusted by the reclassification of a Personnel Aide to a Personnel Officer I.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
SB924 Corrections Training STC (Acct. 9532)	294,113	392,150	392,150	\$0
Peace Officer Training POST (Acct. 9965)	311,000	439,000	439,000	0
Recovered Expenditures/Other Misc. (Acct. 9989/9995)	406	0	0	0
Fed Grant (Acct 9678)	0	0	667	667
Sub-Total	\$605,519	\$831,150	\$831,817	\$667
Total	\$605,519	\$831,150	\$831,817	\$667

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
	\$6,608,721	\$5,440,852	\$6,402,052	\$961,200
Sub-Total	\$6,608,721	\$5,440,852	\$6,402,052	\$961,200
Total	\$6,608,721	\$5,440,852	\$6,402,052	\$961,200

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

- \$667 increase in Fed Grants (Acct 9678) for on-going maintenance costs for a targeting system at the East Mesa Regional Firearms Training Facility as the Federal Bureau of Investigation's (FBI) share of costs.

FIXED ASSETS

Category	Total Cost
Phone Answering Machine	\$27,000
Handguns, Revolvers	25,200
Handgun, Glock	405
Shotgun	305
Total	\$52,910

VEHICLES

Category	Total Cost
Detective Sedan	\$17,000
Total	\$17,000

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
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The following performance indicators represent only a portion of this program's activities and divisions. The Sheriff's Department has been working to further refine viable measures for each activity.

**ACTIVITY A:
PERSONNEL****% OF RESOURCES: 31%**OUTCOME (Planned Result)

Fill 100% of all vacant positions within an average of 7-9 mos.	100%	100%	100%	100%	100%
Fill SDCJ vacancies (198) by January 1998	N/A	N/A	N/A	N/A	100%

**ACTIVITY B:
INTERNAL AFFAIRS****% OF RESOURCES: 14%**OUTCOME (Planned Result)

Complete Cat. I cases in 120 days	N/A	90%	90%	90%	N/A
Complete Cat. I cases in 90 days *	N/A	N/A	N/A	N/A	80%

**ACTIVITY C:
TRAINING****% OF RESOURCES: 52%**OUTCOME (Planned Result)

Provide 75% of all mandated training on-site, to eligible sworn and non-sworn personnel.	N/A	75%	75%	75%	75%
Train SDCJ hires for June 1998, opening date	N/A	N/A	N/A	N/A	100%

* New Performance measure effective FY 97/98 CAO Proposed Budget.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	88,645	93,310
0980	Sheriff's Personnel Manager	1	1.00	1	1.00	65,914	65,900
2303	Administrative Assistant II	2	2.00	2	2.00	86,218	88,818
2307	Dept. Personnel Officer III	1	1.00	1	1.00	53,735	55,336
2320	Personnel Aide	2	2.00	1	1.00	48,165	24,709
2328	Dept. Personnel Officer II	1	1.00	1	1.00	47,558	48,991
2330	Dept. Personnel Officer I	0	0.00	2	1.16	0	44,163
2700	Intermediate Clerk Typist	4	4.00	6	5.17	80,625	107,658
2730	Senior Clerk	3	3.00	4	4.00	67,243	94,151
2756	Administrative Secretary I	2	2.00	2	2.00	43,470	45,000
2757	Administrative Secretary II	2	2.00	2	2.00	52,492	52,755
2758	Administrative Secretary III	1	1.00	1	1.00	31,703	32,649
5706	Asst. Weapons Coordinator	1	1.00	1	1.00	27,083	29,303
5746	Deputy Sheriff	27	27.00	30	30.00	1,234,923	1,341,659
5775	Sheriff's Captain	2	2.00	2	2.00	145,518	155,430
5780	Sheriff's Lieutenant	4	4.00	4	4.00	243,682	259,846
5786	Correction Deputy Sheriff	0	0.00	80	12.08	0	327,255
5790	Sheriff's Sergeant	15	15.00	15	15.00	841,933	884,640
7099	Sheriff's Range Guard	5	5.00	5	5.00	117,863	122,503
9999	Extra Help	0	0.00	0	0.00	87,133	71,205
Total		74	74.00	161	91.41	\$3,363,903	\$3,945,281
Salary Adjustments:						10,549	7,906
Premium/Overtime Pay:						310,110	619,634
Employee Benefits:						1,249,643	1,409,035
Salary Savings:						0	0
Adjustment In Lieu						0	(5,244)
VTO Reductions:						(3,601)	(3,601)
Total Adjustments						\$1,566,701	\$2,027,730
Program Totals		74	74.00	161	91.41	\$4,930,604	\$5,973,011

PROGRAM: Office of the Sheriff

DEPARTMENT: SHERIFF

PROGRAM #: 92101

ORGANIZATION #: 2400

MANAGER: Jack Drown, Undersheriff

REFERENCE: 1997-98 Proposed Budget - Pg. 16-33

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,177,574	\$1,139,302	\$1,272,418	\$1,069,058	\$1,397,052	30.7
Services & Supplies	141,058	228,089	200,171	142,540	153,350	7.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	444,879	4,310	1,818	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,763,511	\$1,371,701	\$1,474,407	\$1,211,598	\$1,550,402	28.0
PROGRAM REVENUE	(14,489)	(17,807)	(38,184)	(50,500)	(45,000)	(10.9)
NET GENERAL FUND CONTRIBUTION	\$1,749,022	\$1,353,894	\$1,436,223	\$1,161,098	\$1,505,402	29.7
STAFF YEARS	15.00	15.00	14.04	14.00	19.00	35.7
POSITIONS	15	15	16	14	19	35.7

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

- Salaries & Benefits: Estimated actual expenditures are expected to exceed budgeted amounts due to daily security staffing at the John F. Duffy Administrative Center.
- Services & Supplies: Anticipated over-expenditures in Services and Supplies are the result of structural underfunding of necessary equipment and services.
- Fixed Assets: Estimated expenditures are anticipated to exceed budget due to the Board approved purchase of data processing equipment for the Public Affairs Division.
- Revenue: Anticipated decreased revenues are the result of a decline in TV/movie filming activity in San Diego County.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Provided executive control for over 3,000 county employees.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Ensure that county detention facilities operate within court-ordered capacity of 5,500; maintain current Priority 1 and 2 response times of 12.4 minutes in unincorporated areas, 23.0 minutes in the rural areas of San Diego County and 8.8 minutes within the contract cities.
 - a. Monitor and evaluate the activities of four operational and support bureaus.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Sheriff [19.00 SY; E = \$1,550,402; R = \$45,000] including support personnel is:
 - o Mandated/Discretionary Service Level.

- o Responsible for the overall management of the department.
- o Responsible for the coordination of all news media contacts for the department.
- o Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 97/98.
- o Adjusted by a restructuring of the Sheriff's Legal Affairs unit which added a net of one (1) Sheriff's Attorney position, and two (2) Legal Assistant positions.
- o Adjusted by a reclassification of the Sheriff's Sr. Executive Assistant position. Detention's Other Charges appropriations (Org 2499/Acct 3440) were reduced to offset the additional Salary & Benefit Costs.
- o Adjusted by a transfer of two Intermediate Clerk Typist positions from the Management Services Bureau (Records Division) - one (1) Intermediate Clerk Typist position was transferred to Org 2401 and one (1) Intermediate Clerk Typist position was transferred to Org 2488.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
OTHER REVENUE:				
Other Miscellaneous (Acct. 9995, 9979)	\$12,392	\$25,500	\$20,000	\$(5,500)
Op Tsfr from Asset For. (Acct.9816)	25,000	25,000	25,000	0
Sub-Total	\$37,392	\$50,500	\$45,000	\$(5,500)
INTERGOVERNMENTAL REVENUE:				
St Aid-Pub Safety Sales Tax (Acct. 9525)	\$0	\$0	\$0	\$0
Law Services Other Gov (Acct 9852)	792	0	0	0
Sub-Total	\$792	\$0	\$0	\$0
Total	\$38,184	\$50,500	\$45,000	\$(5,500)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$1,436,223	\$1,161,098	\$1,505,402	\$344,304
Total	\$1,436,223	\$1,161,098	\$1,505,402	\$344,304

EXPLANATION/COMMENT ON PROGRAM REVENUES

Other Revenue:

- OTHER MISC REVENUE (Acct 9995) - Decrease of \$5,500 in projected revenue for media and film projects for FY 97/98 based on prior year's estimated actual revenue.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
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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.	5,252	5,122	5,197	5,191	5,500
Maintain, within 10%, current Priority 1 & 2 response times:					
Incorporated Response Time	8.7	8.4	9.1	8.7	8.8
Unincorporated Response Time	12.4	12.2	12.3	12.4	12.4
Rural Response Time	22.3	23.9	24.3	22.5	23.0

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0160	Sheriff	1	1.00	1	1.00	96,301	104,030
0260	Undersheriff	1	1.00	1	1.00	98,950	102,858
0336	Sher Sr Executive Asst	0	0.00	1	1.00	0	79,262
0362	Special Assistant	3	3.00	2	2.00	210,957	140,606
2337	Public Information Specialist	1	1.00	1	1.00	39,111	40,278
2417	Sheriff's Senior Ex. Assistant	1	1.00	0	0.00	43,347	0
2700	Intermediate Clk Typist	0	0.00	2	2.00	0	37,002
2758	Admin. Secretary III	3	3.00	3	3.00	86,591	90,369
2759	Admin. Secretary IV	1	1.00	1	1.00	34,140	35,160
2776	Criminal Legal Secretary II	1	1.00	1	1.00	33,060	34,046
5746	Deputy Sheriff	1	1.00	1	1.00	48,176	50,063
5790	Sheriff's Sergeant	1	1.00	1	1.00	56,759	58,976
8875	Legal Assistant	0	0.00	2	2.00	0	48,024
8876	Sheriff Attorney	0	0.00	2	2.00	0	122,100
9999	Extra Help	0	0.00	0	0.00	33,256	33,256
Total		14	14.00	19	19.00	\$780,648	\$976,030
Salary Adjustments:						0	73,040
Premium/Overtime Pay:						11,760	13,246
Employee Benefits:						278,193	340,997
Salary Savings:						0	0
Adjustment In Lieu						0	(4,718)
VTO Reductions:						(1,543)	(1,543)
Total Adjustments						\$288,410	421,022
Program Totals		14	14.00	19	19.00	\$1,069,058	1,397,052

PROGRAM: CAO/Sheriff

DEPARTMENT: CAO/SHERIFF

PROGRAM #: 00001

ORGANIZATION #: 0350

MANAGER: Myron Klippert, Assistant Sheriff

REFERENCE: 1997-98 Proposed Budget - Pg. 16-38

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$1,832,233	\$1,832,233	0.0
Services & Supplies	0	0	0	89,240	89,240	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	27,000	1,230,525	4,457.5
Vehicle/Comm. Equip.	0	0	0	1,203,525	0	(100.0)
TOTAL DIRECT COST	\$0	\$0	\$0	\$3,151,998	\$3,151,998	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(3,151,998)	(3,151,998)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	33.83	33.83	0.0
POSITIONS	0	0	0	167	56	(66.5)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The appropriations have been frozen until identified revenue is received.

ACHIEVEMENT OF 1996-97 OBJECTIVES

No new positions were added to the unincorporated area, however, two Deputy Sheriff positions were retained at General Fund expense. The two positions had been added in FY 96/97 in conjunction with revenue from False Alarm fees. The FY 96/97 realized revenue from False Alarm fees was not sufficient to offset the two positions. The Board of Supervisors approved the retention of these positions at General Fund expense in the FY97/98 Change Letter process.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

To realize identified revenue necessary to fund these positions.

1997-98 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:
 - o Mandated/Discretionary Service Level.
 - o Responsible for law enforcement in the unincorporated area of San Diego County.

- o Responsible for providing a wide variety of law enforcement services to the 380,700 residents and visitors in the unincorporated areas of San Diego County.
- o Responsible for responding to over 99,900 calls for service.
- o Responsible for requisite Homicide detectives and Gang Detail personnel.
- o Impacted by changes in the Sheriff's Department's budget. The positions in this budget have decreased in conjunction with the addition of Community Oriented Policing positions to the Sheriff's Department's budget.
- o Restated to reflect the current unincorporated workload requirements in the FY97/98 Department Request. When this Program Budget was established in FY94/95, it only included a portion of the unincorporated staffing needs. That portion represented Phase I of a five year phased in plan. The FY97/98 Department Request represents the entire unincorporated staffing requirement.

FIXED ASSETS

Category	Total Cost
Equipment	\$1,230,525
Total	\$1,230,525

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	378,631	269,381	317,166	400,000	600,000	50.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	706,961	330,962	167,881	525,000	310,000	(41.0)
Vehicle/Comm. Equip.	29,796	0	0	70,000	20,000	(71.4)
Less Reimbursements	0	0	0	0	0	0.0
Operating Transfers	272,048	48,610	111,379	39,090	25,000	(36.0)
TOTAL DIRECT COST	\$1,387,436	\$648,953	\$596,426	\$1,034,090	\$955,000	(7.6)
PROGRAM REVENUE	(1,193,677)	(405,017)	(906,255)	(805,000)	(800,000)	(0.6)
FUND BALANCE CONTRIBUTION	(193,759)	(243,936)	309,829	(229,090)	(155,000)	(32.3)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Services & Supplies: Estimated expenditures are expected to be \$85,000 less than budget due to lower than anticipated resource requirements.

Fixed Assets: Estimated expenditures are expected to be approximately \$357,000 less than budgeted appropriations due to lower than anticipated resource requirements.

Vehicles/Communication Equipment: Estimated expenditures are expected to be \$70,000 less than budgeted appropriations due to the fact that no vehicles were required to be purchased.

Operating Transfers: Anticipated expenditures are expected to be \$72,289 over budgeted appropriations due to unanticipated misc. transfers including travel, and expenses to purchase a mobile kitchen for the Sheriff's Reserve Program, Search and Rescue unit.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Transferred \$596,426 derived from seized assets to support Sheriff's Department operations.

1997-98 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.

1997-98 BUDGET

The \$955,000 included in the FY 1997-98 CAO Proposed Budget will be utilized as follows:

Services & Supplies \$600,000

Fixed Assets

Office Equipment 20,000
Data Processing Equip. 200,000
Laboratory Equip. 20,000
Electronic Equip. 20,000
Spec. Dept./Safety Equip. 50,000
Communications Equip. 10,000
Transportation Equip. 10,000

Subtotal 330,000

Operating Transfers 25,000

Total \$955,000
=====

FIXED ASSETS

Category	Total Cost
Office Equipment	\$20,000
Data Processing Equipment	200,000
Laboratory Equipment	20,000
Electronic Equipment	20,000
Secial Department Safety Equipment	50,000
Total	\$310,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Veh/Communication	\$20,000
Total	\$20,000

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	1,204,886	1,972,203	2,492,700	2,502,822	2,442,639	(2.4)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	168,649	150,876	439,900	345,300	16,000	(95.4)
Vehicle/Comm. Equip.	0	0	65,200	57,200	18,400	(67.8)
Less Reimbursements	0	0	0	0	0	0.0
Operating Transfers	352,490	400,000	762,217	608,978	1,248,661	105.0
TOTAL DIRECT COST	\$1,726,025	\$2,523,079	\$3,760,017	\$3,514,300	\$3,725,700	6.0
PROGRAM REVENUE	(2,375,433)	(2,803,113)	(3,563,900)	(2,765,000)	(3,080,200)	11.4
FUND BALANCE CONTRIBUTION	649,408	280,034	(196,117)	(749,300)	(645,500)	(13.9)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To expend funds solely for the benefit, education and welfare of inmates confined within the County's detention facilities.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The 1996/97 estimated actuals for fixed assets are in excess of budgeted expenses due to the replacement of the communication system at the Vista Detention Facility. Estimated Actual Vehicle/Communication Equipment is expected to be in excess of the budget due to an increase in vehicle costs.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- A. Expended \$742,000 to provide educational supplies & services to benefit detention inmates.
- B. Spent \$510,000 to provide counseling services to detention inmates.
- C. Expended remaining \$2.5 million for additional Inmate Welfare funded positions, minor equipment for all detention facilities, JIMS project, print shop operations, Inmate Welfare Packs, reading materials for inmates, maintenance of equipment, recreational activities for inmates and fixed assets for all detention facilities.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 1. Use over \$3,700,000 in profits and prior year revenue, 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 \$742,000 to provide educational supplies & services to benefit detention inmates.
 - b. Spend \$510,000 to provide counseling services to detention inmates.
 - c. Expend remaining \$2.5 million for additional Inmate Welfare funded positions, minor equipment for all detention facilities, JIMS project, print shop operations, Inmate Welfare Packs, reading materials for inmates, maintenance of equipment, recreational activities for inmates and fixed assets for all detention facilities.

SUPERIOR COURT

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Operations	\$41,750,599	\$44,216,447	\$45,187,733	\$45,211,242	\$47,059,042	1,847,800	4.1
TOTAL DIRECT COST	\$41,750,599	\$44,216,447	\$45,187,733	\$45,211,242	\$47,059,042	\$1,847,800	4.1
PROGRAM REVENUE	(4,083,794)	(21,606,055)	(23,175,343)	(22,099,065)	(23,277,784)	(1,178,719)	5.3
NET GENERAL FUND COST	\$37,666,805	\$22,610,392	\$22,012,390	\$23,112,177	\$23,781,258	\$669,081	2.9
STAFF YEARS	752.55	763.25	790.31	817.00	813.00	(4.00)	(0.5)

MISSION

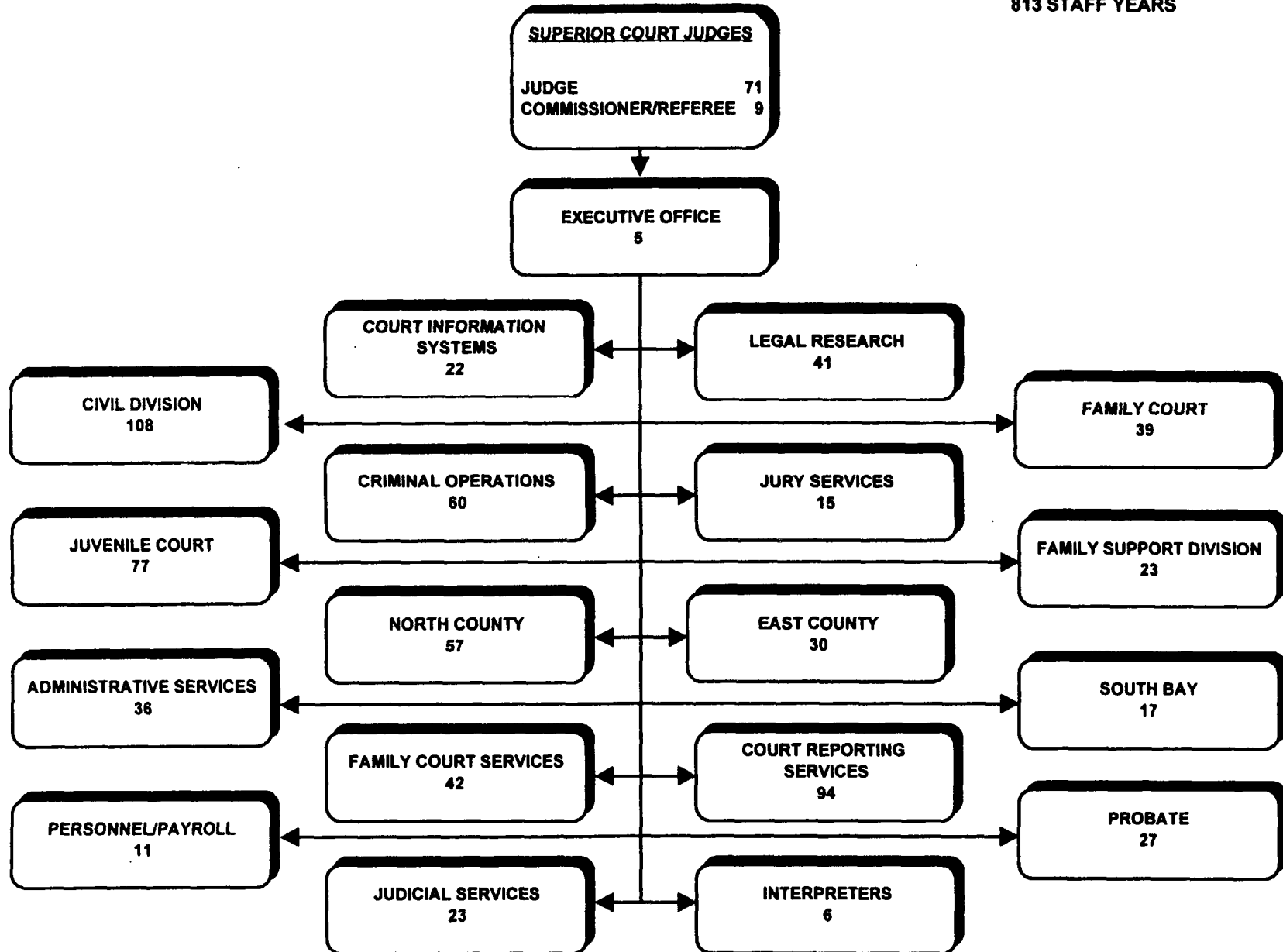
To provide the citizens of San Diego County with prompt, courteous, accessible court services.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. To dispose of all cases within statutory time limits.
 - a. Dispose of 95,000 cases.

SUPERIOR COURT 1997-98

813 STAFF YEARS



PROGRAM: OPERATIONS

DEPARTMENT: SUPERIOR COURT

PROGRAM #: 13039
MANAGER: Kenneth E. Martone

ORGANIZATION #: 2000
REFERENCE: 1997-98 Proposed Budget - Pg. 17-3

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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$32,537,388	\$33,911,643	\$35,193,503	\$36,443,974	\$37,944,832	4.1
Services & Supplies	8,424,969	9,685,005	9,432,898	8,196,268	8,793,210	7.3
Other Charges	0	1,454	0	5,000	5,000	0.0
Fixed Assets	788,242	618,345	561,332	566,000	316,000	(44.2)
Vehicles/Comm Equipment	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$41,750,599	\$44,216,447	\$45,187,733	\$45,211,242	\$47,059,042	4.1
PROGRAM REVENUE	(4,083,794)	(21,606,055)	(23,175,343)	(22,099,065)	(23,277,784)	5.3
NET GENERAL FUND CONTRIBUTION	\$37,666,805	\$22,610,392	\$22,012,390	\$23,112,177	\$23,781,258	2.9
STAFF YEARS	752.55	763.25	790.31	817.00	813.00	(0.5)

PROGRAM MISSION

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

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

FY 1996-97 Mid-Year Budget changes include:

- Board Action (#2, 12/11/96) authorized transfer of \$45,000, from services and supplies to fixed assets to fund the purchase of two microfilm readers/printers.
- Board Action (#7, 10/1/96) transferred \$9,730 from General Services Department (fleet) to Superior Court to provide for vehicle maintenance and operating charges for new vehicles.
- Board Action (#9, 4/8/97) transfer of \$44,920 to Department of Health Services to fund conservatorship program transfer effective June 20, 1997 to June 30, 1997.
- Third Quarter Budget Status Report (6/3/97) actions transferred \$300,000 from the General Fund to the Superior Court's services and supplies budget to cover a projected funding shortfall. Additionally, appropriations in the amount of \$350,000 were transferred from salaries and benefits to services and supplies within Superior Court budget.
- Board Action (#37, 6/24/97) authorized start-up costs of \$25,000 with offsetting revenue, for Family Law Facilitator program.
- Auditor Adjustment (#119AA) increased appropriations for Public Liability premiums by \$12,205.

FY 1996-97 Actuals include the following prior fiscal year costs:

- \$260,457 in Services and Supplies accounts.
- \$23,395 in Fixed Asset accounts.

Superior Court's overall FY 1996-97 estimated actual expenditures from current year appropriations remained within budget. Salary savings of \$350,000 and \$798,355 for temporary extra help were transferred from Salaries and Benefits to Services and Supplies to cover mandated costs related to workload increases in court reporting services, juror costs, interpreter services, psychological/psychiatric and medical examinations, arbitration, mediation, and necessary maintenance costs of facilities and equipment.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Seventy-two percent of general civil filings were disposed of within one year of filing. Felony criminal cases took an average of 84 days from filing to adjudication.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

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

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Civil Division [108.00 SY; E = \$4,844,245; R = \$1,283,642] 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 [60.00 SY; E = \$2,598,150; R = \$19,913] including support personnel:
 - o Mandated/Mandated Service Level.
 - o Provides for criminal case processing and preparation of calendars for 17 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 = \$3,158,775; 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 12 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.
 - o Deleted one Juvenile Traffic Hearing Officer.

4. Family Court [39.00 SY; E = \$1,525,061; R = \$205,529] including support personnel:
 - o Mandated/Mandated Service Level.
 - o Provides for the acceptance of all filings, case processing and preparation of calendars relating to family law and domestic matters for the 6 Domestic Departments located at the downtown family court building.
 - o Order to Show Cause hearings in cases with Temporary Restraining Orders must be set within time limits defined in the Family Law Code.

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5. Family Support Division [23.00 SY; E = \$1,056,128; R = \$1,369,814]
- o Mandated/Mandated Service Level.
 - o Provides for enforcement of family support orders, and adjudicates all matters relating to family support disputes.
 - o Expansion of this fully revenue off-set program will result in an increase of 7 S.Y. support staff and 1 S.Y. Family Court Commissioner (\$455,121).
 - o New legislation, AB 1058, provides for the establishment of the office of Family Law Facilitator. FY 1997-98 budget adds 5 S.Y. and appropriation and revenue of \$341,040 for this function.
6. Jury Services [15.00 SY; E = \$2,834,562; 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.
7. North County Branch [57.00 SY; E = \$2,341,250; 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.
8. East County Branch [30.00 SY; E = \$1,207,427; 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.
9. South Bay Branch [17.00 SY; E = \$675,401; 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.
10. Legal Research [41.00 SY; E = \$3,199,193; R = \$0] including support personnel:
- o Mandated/Discretionary Service Level.
 - o Provides legal research to Judges, Commissioners and Referees as required.
11. Judges, Commissioners and Referees [80.00 SY; E = \$2,542,998; R = \$100,000] is:
- o Mandated/Mandated Service Level.
 - o Expansion of the Family Support Enforcement (Program #5) resulted in the addition of 1 Family Court Commissioner.
 - o One Family Court Commissioner - was added to be assigned to East County.
12. Interpreters [6.00 SY; E = \$822,598; R = \$0] is:
- o Mandated/Mandated Service Level.

- o Provides interpreting services for the Court.
13. Executive Office, Administrative and Personnel Services [52.00 SY; E = \$3,722,698; R = \$18,152,170] 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.
 - o Due to a change in Auditor Controller policies, revenue (\$102,800) to off-set rents and leases has been included here. Support services appropriations to cover rent, postage, mail, records, etc., have also been transferred from General Services to the Court's budget.
14. Court Information Services [22.00 SY; E = \$2,765,549; R = \$0] including support personnel:
- o Mandated/Discretionary Service Level.
 - o Provides design/development/maintenance of automated case management and tracking systems.
15. Judicial Services [23.00 SY; E = \$1,109,184; R = \$0] including support personnel:
- o Mandated/Discretionary Service Level.
 - o Provides support services to judicial officers at all court locations.
16. Probate Services [27.00 SY; E = \$1,241,775; 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.
17. Verbatim Reporting [94.00 SY; E = \$9,138,217; 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.
18. Family Court Services [42.00 SY; E = \$2,275,831; 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
FEES AND GRANTS:				
Marriage Licenses	119,355	120,000	120,000	0
Court Fines (Sanctions)	110,234	100,000	100,000	0
State Aid - Mental Health	776,612	776,612	0	(776,612)
Transfer from Trial Court Fund	18,597,077	17,183,000	18,049,370	866,370
Court Fees - Filing Documents	1,451,391	1,461,108	1,461,108	0
Jury Fees	512,572	465,000	465,000	0
Clerk's Transcripts	137,362	100,000	100,000	0
Fee for Court Costs (gdnshp, probate)	484,537	655,599	655,599	0
Traffic School Fees (Juv.)	83,946	75,745	75,745	0
Court Admin. Fees (Juv. abstract sales)	5,033	1,000	1,000	0
Microautomation Fee	120,000	120,000	310,000	190,000
Recovered Expenditures	695,155	687,995	1,143,116	455,121
Other Misc (xibit sale, forms)	82,069	353,006	353,006	0
AB 189 Crim. Jus. Facs.	0	0	102,800	102,800
State Miscellaneous	0	0	341,040	341,040
Sub-Total	\$23,175,343	\$22,099,065	\$23,277,784	\$1,178,719
Total	\$23,175,343	\$22,099,065	\$23,277,784	\$1,178,719

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$22,012,390	\$23,112,177	\$23,781,258	\$669,121
Sub-Total	\$22,012,390	\$23,112,177	\$23,781,258	\$669,121
Total	\$22,012,390	\$23,112,177	\$23,781,258	\$669,121

EXPLANATION/COMMENT ON PROGRAM REVENUES

- Trial Court Operations funding revenue actuals for FY 1996-97 are estimated to equal amended budget amount, \$1,414,077 over adopted budget. Total revenue from State funding in FY 1997-98 Adopted budget amount has been increased by \$866,370.
- Jury fees exceeded budget by \$47,542. This surplus is a result of appropriation of "forfeited fees" from the Superior Court Jury Trust Fund.
- Clerk's Transcript realized revenue exceeded budget by \$37,362.
- Other Miscellaneous revenue, budgeted amount carried forward from previous years, when it was budgeted as one-time revenue to offset CAO required budget reductions, remains unattainable. Amount realized to date is \$270,937 below budget.
- Revenue (\$102,800) transferred from General Services to match rents and leases appropriations is newly budgeted this fiscal year.
- Fee for court costs (guardianship, probate) revenue continues to be under-realized (\$171,062).
- Recovered expenditures, specifically the expansion of Superior Court Family Support enforcement program, reflects an increase of \$455,121 for FY 1997-98. This is a fully revenue off-set program.
- State Aid-Mental Health program revenue, \$776,000, has been transferred to Department of Health Services.
- Microautomation fund budgeted revenue has been increased by \$190,000. Source of the funds is Superior Court Microautomation Fund.
- State-Miscellaneous Revenue appropriation \$341,000, is for the new Family Law Facilitator program mandated by AB1058.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$116,000
Data Processing Equipment	200,000
Total	\$316,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY I.: Case Dispositions	88,123	94,200	88,000	95,000
<u>% OF RESOURCES:</u> 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	22,610,392	22,012,390	\$23,112,177	\$23,781,258
<u>OUTPUT (Service or Product)</u>				
Case Dispositions	88,123	94,200	88,000	95,000
<u>EFFICIENCY (Input/Output)</u>				
Cost Per Case Disposition	256.58	233.68	\$262.64	\$250.33

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 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	119,043	119,016
0559	Supv. Research Attorney	1	1.00	1	1.00	97,769	103,191
0538	Referee	4	4.00	4	4.00	370,792	362,657
0537	Referee, Pro Tem (see class 9999)*	2	2.00	2	2.00	0	0
0573	Family Court Commissioner	3	3.00	5	5.00	271,185	446,821
0737	Sr. Research Attorney	2	2.00	2	2.00	173,676	180,266
0519	Asst. Sup. Court Exec. Officer	2	2.00	2	2.00	156,640	189,012
8802	Family Law Facilitator	0	0.00	1	1.00	0	79,999
0564	Director, Ct Information Svc.	1	1.00	1	1.00	76,387	79,929
0583	Director, Court Reporting Svc.	0	0.00	1	1.00	0	66,422
0707	Chief Court Reporter	1	1.00	0	0.00	65,634	0
0558	Research Attorney III	6	6.00	6	6.00	389,460	428,955
0565	Dir., Court Facilities	1	1.00	1	1.00	63,744	62,995
0513	Supv. Court Systems Analyst	3	3.00	3	3.00	191,076	196,779
0509	Director, Court Operations	3	3.00	3	3.00	190,695	199,266
0505	Dir., Family Counseling Svcs.	1	1.00	1	1.00	63,565	66,422
0542	Director, Admin. Services	1	1.00	1	1.00	63,565	66,422
0548	Director, Mental Health Services	1	1.00	1	1.00	63,565	66,422
0496	Supv. Juv. Traf. Hearing Off.	1	1.00	1	1.00	63,498	65,402
0553	Research Attorney II	24	24.00	25	25.00	1,451,068	1,497,483
0516	Juv. Traf. Hearing Officer	3	3.00	2	2.00	180,243	124,526
0540	Court Reporter	82	82.00	84	84.00	4,657,422	4,918,782
0501	Court Systems Analyst II	3	3.00	3	3.00	169,191	174,282
0507	Conciliation Counselor IV	2	2.00	2	2.00	111,872	115,226
0701	Dpty Counselor in M.H. Supv.	1	1.00	1	1.00	55,936	57,613
0541	Pro Tem Reporter	6	6.00	6	6.00	0	310,560
0589	Director, Personnel Svc.(see 8802)	0	0.00	1	1.00	0	66,422
0534	Department Personnel Officer	1	1.00	0	0.00	53,735	0
0551	Principal Admin. Analyst	1	1.00	1	1.00	53,735	55,336
0514	Superior Court Branch Manager	5	5.00	4	4.00	263,335	212,519
0582	Coordinator, Fiscal Services	0	0.00	1	1.00	0	54,247
0523	Probate Svcs. Manager	1	1.00	1	1.00	51,825	54,225
1349	LAN Systems Supervisor	1	1.00	1	1.00	51,563	51,461
0506	Conciliation Counselor III	11	11.00	11	11.00	530,356	538,832
0533	Chief, Admin. Services	1	1.00	1	1.00	47,885	47,798
0710	Senior Personnel Analyst	2	2.00	2	2.00	97,966	97,982
0503	Court System Analyst I	6	6.00	6	6.00	284,361	281,334
0568	Supv. Superior Court Clerk	1	1.00	1	1.00	47,107	48,522
0572	Division Chief	0	0.00	4	4.00	0	191,280
0574	Division Chief - Business	1	1.00	0	0.00	46,442	0
0575	Division Chief - Records	1	1.00	1	0.00	46,442	0
0571	Court Public Affairs Officer	1	1.00	1	1.00	46,442	47,826
0532	Admin. Assistant III	4	4.00	5	5.00	183,057	227,644
0526	Probate Examiner III	2	2.00	2	2.00	89,738	92,424
0549	Deputy Counsellor in M.H. II	11	11.00	0	0.00	486,277	0
0518	Conciliation Counselor II	13	13.00	13	13.00	567,027	588,767
0563	Analyst II	1	1.00	1	1.00	43,109	44,409
0525	Coordinator, Jury Services	1	1.00	1	1.00	43,109	47,488
0576	Div. Chief - Branch Operations	2	2.00	0	0.00	85,869	0
0576	Jury Services Manager	0	0.00	1	1.00	0	56,942
0512	Chief Judicial Secretary	1	1.00	1	1.00	42,637	43,918
0511	Chief Arbitration Clerk	2	2.00	2	2.00	84,192	86,708
0531	Chief Calendar Clerk	1	1.00	1	1.00	42,096	43,354
0569	Asst. Supv. Sup. Court Clerk	2	2.00	2	2.00	81,312	83,742
0577	Asst. Div. Chief, Business	1	1.00	1	1.00	40,052	41,250
1347	LAN Systems Analyst II	6	6.00	6	6.00	239,717	265,576
0527	Probate Examiner II	9	9.00	9	9.00	359,173	374,387
0524	Admin. Assistant II	2	2.00	2	2.00	79,712	88,067
0579	Asst. Div. Chief, Branch Ops.	2	2.00	2	2.00	78,391	82,500
0521	Conservatorship Investigator	3	3.00	3	3.00	117,024	119,415
0567	Senior Accountant	1	1.00	1	1.00	38,248	39,399
0529	Associate Accountant	1	1.00	1	1.00	38,248	39,399
0734	Judicial Clerk	6	6.00	6	6.00	224,564	214,336
0738	Staff Development Coordinator	3	3.00	3	3.00	111,684	117,430
0554	Court Services Clerk IV	14	14.00	14	14.00	500,150	517,275
0714	Court Administrative Clerk III	5	5.00	5	5.00	161,979	171,355
0515	Judicial Secretary	22	22.00	22	22.00	733,256	747,751
0566	Superior Court Clerk	119	119.00	120	120.00	3,956,293	4,113,809
0711	Independent Calendar Clerk	16	16.00	25	25.00	520,482	811,011
0599	Sup. Ct. Clerk Interpreter	6	6.00	6	6.00	188,820	193,554

STAFFING SCHEDULE

Class	Title	1996-97	1996-97	1997-98	1997-98	1996-97	1997-98
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0555	Court Services Clerk III	35	35.00	32	32.00	946,162	893,236
0717	Asst. Superior Court Clerk	19	19.00	19	19.00	504,951	522,717
0535	Deputy Jury Commissioner II	11	11.00	11	11.00	290,373	307,533
0703	Exhibits Custodian	3	3.00	3	3.00	74,799	77,025
0713	Court Administrative Clerk II	10	10.00	12	12.00	249,701	298,895
0712	Court Administrative Clerk I	5	5.00	5	5.00	118,703	121,421
0556	Court Services Clerk II	160	160.00	153	153.00	3,768,379	3,786,234
0716	Court Property Specialist II	3	3.00	3	3.00	70,747	76,662
0702	Microfilm Operator	1	1.00	1	1.00	22,953	23,633
0715	Court Property Specialist I	3	3.00	3	3.00	65,952	65,119
0557	Court Services Clerk I	49	49.00	47	47.00	1,045,667	1,006,378
9999	Summary Extra Help	102	3.00	102	3.00	500,489	500,489
Total		916	817.00	913	813.00	\$27,462,312	\$28,657,484
Salary Adjustments:						7,773	(154,441)
Premium/Overtime Pay:						0	0
Employee Benefits:						9,670,625	10,187,767
Salary Savings:						(554,757)	(603,999)
VTO Reductions:						(141,979)	(141,979)
Total Adjustments						\$8,981,662	\$9,287,348
Program Totals		916	817.00	913	813.00	\$36,443,974	\$37,944,832

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

HEALTH & HUMAN SERVICES AGENCY

HEALTH AND HUMAN SERVICES AGENCY (*)

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Executive Office	\$0	\$0	\$161,726	\$0	\$254,426	254,426	100.0
Commission on Children, Youth & Families	404,717	1,350,975	2,154,941	2,154,941	2,432,880	277,939	12.9
Veterans Service Office	297,631	302,840	342,330	342,330	442,352	100,022	29.2
TOTAL DIRECT COST	\$702,348	\$1,653,815	\$2,658,997	\$2,497,271	\$3,129,658	\$632,387	25.3
PROGRAM REVENUE	(478,629)	(1,544,369)	(2,266,352)	(2,284,226)	(2,585,740)	(301,514)	13.2
NET GENERAL FUND COST	\$223,719	\$109,446	\$392,645	\$213,045	\$543,918	\$330,873	155.3
STAFF YEARS	8.00	8.00	12.00	9.00	13.00	4.00	44.4

MISSION

Through partnerships, and emphasizing prevention, assure a healthier community and access to needed services, while promoting self-reliance and personal responsibility.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

EXECUTIVE OFFICE

1. Change the Way the Health and Human Services Agency Functions
 - a. Complete a review of how services are provided by the Agency, and start planning to make services more geographically accessible, better coordinated, and delivered at the community level.
 - b. Successfully implement "Project Heartbeat" to create a comprehensive system of services for seriously emotionally disturbed children and adolescents.
 - c. Successfully implement a managed care system for the adult mentally ill, with a private company responsible for administrative services by January 1, 1998.
 - d. Implement the zero-based budget to examine every aspect of the Department of Social Services budget to determine what spending is needed.

2. Reform the Welfare System
 - a. By January 1, 1998, increase the percentage of working welfare families from the current 27% to 34%.
 - b. By January 1, 1998, win an award for the County's Welfare Reform strategic plan.
 - c. By January 1, 1998, have three "Family Resource Centers" to provide a central place for needy families to obtain information on jobs, temporary financial assistance, and child care in San Diego County.

3. Enhance Services for the Elderly, Youth and Veterans
 - a. Foster independent living by reducing social isolation in 60% of those seniors participating in programs funded by the federal Older Americans Act.
 - b. Reduce the incidence of poor nutrition among 80% of the participants in breakfast and second meal programs funded by the federal Older Americans Act.
 - c. Expand outreach programs which use the creative talents and skills of the elderly by recruiting an additional 500 volunteers for community service.
 - d. Develop a media campaign that will increase the public's commitment to prevent underage drinking.
 - e. Improve the coordination of Agency services to children and the frail elderly.
 - f. By September 1997, develop a youth-sponsored campaign to change attitudes and offer a full range of activities throughout San Diego County that will help prevent underage drinking and driving.
 - g. Working with the Children's Initiative, and using a competitive process, establish by September 1997 up to 20 "Critical Hours" projects providing after-school programs for middle school age youth in order to reduce the risk of youth homicide, suicide and substance abuse.
 - h. Continue to help as many veterans, dependents and survivors as possible to obtain veterans benefits, and generate the maximum State revenues for the County from these activities.

4. Fix the "Safety Net" for Needy San Diegans
 - a. By January 1, 1998, reduce the current three to nine weeks it takes to receive mental health treatment services to two weeks or less, with no waiting time by 1999.
 - b. By January 1, 1998, reduce the current three to twelve weeks it takes for adolescents to receive alcohol and drug prevention and treatment services to two weeks or less, with no waiting time by 1999.

- c. By December 1997, start a pilot program so that children whose families have no health insurance will have access to health care.
- d. Improve the coordination of Agency services to children and the frail elderly.

5. Maintain a Balanced Budget, with Funds in Reserve for Unexpected Costs

- (*) The Health and Human Services Agency was created during FY 1996-97. Estimate actuals for the Executive Office reflect partial year funding. Estimated and budgeted actuals for the Commission on Children, Youth & Families and the Veterans Service Office, although shown in the Health and Human Services Agency, were originally budgeted in the Chief Administrative Office prior to FY 1997-98.

HEALTH & HUMAN SERVICES AGENCY

EXECUTIVE OFFICE	
Agency Leadership: Support to Board of Supervisors	
SY	
CAO Staff Officers	<u>3.00</u>
	3.00
Positions: 3	

VETERANS SERVICES OFFICE	
Claims Assistance; Veteran Action Network	
SY	
Veteran Service Officer	1.00
Sr. Veteran Service Officer	1.00
Veteran Service Representative	4.00
Supervising Clerk	1.00
Admin. Secretary II	<u>1.00</u>
	8.00
Positions: 8	

COMMISSION ON CHILDREN YOUTH AND FAMILIES	
Issues related to children, youth and families; Child Care issues	
SY	
Coordinator, Commission on Children, Youth & Families	1.00
Admin. Secretary III	<u>1.00</u>
	2.00
Positions: 2	

PROGRAM: EXECUTIVE OFFICE

DEPARTMENT: HEALTH AND HUMAN SERVICES AGENCY

PROGRAM #: 00670
MANAGER: Robert K. Ross, M.D.

ORGANIZATION #: 0671
REFERENCE: 1997-98 Proposed Budget - Pg. 18-5

AUTHORITY: County Charter Section 703 mandates the Chief Administrative Officer under the direction of the Board of Supervisors, to exercise administrative supervision over the affairs of the County. In an effort to maximize the efficiency in the delivery of services, the Chief Administrative Officer has reorganized his Office and in doing so has created the Health and Human Services Agency.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$155,057	\$0	\$204,305	100.0
Services & Supplies	0	0	6,669	0	50,121	100.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$161,726	\$0	\$254,426	100.0
PROGRAM REVENUE	0	0	0	0	0	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$161,726	\$0	\$254,426	100.0
STAFF YEARS	0.00	0.00	3.00	0.00	3.00	100.0

PROGRAM MISSION

Through partnerships, and emphasizing prevention, assure a healthier community and access to needed services, while promoting self reliance and personal responsibility.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The Health and Human Services Agency was established mid-year in FY 1996-97 and therefore did not begin the year with an Adopted Budget. The Estimated Actual column reflects partial year funding.

ACHIEVEMENT OF 1996-97 OBJECTIVES

The Health and Human Services Agency was established mid-year in FY 1996-97 and therefore did not have identified objectives to measure in FY 1996-97.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(Refer to Department Summary page)

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0348	CAO Staff Officer	0	0.00	3	3.00	0	\$157,477
Total		0	0.00	3	3.00	\$0	\$157,477
Salary Adjustments:						\$0	\$(2,595)
Premium/Overtime Pay:						0	0
Employee Benefits:						0	51,110
Salary Savings:						0	(1,635)
VTO Reductions:						0	(52)
Total Adjustments						\$0	\$46,828
Program Totals		0	0.00	3	3.00	\$0	\$204,305

AUTHORITY: The Commission on Children Youth and Family was authorized by the Board of Supervisors on November 27, 1986.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$97,523	\$99,692	\$98,847	\$98,847	\$100,272	1.4
Services & Supplies	307,194	1,251,283	2,056,094	2,056,094	2,332,608	13.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$404,717	\$1,350,975	\$2,154,941	\$2,154,941	\$2,432,880	12.9
PROGRAM REVENUE	(300,000)	(1,331,519)	(2,032,352)	(2,050,226)	(2,326,740)	13.5
NET GENERAL FUND CONTRIBUTION	\$104,717	\$19,456	\$122,589	\$104,715	\$106,140	1.4
STAFF YEARS	2.00	2.00	2.00	2.00	2.00	0.0

PROGRAM MISSION

To take a leadership role in identifying and addressing the needs of children and youth who are in the public charge, as well as children whose safety and welfare may be at risk.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Estimated actuals are within budgeted amounts.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Administered programs in seven AB1741 Youth Pilot sites, allowing each site to develop plans specific to the needs of the community.

- a. Developed and monitored 11 contracts and contract amendments.
- b. Held 96 meetings with community representatives.
- c. Administered programs in three Title V Delinquency Prevention Program sites according to contract requirements of Office of Criminal Justice Planning.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Commission on Children and Youth - Administer programs in seven AB 1741 Youth Pilot sites, allowing each site to develop plans specific to the needs of their community. Administer programs in three Title V Delinquency Prevention Program sites according to contract requirements of the Office of Criminal Justice Planning.
 - a. Develop and monitor 11 contracts and contract amendments.
 - b. Hold 72 meetings with community representatives.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activity of this program is summarized as follows:

1. Commission on Children and Youth [2.00 SY; E = \$2,432,880; R = \$2,326,740] Including an Executive Officer and clerical staff. This activity is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Remaining at FY 1996-97 staffing level.
 - o Planning, generating funding, consulting on land use and other issues related to child care.
 - o Administering programs through 10 community-based and 1 countywide contracts.
 - o Advising on all issues related to children, youth and families.
 - o Includes Juvenile Delinquency Prevention Committee and Child Care and Development Planning Council.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
OTHER REVENUE:				
State Other Narcotic & Drug	\$150,000	\$150,000	\$150,000	\$0
Federal Aid Family Preservation	1,432,350	1,450,224	1,726,738	276,514
Other Federal Grants	450,002	450,002	450,002	0
Sub-Total	\$2,032,352	\$2,050,226	\$2,326,740	\$276,514
Total	\$2,032,352	\$2,050,226	\$2,326,740	\$276,514

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS	\$122,589	\$104,715	\$106,140	\$1,425
Sub-Total	\$122,589	\$104,715	\$106,140	\$1,425
Total	\$122,589	\$104,715	\$106,140	\$1,425

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Budgeted revenue for this program has changed from the level budgeted in FY 1996-97 due to \$276,514 increased funding from the Federal Family Preservation and Support Program to expand contracted services through the AB 1741 Youth Pilot Programs.

The Commission on Children, Youth & Families was budgeted in the Chief Administrative Office prior to FY 1997-98.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
COMMISSION ON CHILDREN YOUTH AND FAMILIES					
% OF RESOURCES: 40%					
<u>OUTCOME (Planned Result)</u>					
Administer Programs in AB1741 & Title V Sites	0	7	11	11	11
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per program	\$0	\$4,359	\$3,910	\$3,910	\$3,910
<u>OUTPUT (Service or Product)</u>					
Develop/monitor contracts and contract amendments	0	7	11	11	11
<u>EFFICIENCY (Input/Output)</u>					
Cost per contract developed & monitored	\$0	\$1,696	\$1,955	\$1,955	\$1,955
<u>OUTPUT (Service or Product)</u>					
Meet with Community Representatives	0	96	72	72	72
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	\$0	\$106	\$80	\$80	\$80

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0350	Coord., Com. on Children & Youth	1	1.00	1	1.00	\$49,692	\$49,672
2758	Administrative Secretary III	1	1.00	1	1.00	26,246	27,028
Total		2	2.00	2	2.00	\$75,938	\$76,700
Salary Adjustments:						\$0	\$0
Premium/Overtime Pay:						0	0
Employee Benefits:						25,411	26,116
Salary Savings:						(2,341)	(2,383)
VTO Reductions:						(161)	(161)
Total Adjustments						\$22,909	\$23,572
Program Totals		2	2.00	2	2.00	\$98,847	\$100,272

PROGRAM: VETERANS SERVICE OFFICE

DEPARTMENT: HEALTH AND HUMAN SERVICES AGENCY

PROGRAM #: 80103
MANAGER: James F. Stodola

ORGANIZATION #: 0670
REFERENCE: 1997-98 Proposed Budget - Pg. 18-12

AUTHORITY: The Veteran's Services Office was authorized by the Board of Supervisors on December 16, 1986 (59).

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$283,439	\$290,077	\$329,967	\$329,967	\$374,744	13.6
Services & Supplies	14,192	12,763	12,363	12,363	50,608	309.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	17,000	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$297,631	\$302,840	\$342,330	\$342,330	\$442,352	29.2
PROGRAM REVENUE	(178,629)	(212,850)	(234,000)	(234,000)	(259,000)	10.7
NET GENERAL FUND CONTRIBUTION	\$119,002	\$89,990	\$108,330	\$108,330	\$183,352	69.3
STAFF YEARS	6.00	6.00	7.00	7.00	8.00	14.3

PROGRAM MISSION

To take a leadership role in identifying and addressing the needs of military veterans.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The Veterans Service Office was a component of the budget for the Chief Administrative Office prior to FY 1997-98.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Achieved 99% of the goal to process 15,699 applications for monetary or medical benefits for veterans.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Veterans Service Office - Obtain a monetary or medical (USDVA, DOD or CDVA) benefit for 337,000 veterans.
 - a. Process 16,600 applications which converts to workload units.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activity of this program is summarized as follows:

1. Veterans Service Office [8.00 SY; E = \$442,352; R = \$259,000] provides direct services to the veteran population in San Diego County. This activity is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Serving a veteran population of approximately 340,000 persons.
 - o Offset 58.6% 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.
 - o Increased staffing by 1.00 staff year, Veterans Services Representative (Class #2353).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
INTERGOVERNMENTAL REVENUE: State Aid for Veterans Affairs	\$234,000	\$234,000	\$259,000	\$25,000
Sub-Total	\$234,000	\$234,000	\$259,000	\$25,000
Total	\$234,000	\$234,000	\$259,000	\$25,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS	\$108,330	\$108,330	\$183,352	\$75,022
Sub-Total	\$108,330	\$108,330	\$183,352	\$75,022
Total	\$108,330	\$108,330	\$183,352	\$75,022

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Budgeted revenue for this program has changed from the level budgeted in FY 1996-97 due to the addition of one Veterans Services Representative position which is expected to increase State revenue by \$25,000.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$17,000
Total	\$17,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
VETERANS SERVICE OFFICE					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Number of Veterans served	0	340,000	340,000	340,000	337,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Veteran	\$0	\$0.39	\$0.39	\$0.39	\$0.39
<u>OUTPUT (Service or Product)</u>					
Process applications/work load units	0	12,645	15,608	14,296	16,600
<u>EFFICIENCY (Input/Output)</u>					
Cost per application/work load units	\$0	\$9.08	\$9.08	\$9.08	\$10.35

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 show total Federal benefit payments obtained for veterans by the San Diego County Veteran Service Office for FY 1996-97 to be \$13,525,397. 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.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0351	Veteran Service Officer	1	1.00	1	1.00	56,663	\$56,649
2342	Sr. Veteran Service Officer	1	1.00	1	1.00	38,805	39,960
2353	Veteran Service Representative	3	3.00	4	4.00	103,905	133,629
2745	Supervising Clerk	1	1.00	1	1.00	24,140	29,464
2757	Administrative Secretary II	1	1.00	1	1.00	26,246	25,401
Total		7	7.00	8	8.00	\$249,759	\$285,103
Salary Adjustments:						\$0	\$0
Premium/Overtime Pay:						0	0
Employee Benefits:						88,162	98,592
Salary Savings:						(6,916)	(7,913)
VTO Reductions:						(1,038)	(1,038)
Total Adjustments						\$80,208	\$89,641
Program Totals		7	7.00	8	8.00	\$329,967	\$374,744

AREA AGENCY ON AGING

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Area Agency on Aging	\$11,068,888	\$11,079,844	\$11,160,210	\$12,418,731	\$13,392,909	974,178	7.8
TOTAL DIRECT COST	\$11,068,888	\$11,079,844	\$11,160,210	\$12,418,731	\$13,392,909	\$974,178	7.8
PROGRAM REVENUE	(10,310,873)	(10,465,465)	(10,707,292)	(12,044,336)	(12,948,261)	(903,925)	7.5
NET GENERAL FUND COST	\$758,015	\$614,379	\$452,918	\$374,395	\$444,648	\$70,253	18.8
STAFF YEARS	82.65	103.00	113.00	106.00	118.17	12.17	11.5

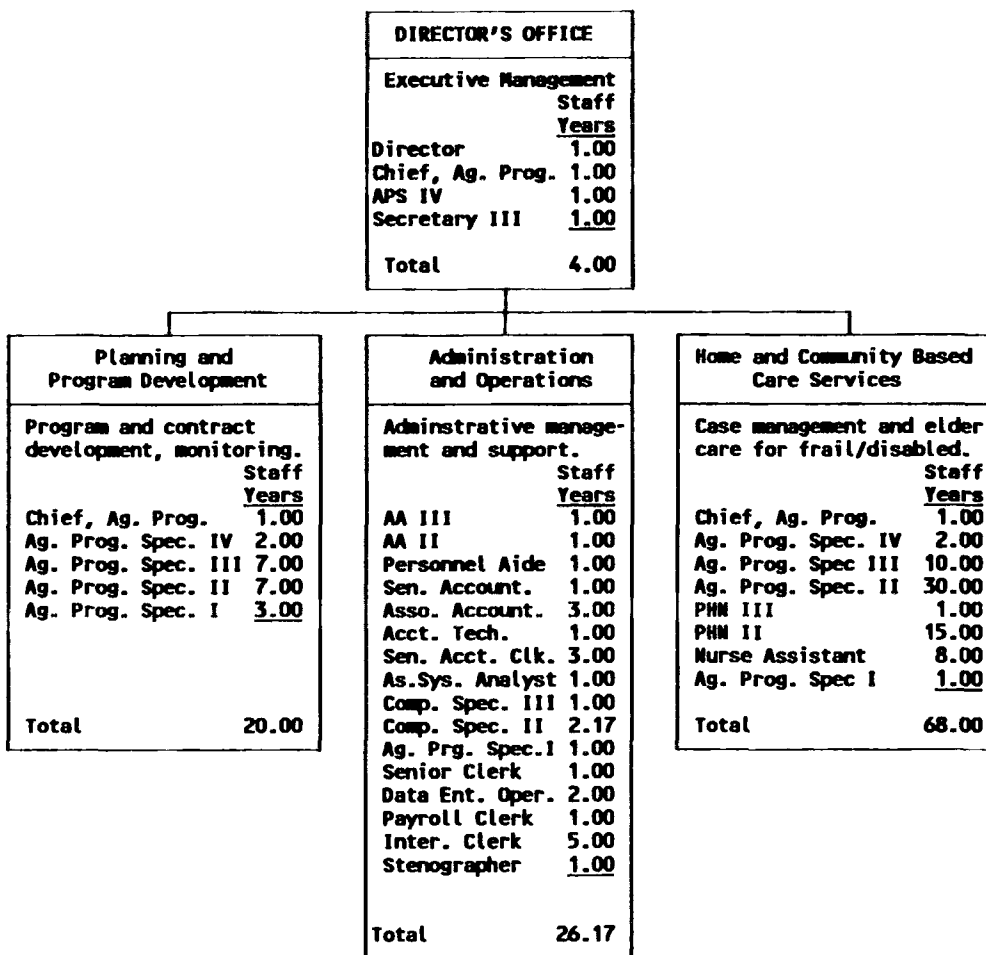
MISSION

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.

1997-98 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 home and community based care services, at-risk seniors, and severely functionally impaired adults in their own homes at less cost than in institutional care.
 - a. Provide case management services to an unduplicated annual count of 1600 at-risk, low income seniors, disabled adults and persons with AIDS through the Multipurpose Senior Services Program, the Linkages Program, Title III In-Home Assessment and MASH Program, and the AIDS Waiver Program.
 - b. Save \$8,000,000 annually by maintaining at risk, low income seniors at their home through the Multipurpose Senior Services Program, and avoiding institutionalized costs.
 - c. Investigate 3000 reports of dependent adult/elder abuse 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 4,000 visits to licensed out-of-home care facilities throughout the county.
4. 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 2,500 requests for homemaker services.
5. Obtain at least \$175,000 in new resources for senior programs by June 30, 1998.
 - 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.
6. Orient and place Retired Senior Volunteer Program volunteers in assignments that are consistent with the needs of the community, and the interests and abilities of the volunteers.
 - a. Place 1400 volunteers in the community, as funded by the Retired Senior Volunteer Program.
 - b. Exceed the volunteer placement goal set by the Retired Senior Volunteer Program by placing an additional 500 volunteers in the community.

AREA AGENCY ON AGING



Staff Changes:

Add the following positions to the Adult Protective Services Program: one (1) Aging Program Specialist, six (6) Aging Program Specialist II's, two (2) Public Health Nurses, two (2) Aging Program Specialist III's and .17 Department Computer Specialist; also add two (2) Aging Program Specialist II positions to the Aids Case Management Program.

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,784,468	\$4,386,630	\$4,978,562	\$5,051,568	\$5,770,886	14.2
Services & Supplies	7,216,660	7,200,204	7,073,303	8,196,448	9,382,499	14.5
Other Charges	0	0	4,177	0	0	0.0
Fixed Assets	67,760	46,885	11,145	0	7,000	100.0
Reimbursements	(0)	(553,875)	(906,977)	(829,285)	(1,767,476)	113.1
TOTAL DIRECT COST	\$11,068,888	\$11,079,844	\$11,160,210	\$12,418,731	\$13,392,909	7.8
PROGRAM REVENUE	(10,310,873)	(10,465,465)	(10,707,292)	(12,044,336)	(12,948,261)	7.5
NET GENERAL FUND CONTRIBUTION	\$758,015	\$614,379	\$452,918	\$374,395	\$444,648	18.8
STAFF YEARS	82.65	103.00	97.95	106.00	118.17	11.5

PROGRAM MISSION

(See Department Mission)

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Salaries, benefits, services and supplies were less than budgeted due to reduced contracted services in the AIDS case management program. The net General Fund contribution is shown to be \$452,918, however, the actual net County cost is lower than this amount when prior year expenditures and revenues are subtracted out. When this is done the net cost is \$193,865 which is \$180,530 less than the budgeted amount.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Title III Services

- o Achieved the goal to reduce isolation among 60% of seniors participating in senior service programs.

Home and Community Based Care

- o Achieved the goal of maintaining 1,600 at risk senior, adult and disabled persons in their homes.
- o Achieved the goal of saving \$8,000,000 by avoiding institutionalization and maintaining at-risk, low income seniors at their home through the Multi-Purpose Senior Services Program.
- o Achieved the goal of providing case management services to an unduplicated client count of 1,200 at risk older adults in the Adult Protective Services Program.

Ombudsman

- o Achieved 100% of the goal to reduce the number of complaints regarding the care provided in out-of-home care services by: managing and supervising over 100 certified and trained volunteer ombudsmen and making 3,556 visits to licensed out-of-home care facilities.

Information and Assistance

- o Achieved 100% of the goal to match persons seeking assistance for homemaker services by receiving and processing 975 requests for employment as homemakers, and receiving and processing 2,300 requests for homemaker services.

Program Resource Development

- o Achieved the goal to obtain at least \$175,000 in new resources for senior programs.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(See Department Summary page)

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Information and Assistance [3.10 SY; E = \$188,932; R = \$177,150] 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 1997-98.
2. Nursing Home Ombudsman Program [3.96 SY; E = \$248,835; R = \$237,610] including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Offset 98% by program revenue.
 - o Expected to make 4,000 site visits to out-of-home care facilities in 1997-98.
3. Program Development [5.25 SY; E = \$301,280; R = \$271,251] 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 1997-98.
4. Grant/Contract Administration [13.69 SY; E = \$7,229,656; R = \$7,165,815] 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 1997-98.
5. Home and Community Based Care [89.51 SY; E = \$5,241,601; R = \$4,931,711] 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 1997-98.
6. Retired Senior Volunteer Program [2.66 SY; E = \$182,605; R = \$164,724] 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 1997-98.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GRANTS:				
Title III-B	\$2,150,910	\$2,126,989	\$2,118,266	(8,723)
Title III-C1	1,818,769	1,858,593	1,911,244	52,651
Title III-C2	1,013,023	990,474	1,065,497	75,023
Title III-D	73,386	53,050	66,394	13,344
Title III-F	133,459	119,250	110,743	(8,507)
Title VII-A Ombudsman	33,286	32,900	33,406	506
Title VII-B Elder Abuse	37,878	35,144	35,702	558
United States Department of Agriculture	789,330	746,114	877,050	130,936
State Support Services	256,807	252,056	813,903	561,847
Title V	449,113	393,822	485,012	91,190
City of San Diego	453,842	475,756	419,407	(56,349)
State Congregate Nutrition	158,773	130,930	162,740	31,810
State Home Delivered Nutrition	99,911	51,052	109,569	58,517
Title XIX	1,296,841	1,344,426	1,357,169	12,743
AIDS Case Management	1,376,654	2,946,893	2,946,893	0
State Ombudsman	90,451	95,421	90,451	(4,970)
Respite Care Registry	8,000	8,000	8,800	800
May Foundation (OASIS)	26,250	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	10,000	5,000
Retired Senior Volunteer Program	96,016	98,466	98,452	(14)
Linkages - Fines and Forfeitures	207,008	200,000	137,563	(62,437)
Other Miscellaneous/Prior Year Rev	77,585	0	10,000	10,000
Sub-Total	\$10,707,292	\$12,044,336	\$12,948,261	\$903,925
Total	\$10,707,292	\$12,044,336	\$12,948,261	\$903,925

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$118,622	\$40,099	\$101,948	\$61,849
Sub-Total	\$118,622	\$40,099	\$101,948	\$61,849
BUDGETED MATCH:				
Title III - B	\$122,685	\$122,685	\$122,000	\$(685)
Title III - C1	153,366	153,366	153,000	(366)
Title III - C2	20,760	20,760	20,700	(60)
Title III - F	12,869	12,869	17,000	4,131
Retired Senior Volunteer Program	24,616	24,616	30,000	5,384
Sub-Total	\$334,296	\$334,296	\$342,700	\$8,404
Total	\$452,918	\$374,395	\$444,648	70,253

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue for AIDS Case Management was less than budgeted in Fiscal Year 1996-97 in the amount of \$1,570,239. Other variances include overrealized revenue from the following sources: 1) \$43,216 in one-time-only funding from the United States Department of Agriculture benefitting senior nutrition programs; 2) \$55,291 in additional revenue from Title V of the Older Americans Act for a minimum wage increase in the Senior Employment Program; 3) \$48,859 from State Home Delivered Nutrition to offset a reduction in the federal home delivered meal program; and 4) \$77,585 in miscellaneous revenue made up of Pacific Bell funding for a phone blocking awareness program, revenue from salvaged equipment and private donations.

FIXED ASSETS

Category	Total Cost
Office Equipment: Photo Copier	\$7,000
Total	\$7,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: TITLE III SERVICES					
% OF RESOURCES: 36%*					
<u>OUTCOME (Planned Result)</u>					
Reduce social isolation in 60% of seniors participating in Title III services.	N/A	61	61	60	60
<u>EFFECTIVENESS (Input/Outcome)</u>					
Total costs of contracted services.*	N/A	\$5,227,795	\$4,670,480	\$5,577,455	\$4,864,316
<u>OUTPUT (Service or Product)</u>					
Unduplicated clients served.*	N/A	12,557	13,787	14,323	14,323
<u>EFFICIENCY (Input/Output)</u>					
Cost per unduplicated client.*	N/A	\$416.33	\$338.76	\$389.41	\$339.72
*Excludes Activity D, legal services, representative payee, health education, Oasis and employment.					
ACTIVITY B: HOME AND COMMUNITY BASED CARE					
% OF RESOURCES: 45.3%					
<u>OUTCOME (Planned Result)</u>					
Maintain clients at 90% of SNF costs.	N/A	85	42	75	75
Public funds saved by Home and Community Based Care (HCBC) clients receiving services in a community setting through the Multipurpose Senior Services Program (MSSP) and avoiding institutionalization.	N/A	N/A	\$8,136,665	\$8,000,000	\$8,000,000
Investigate 3000 reports of dependent adult/elder abuse in the Adult Protective Services Program.	N/A	1,245	2,913	1,200	3,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Multipurpose Senior Services Program (this includes all public costs associated with maintaining MSSP clients in their home).	N/A	N/A	\$5,949,331	\$5,949,331	\$5,949,331
<u>OUTPUT (Service or Product)</u>					
Number of severely functionally impaired adults who were able to remain in a community based setting with the assistance of Home and Community Based Care services.*	0	1,796	1,790	1,600	1,600
<u>EFFICIENCY (Input/Output)</u>					
Cost per unduplicated client for all Home and Community Based Care programs.*	\$0	\$2,257	\$1,659	\$1,896	\$1,896
*Excludes Adult Protective Services.					

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY C: LONG TERM CARE OMBUDSMAN					
% OF RESOURCES: 1.6%					
<u>OUTCOME (Planned Result)</u>					
Reduce complaints by 5%.	N/A	7	29	5	5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of program.	299,413	\$234,997	\$248,835	\$220,920	\$220,920
<u>OUTPUT (Service or Product)</u>					
Manage/supervise 100 volunteers.	109	96	103	100	100
<u>EFFICIENCY (Input/Output)</u>					
Cost per volunteer supervised.*	\$542	\$658	\$631	\$632	\$632
<u>OUTPUT (Service or Product)</u>					
Make 4,000 visits to facilities.	4,232	3,349	3,288	4,000	4,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per visit.*	\$13.97	\$18.87	\$19.80	\$16.25	\$16.57
*Cost of volunteer component, only; \$66,305 for FY 1996-97.					
ACTIVITY D: HOMEMAKER REGISTRY					
% OF RESOURCES: 0.3%					
<u>OUTCOME (Planned Result)</u>					
Match 80% homemakers to requestors.	N/A	79	80	80	80
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to administer program.	N/A	\$34,101	\$42,260	\$42,260	\$43,046
<u>OUTPUT (Service or Product)</u>					
Process requests for employment.	N/A	982	975	1,000	1,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per request.	N/A	\$13.54	\$12.90	\$16.90	\$12.30
<u>OUTPUT (Service or Product)</u>					
Process requests for homemakers.	N/A	1,535	2,300	1,500	2,500
<u>EFFICIENCY (Input/Output)</u>					
Cost per request.	N/A	\$13.55	\$12.90	\$16.90	\$12.30

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY E:					
PROGRAM/RESOURCE DEVELOPMENT					
% OF RESOURCES: 0.5%					
<u>OUTCOME (Planned Result)</u>					
Obtain \$175,000 in new resources.	\$73,770	\$129,155	\$454,416	\$175,000	\$175,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of resource development.	\$58,992	\$77,224	\$40,959	\$60,796	\$60,796
<u>OUTPUT (Service or Product)</u>					
New resources earned	\$73,700	\$129,155	\$454,416	\$175,000	\$175,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per dollar raised.	\$.80	\$0.60	\$0.08	\$0.35	\$0.35
ACTIVITY F:					
RETIRED SENIOR VOLUNTEER PROGRAM*					
% OF RESOURCES: 3.0%					
<u>OUTCOME (Planned Result)</u>					
Volunteer hours contributed to the community.	N/A	N/A	340,000	N/A	395,200
Dollar value of volunteer contributions to the community	N/A	N/A	4,420,000	N/A	\$5,137,600
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of program.	N/A	N/A	243,515	N/A	\$182,605
<u>OUTPUT (Service or Product)</u>					
Volunteers placed (funded program)	N/A	N/A	1,398	N/A	1,400
Additional volunteers to be placed	N/A	N/A	458	N/A	500
<u>EFFICIENCY (Input/Output)</u>					
Staff cost per volunteer	N/A	N/A	68.82	N/A	\$64

* New performance measure for FY1997-98.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2119	Director	1	1.00	1	1.00	\$71,825	\$71,809
5207	Chief, Aging Programs	3	3.00	3	3.00	169,191	174,282
5206	Aging Program Specialist IV	5	5.00	5	5.00	230,615	244,955
2302	Administrative Assistant III	1	1.00	1	1.00	47,558	48,991
2303	Administrative Assistant II	1	1.00	1	1.00	36,603	36,549
2505	Senior Accountant	1	1.00	1	1.00	46,442	47,826
5205	Aging Program Specialist III	15	15.00	17	17.00	615,541	700,875
4567	Senior Public Health Nurse	1	1.00	1	1.00	46,186	40,123
2425	Associate Accountant	3	3.00	3	3.00	99,898	114,606
4565	Public Health Nurse II	13	13.00	15	15.00	554,022	624,782
5204	Aging Program Specialist II	30	30.00	38	37.00	1,058,253	1,355,091
2403	Accounting Technician	1	1.00	1	1.00	23,616	26,615
5203	Aging Program Specialist I	4	4.00	5	5.00	116,776	139,263
2758	Administrative Secretary III	1	1.00	1	1.00	24,977	27,013
2493	Payroll Clerk	1	1.00	0	0.00	22,418	0
2320	Personnel Aide	1	1.00	1	1.00	28,457	29,314
2730	Senior Clerk	1	1.00	1	1.00	24,673	25,401
2510	Senior Account Clerk	3	3.00	3	3.00	67,517	67,096
2760	Stenographer	1	1.00	1	1.00	20,471	20,425
3030	Data Entry Operator	2	2.00	2	2.00	42,590	40,432
2700	Intermediate Clerk	5	5.00	5	5.00	96,864	105,919
4615	Nurses Assistant	8	8.00	8	8.00	157,594	158,544
2427	Associate Systems Analyst	1	1.00	1	1.00	51,179	52,714
3119	Department Computer Spec. II	2	2.00	3	2.17	67,190	66,654
3120	Department Computer Spec. III	1	1.00	1	1.00	36,603	41,582
2511	Senior Payroll Clerk	0	0.00	1	1.00	0	26,077
9999	Extra Help	0	0.00	0	0.00	135,997	101,812
Total		106	106.00	120	118.17	\$3,893,056	\$4,388,750
Salary Adjustments:						30,027	76,447
Premium/Overtime Pay:						0	38,426
Employee Benefits:						1,234,323	1,378,651
Salary Savings:						(87,370)	(92,920)
VTO Reductions:						(18,468)	(18,468)
Total Adjustments						\$1,158,512	\$1,382,136
Program Totals		106	106.00	120	118.17	\$5,051,568	\$5,770,886

HEALTH SERVICES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Alcohol and Drug Services	\$18,094,642	\$17,695,905	\$19,443,361	\$18,877,618	\$20,061,211	1,183,593	6.3
Community Health Services	117,431,153	123,496,702	136,463,330	131,213,585	137,763,694	6,550,109	5.0
Environmental Health Services	7,991,964	0	0	0	0	0	0.0
Mental Health Services	86,150,693	84,450,463	98,605,437	95,358,271	100,414,755	5,056,484	5.3
Administrative Support	6,476,004	7,335,049	11,602,761	10,364,435	14,924,962	4,560,527	44.0
TOTAL DIRECT COST	\$236,144,456	\$232,978,119	\$266,114,889	\$255,813,909	\$273,164,622	\$17,350,713	6.8
PROGRAM REVENUE	(205,727,333)	(228,935,052)	(263,559,124)	(255,323,028)	(272,097,000)	(16,773,972)	6.6
NET GENERAL FUND COST	\$30,417,123	\$4,043,067	\$2,555,765	\$490,881	\$1,067,622	\$576,741	117.5
STAFF YEARS	1,925.65	1,701.82	1,751.32	1,981.39	2,016.32	34.93	1.8

MISSION

Assuring a healthy community through partnership.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

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

ALCOHOL AND DRUG SERVICES

1. 55% of clients in residential treatment for at least 30 days will complete the program.
 - a. Provide residential services to 5,500 clients.
2. 35% of clients in non-residential treatment for at least 30 days will complete the program.
 - a. Provide non-residential services to 2,600 clients.
3. 35% of probationers and parolees in residential and non-residential will complete the program.
 - a. Provide services to 1,100 probationers/parolees.
4. 74% of participants in Alcohol & Drug curriculum-based education and skill building classes will increase their knowledge and skills.
 - a. Provide 196 classes for children, adolescents, and senior citizens.

COMMUNITY HEALTH SERVICES

5. **Children, Youth and Family (CY&F) Preventive Health Programs key indicators:** Through community partnerships improve: maternal, infant, child and adolescent health; access to health services; and health risk behaviors. Indicators of these include measurements of: infant mortality, low birthweight, drug exposed babies, maternal mortality, adolescent pregnancy, unplanned pregnancy, unintentional and intentional injuries, children with developmental delay and hearing or vision problems, and child malnutrition; prenatal care, well child exams, immunizations, dental care, family planning/preconceptual care, presence of "medical home", and health insurance coverage; alcohol, tobacco and other drug use and exposure. These processes and outcomes respond to initiatives of community partnerships in which the County's CY&F preventive health program staff participate but for which CY&F programs are not totally responsible. Indicators that respond substantially to CY&F preventive health program activities follow.
 - a. Facilitate prenatal care access and ensure 75% of women in County receive prenatal care in the first trimester.
 - b. Reduce barriers and facilitate health care access for 10,250 women of child-bearing age through Perinatal Care Network outreach and referral services.
 - c. Facilitate 200,000 preventive health CHDP screenings for low income children in San Diego County.
 - d. Coordinate the achievement of 90% compliance with the State's first grade entrance well child exam requirements.

- e. Arrange and pay for the medical and dental treatment of 8,500 children identified on CHDP exams as needing care, but who don't have the financial means to pay.
 - f. Provide 7,000 well-child exams to income-eligible children from birth through school-entry age in the Public Health Centers.
 - g. 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.
6. **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 118,812 therapy units to 1,600 children in CCS Medical Therapy Units.
 - b. Process 45,500 claims for CCS services provided by private practitioners.
 7. **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.
 8. **Tuberculosis Control key indicator:** Ensure that 98% 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 3,400 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 25,500 Public Health Nursing (TB) follow-up contacts.
 9. **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 13,700 STD clinic visits, including examination, treatment and contact tracing.
 - b. Perform diagnostic laboratory testing for syphilis on 13,000 specimens.
 - c. Perform 30,000 HIV risk assessments and test disclosure contacts, including education and counseling to prevent the spread of HIV.
 10. **County Indigent Health Services key indicator:** Control costs of providing County Medical Services (CMS) to medically indigent adults, by successfully treating 86% or more of annual eligible unduplicated clients requesting or requiring medical attention as outpatient or emergency room treat and release patients.
 - a. Provide 116,000 Outpatient and Emergency Room Treat/Release treatments.
 11. **Long Term Care key indicator:** Ensure access to long term inpatient nursing, medical and therapeutic care for an average daily census of 280 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.
 12. **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.
 13. **Healthy San Diego key indicator:** Educate eligible Medi-Cal beneficiaries regarding health care options so that approximately 60% of beneficiaries attending a Health Care Options presentation will make a choice at the presentation.
 - a. Provide 13,000 Health Care Options presentations to eligible beneficiaries throughout the County.

MENTAL HEALTH SERVICES

14. **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 164,677 days of 24-hour care.
15. **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 337,450 outpatient visits.
16. **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 267,217 days of treatment.

17. 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 130,673 contacts of community services.
18. 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 50,000 hours of case management services.
 - b. Provide 68,600 supplemental rate bed days.

ADMINISTRATIVE SUPPORT

19. 75% of all personnel issues raised by supervisors and managers will be resolved at their level.
 - a. Provide 1,900 consultations on issues raised by supervisors and managers.
20. 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.
21. Claim countywide \$1.9 million in Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) reimbursement or an equivalent amount in alternative reimbursements.
 - a. Assist two county services (Health, and Public Guardian) to stabilize Targeted Case Management as a County Service and expand TCM where possible to other County programs.
 - b. Process 30 quarterly claims for Medi-Cal Administrative Claims and TCM. Provide technical assistance to 6 county programs participating in MAA or TCM.
22. Enhance all Regional Center's telecommunications infrastructure to span connectivity to remote clinics by May 1998.
 - a. Connect the North Inland Mental Health site to the Escondido Public Health Center by August 1997.
 - b. Enhance the remaining five regional centers by adding concentrators and routers to provide local lines to remote sites by May 1998.
23. Process 90% of all approved purchasing documents within five subsequent working days and deliver 90% of all stock and non-stock orders within five days of receipt of merchandise.
 - a. Process 8,500 purchasing documents within five subsequent working days of receipt of approved request.
 - b. Deliver 90% stock and non-stock orders within five days receipt of merchandise.
24. Fill 96% of prescriptions and stock orders within 8 days of receipt.
 - a. Fill 414,000 prescriptions and stock orders within 8 days of receipt.
25. Ensure that service requirements are competitively processed 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.
26. Reduce the prevalence of adult smoking by 45% to 11.77% by 1999 and to 13.2% in FY 1997-98 through enforcement of State laws and local ordinances and a multi-pronged local action plan implemented by community based providers and the Tobacco Control Resource Center (TCRC).
 - a. Submit two (2) progress reports on achievement of action plan objectives to the State Department of Health Services Tobacco Control Section, one for each six month reporting period.
 - b. Respond to 300 formal complaints of violations of local and state smoking regulations to assure 80% of worksites adopt smoking policies.
27. 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.

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

HEALTH PROMOTION	
<p>COMMUNITY HEALTH PROMOTION (CHP). Community Health Promotion provides leadership and support to the entire Department of Health Services to affect wide-scale behavior change for the improved health of the community. CHP provides primary prevention services to motivate and empower individuals and groups to adopt and maintain behaviors that improve health for themselves, their families and the community. Strategies for effecting community change include: organizing the community around public health issues, guiding policy change, developing community partnerships, establishing coalitions, training community providers, training and reimbursing community representatives, helping to strengthen health-related ordinances, conducting major public awareness campaigns and producing printed materials.</p>	
<u>36</u> Positions	<u>34.08</u> Staff Years

DIRECTOR'S OFFICE	
<p>The Department is responsible for improving the health of the residents of San Diego County by carrying out statutes and regulations of the Federal and State governments as well as ordinances and policies of the Board of Supervisors that relate to health care.</p>	
<u>8</u> Positions	<u>8.08</u> Staff Years

MANAGEMENT SERVICES	
<p>MANAGEMENT SERVICES. Management Services provides support to the entire Department of Health Services through seven major components: Administration & Budget, Information Services, Fiscal, Personnel, Pharmacy, Supply Center/Contracting, and the Revenue Development Unit.</p>	
<u>138</u> Positions	<u>136.01</u> Staff Years

ALCOHOL AND DRUG SERVICES	
<p>ALCOHOL AND DRUG SERVICES (ADS). Alcohol and Drug Services provides leadership and support to individuals, families, and communities in being alcohol and drug problem-free. It plans, develops, administers, and evaluates services with private, non-profit, community-based agencies; services are supported by technical assistance from ADS staff. 99% of the budget is State and Federal revenues. ADS provides programs for: prevention; treatment and recovery; the specific needs of women, youth, and families; those involved with the criminal justice and social service system; and special populations such as Native-Americans, Hispanics, African-Americans, and gays and lesbians.</p>	
<u>44</u> Positions	<u>43.00</u> Staff Years

COMMUNITY HEALTH SERVICES	
<p>COMMUNITY HEALTH SERVICES (CHS). This service is responsible for providing, organizing, and managing high quality public health and medical services to communities and individuals in the County of San Diego. The Service is also responsible for the enforcement of all State statutes, rules and regulations of the City, and County ordinances to protect the public health, and ensure sanitation in all incorporated and unincorporated areas of the San Diego County.</p> <p>The programs within CHS are: County Indigent Health Services; Community Disease Control; Correctional Facilities Medical Services; Emergency Medical Services - Violence & Injury Prevention; Children, Youth & Families; Office of AIDS Coordination; Long-Term Care; and Medi-Cal Managed Care. They mobilize community resources to promote health, monitor and prevent disease in San Diego County and deliver person-centered medical services to vulnerable populations throughout San Diego County. The programs will focus on stimulating public and private systems, and empowering communities, to achieve improved health status, prevent disease, prolong life and promote optimum health for the citizens of the County.</p>	
<u>1,115</u> Positions	<u>1,112.01</u> Staff Years

MENTAL HEALTH SERVICES	
<p>MENTAL HEALTH SERVICES. This service is responsible for providing treatment services to both chronic and acutely mentally disordered clients in a variety of settings; e.g., acute inpatient unit, residential care settings, outpatient clinics, and partial day programs. Services are provided to children, adolescents, adults, and seniors and include evaluation and screening, diagnosis, treatment, referral, case management, continuing care, community services, advocacy, and services to the justice system. Emergency, acute, and residential services are provided on a twenty-four hour, seven-day a week basis to those whose mental, emotional, and behavior disorders require this level of attention. Services are provided through countywide inpatient and residential facilities, five regional clinics, approximately 68 contracts/programs, and four State facilities/programs. The county contracts with 12 hospitals for inpatient beds for managed care Medi-Cal eligible persons.</p>	
<u>755</u> Positions	<u>683.16</u> Staff Years

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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,212,068	\$2,226,490	\$2,231,970	\$2,228,815	\$2,332,739	4.7
Services & Supplies	15,859,933	15,463,779	17,205,472	16,637,884	17,980,213	8.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	22,641	5,441	0	5,000	28,000	460.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Reimbursements	0	0	0	0	(285,660)	(100.0)
Operating Transfers	0	195	5,919	5,919	5,919	0.0
TOTAL DIRECT COST	\$18,094,642	\$17,695,905	\$19,443,361	\$18,877,618	\$20,061,211	6.3
PROGRAM REVENUE	(17,753,902)	(18,431,815)	(18,366,063)	(18,153,075)	(18,866,394)	3.9
NET GENERAL FUND CONTRIBUTION	\$340,740	\$(735,910)	\$1,077,298	\$724,543	\$1,194,817	64.9
STAFF YEARS	42.34	41.11	41.22	43.00	43.00	0.0

PROGRAM MISSION

Working together in partnership with others to provide leadership and support to individuals, families, and communities in being alcohol and drug problem free.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The Fiscal Year (FY) 1996-97 Estimated Actuals and the FY 1996-97 Budget are not comparable due to several factors. The adjusted budget level for FY 1996-97 at Third Quarter, used for FY 1996-97 Estimated Actuals, includes increased funding from State and federal sources. This Program's net County cost is anticipated to show a \$352,755 increase due to prior year accounting transactions and contract commitments carried over from FY 1995-96, and a \$471,000 increase due to a budgetary error which budgeted revenue committed to the Sheriff's DARE Program which will not be recorded in the Alcohol and Drug Service's Program.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Achieved 107% of goal of 55% of clients in residential treatment for at least 30 days will complete the program.
2. Achieved 110% of goal to provide residential services to 6,000 clients by providing services to 6,620 clients.
3. Achieved 91% of goal of 35% of clients in non-residential treatment for at least 30 days will complete the program.
4. Achieved 115% of goal to provide non-residential services to 3,000 clients by providing services to 3,455 clients.
5. Achieved 154% of goal of 35% of probationers and parolees will complete treatment.

6. Achieved 128% of goal to provide services to 1,000 probationers/parolees by providing services to 1,278.
7. Achieved 100% of goal of 74% of participants in Alcohol & Drug curriculum-based education and skill building classes will increase their knowledge and skills.
8. Achieved 169% of goal to provide classes to 6,057 children, adolescents and senior citizens by providing classes to 10,236 children, adolescents, and senior citizens.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. 55% of clients in residential treatment for at least 30 days will complete the program.
 - a. Provide residential services to 5,500 clients.
2. 35% of clients in non-residential treatment for at least 30 days will complete the program.
 - a. Provide non-residential services to 2,600 clients.
3. 35% of probationers and parolees in residential and non-residential will complete the program.
 - a. Provide services to 1,100 probationers/parolees.
4. 74% of participants in Alcohol & Drug curriculum-based education and skill building classes will increase their knowledge and skills.
 - a. Provide 196 classes for children, adolescents, and senior citizens.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

All direct services provided by the Alcohol and Drug Services program are contracted. The remaining program costs relate to contract administration.

The activities of this program are summarized as follows:

1. Treatment and Prevention Contract Services and Program Support (22.50 SY; E = \$18,785,832; R = \$17,591,015) including general administration, contract development and implementation, and oversight of contract direct services is:
 - o Mandated/Discretionary Service Level.
 - o Inclusive of residential (detoxification, short term, and long term programs) and non-residential (day care and outpatient drug free programs) alcohol and drug treatment services for criminal justice, social services, and general population clients; recovery services for general relief, criminal justice, social services, and general population clients; prevention services for children, adolescents, families, and general population clients; case management for pregnant and parenting women and for parolees; and HIV counseling and testing services.
 - o \$17,388,613 in 49 contracts covering over 100 programs.
 - o 94% direct cost offset by State/Federal revenue.
 - o Responsible for four agreements for first and multiple offender drinking driver programs totalling over \$4,000,000 in participant fees.
 - o Responsible for four agreements for Penal Code 1000 diversion programs totalling over \$200,000.
 - o Providing \$150,000 in funding for the AB 1741 collaboratives.
 - o Providing \$105,000 in funding for Public Health Nursing for perinatal case management.
 - o Providing approximately \$40,000 in funding for AIDS Drug Assistance Program.
 - o Providing contract monitoring, oversight, training and technical assistance.
 - o Responsible for Drug Medi-Cal Utilization Review.
 - o Responsible for liaison with State and Federal funding agencies.
 - o Providing contract systems administration and monitoring.
 - o Providing program evaluation.
 - o Providing Management Information Systems and Services support and technical assistance.

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2. Community Services [18.50 SY; E = \$1,140,157; R = \$1,140,157] including planning, design and implementation of special projects and community partnerships, and program development.
- o Mandated/Discretionary Service Level.
 - o Inclusive of seeking and securing new resource opportunities across multiple systems, including other governmental entities, foundations, and the private sector; and empowering communities to develop specific strategies in response to alcohol and drug problems.
 - o 99% direct cost offset by State/Federal revenue.
 - o Providing program development to respond to changing alcohol and drug problems in the San Diego County region.
 - o Responsible for strategic planning to develop long-term solutions to alcohol and drug abuse.
 - o Responsible for partnership development with other systems and special initiatives for alcohol/drug problem abatement.
 - o Responsible for liaison activities with local community groups.
 - o Responsible for support of Advisory Board efforts.
 - o Providing training for ADS staff and community-based organizations.
3. Alcohol and Drug Services Administration [2.00 SY; E = \$135,222; R = \$135,222] is:
- o Mandated/Discretionary Service Level.
 - o Responsible for meeting the expressed interest and intent of the Board of Supervisors and the State Legislature to increase the linkages and provide greater administrative and operational relationships between Alcohol and Drug Services and other programs.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
Admin. Fees, Drinking-Driver Programs	\$220,000	\$200,000	\$200,000	\$0
Admin. Fees, PC 1000	0	0	20,000	20,000
Sub-Total	\$220,000	\$200,000	\$220,000	\$20,000
SUBVENTIONS:				
State Dept. of Alcohol Programs	\$1,790,975	\$1,613,967	\$1,440,009	\$(173,958)
State General Funds (11.11% match requirement)	2,696,157	2,696,157	2,696,157	0
State-Dept Corrections no match required	1,500,000	1,500,000	1,500,000	0
State-Prior Year and Adjustments	(748,946)	0	0	0
Tobacco Tax/Health Ed. (inter-Dept. transfer)	32,731	47,925	27,276	(20,649)
Sub-Total	\$5,270,917	\$5,858,049	\$5,663,442	\$(194,607)
GRANTS:				
Federal Block Grant (no match required)	\$12,620,279	\$10,710,782	\$12,001,636	\$1,290,854
Federal Block Grant allocated to Sheriff's DARE	(471,000)	471,000	0	(471,000)
Other Revenue (no match required)	1,050,000	1,070,089	865,690	(204,399)
Fed AIDS CARE Act	80,000	119,406	181,988	62,582
Blended Funding (transfer to CAO)	(150,000)	(150,000)	(150,000)	0
Options for Recovery (transfer to PHN)	(105,000)	(105,000)	(105,000)	0
State CHIP	17,431	0	0	0
North County Drug Court	67,355	0	0	0
Juvenile Repeat Offender	6,210	0	0	0
Misc. Revenue	64,935	0	0	0
Prior Year, Federal	211,273	0	0	0
State AIDS Block Grant	0	147,772	0	(147,772)
Sub-Total	\$13,391,483	\$12,264,049	\$12,794,314	\$530,265
COURT FINES:				
AB 2086 Trust Fund	\$208,510	\$539,189	\$800,000	\$260,811
PGMS - SB920 Court Fee	0	60,000	110,000	50,000
ADS AIDS Trust Fund	0	0	3,000	3,000
EMS Trust Fund (Border Crossing Project)	10,000	0	0	0
Sub-Total	\$218,510	\$599,189	\$913,000	\$313,811
Total Direct Program Revenue	\$19,100,910	\$18,921,287	\$19,590,756	\$669,469
Department Overhead and County External Overhead Allocation	\$(734,847)	\$(768,212)	\$(724,362)	\$43,850
Total	\$18,366,063	\$18,153,075	\$18,866,394	\$713,319

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
SUBVENTION:				
State General Funds (11.11% budgeted match)	\$299,543	\$299,543	\$299,543	\$0
Sub-Total	\$299,543	\$299,543	\$299,543	\$0
GENERAL FUND SUPPORT COSTS:				
Revenue Supporting Sheriff's DARE Program	\$0	\$(471,000)	\$0	\$471,000
General Fund cost supporting General Relief Program	270,362	896,000	896,000	0
Increase to net County cost related to prior year accounting transactions and contract commitments carried into the subsequent year	507,393	0	0	\$0
General Fund Support	0	0	(726)	(726)
Sub-Total	\$777,755	\$425,000	\$895,274	\$470,274
Total	\$1,077,298	\$724,543	\$1,194,817	\$470,274

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The FY 1997-98 Adopted Budget direct program revenue for the Alcohol and Drug Services Program is increasing by a net of \$817,241 over the 1996-97 Adopted Budget level. Allocations of the Federal Block Grant revenue increased as did court fines and the Federal allocation for HIV/AIDS services. The Federal Share of Drug Medi-Cal's funding allocation was reduced, and the Sheriff's Drug Abuse Resistance and Education (D.A.R.E.) Program will no longer be budgeted in Alcohol and Drug Services in FY 1997-98. Alcohol and Drug Services' funding is categorical and each funding source has been adjusted to the anticipated level for FY 1997-98.

The Program's FY 1997-98 Adopted Budget increase to General Fund Support costs is due to the decrease of \$471,000 in revenue budgeted in FY 1996-97 to offset costs in the Sheriff's Department Drug Abuse Resistance and Education (D.A.R.E.) Program. In FY 1997-98 this revenue is directly budgeted in the Sheriff's Department budget, not in the Alcohol and Services Program budget. The \$896,000 in General Fund Support costs is an on-going Board of Supervisors-directed program known as GRADS (General Relief Alcohol and Drugs Services program) to screen, test and treat all County General Relief applicants. On 12/10/96 (#10) the Board of Supervisors directed the Program to apply categorical Alcohol and Drug Services revenue to offset costs in the GRADS program to the maximum extent permissible, and directed that the corresponding General Fund monies currently budgeted for GRADS be earmarked as a Management Reserve in the Department of Health Services.

FIXED ASSETS

Category	Total Cost
4501 Office Equipment - General	\$18,000
4503 Data Processing Equipment	10,000
Total	\$28,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: RESIDENTIAL TREATMENT					
% OF RESOURCES: 27.3%					
<u>OUTCOME (Planned Result)</u>					
Clients who complete resident treatment	0	2,982	2,930	2,800	2,800
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per residential completion	\$0	\$1,772	\$1,999	\$2,000	\$2,000
<u>OUTPUT (Service or Product)</u>					
Total clients receiving residential treatment	0	5,447	6,620	5,500	5,500
<u>EFFICIENCY (Input/Output)</u>					
Cost per residential client treated	\$0	\$970	\$885	\$1,020	\$1,020
ACTIVITY B: NONRESIDENTIAL TREATMENT					
% OF RESOURCES: 13.8%					
<u>OUTCOME (Planned Result)</u>					
Clients who complete nonresidential treatment	0	709	492	600	600
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per nonresidential completion	\$0	\$4,398	\$6,363	\$4,700	\$4,700
<u>OUTPUT (Service or Product)</u>					
Total clients receiving nonresidential treatment	0	2,561	3,455	2,600	2,600
<u>EFFICIENCY (Input/Output)</u>					
Cost per nonresidential client treated	\$0	\$1,217	\$906	\$1,088	\$1,088
ACTIVITY C: TREATMENT OF PROBATIONERS & PAROLEES					
% OF RESOURCES: 8.9%					
<u>OUTCOME (Planned Result)</u>					
Probationers/parolees who complete treatment	0	433	344	375	375
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per probationer/parolee completion	\$0	\$3,926	\$3,648	\$4,850	\$4,850
<u>OUTPUT (Service or Product)</u>					
Total probationers/parolees in treatment**	0	N/A	1,278	N/A	1,100
<u>EFFICIENCY (Input/Output)</u>					
Cost per probationer/parolee treated**	0	N/A	982	N/A	\$1,654

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY D:					
EDUCATION & SKILL BUILDING CLASSES					
% OF RESOURCES: 21%					
<u>OUTCOME (Planned Result)</u>					
Participants increasing prevention knowledge and skills	0	10,048	9,296	4,500	4,500
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per participant who increased knowledge and skills	\$0	\$122	\$76	\$103	\$103
<u>OUTPUT (Service or Product)</u>					
# of Alcohol & Drug prevention education classes**	0	N/A	10,329	N/A	196
<u>EFFICIENCY (Input/Output)</u>					
Cost per Alcohol & Drug prevention class given**	0	N/A	69	N/A	\$6,235

NOTE: Items with an asterisk denote significant changes to measure.

** Output and efficiency measures changed in FY 1997-98 based on Service Efforts and Accomplishments (SEA) audit suggestions; therefore, prior year data is not available (N/A).

STAFFING SCHEDULE

Class	Title	1996-97	1996-97	1997-98	1997-98	1996-97	1997-98
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0306	Asst. Alcohol & Drug Prgm. Adm.	2	2.00	2	2.00	\$106,296	\$108,192
2222	Deputy Dir. Alcohol & Drug Svcs.	1	1.00	1	1.00	58,116	69,144
2403	Accounting Technician	1	1.00	0	0.00	26,184	0
2412	Analyst II	8	8.00	8	8.00	336,384	346,560
2413	Analyst III	3	3.00	3	3.00	136,476	142,488
2510	Senior Account Clerk	0	0.00	1	1.00	0	25,104
2700	Intermediate Clerk Typist	3	2.00	2	2.00	40,608	42,000
2757	Administrative Secretary II	2	2.00	2	2.00	51,120	52,176
2758	Administrative Secretary III	1	1.00	1	1.00	30,432	31,596
3007	Junior Word Processor	1	0.50	1	0.50	10,818	11,418
3009	Word Processor Operator	1	1.00	1	1.00	23,400	24,096
4815	Health Info. Spec I	1	1.00	1	1.00	34,524	35,328
4821	Comm Health Promotion Spec I	1	1.00	1	1.00	33,396	36,108
4822	Comm Health Promotion Spec II	1	1.00	1	1.00	37,440	38,556
5197	Alcohol & Drug Program Spec II	12	12.00	12	12.00	503,712	525,888
5198	Alcohol & Drug Program Spec III	6	6.00	6	6.00	280,584	286,272
9999	Extra Help	0	0.50	0	0.50	15,267	15,267
Total		44	43.00	43	43.00	\$1,724,757	\$1,790,193
Salary Adjustments:						\$3,858	\$17,932
Premium/Overtime Pay:						400	400
Employee Benefits:						567,207	596,546
Salary Savings:						(59,958)	(64,883)
VTO Reductions:						(7,449)	(7,449)
Total Adjustments						\$504,058	\$542,546
Program Totals		44	43.00	43	43.00	\$2,228,815	\$2,332,739

PROGRAM #: 41026
MANAGER: Yolanda Partida

ORGANIZATION #: 6000
REFERENCE: 1997-98 Proposed Budget - Pg. 20-14

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$42,308,295	\$43,651,547	\$45,116,012	\$47,844,430	\$48,225,729	0.8
Services & Supplies	72,736,660	77,863,333	86,275,877	79,189,358	84,879,112	7.2
Other Charges	5,313,458	4,957,175	5,650,303	4,896,879	4,671,918	(4.6)
Fixed Assets	474,868	427,617	325,984	258,083	167,100	(35.3)
Vehicle/Comm. Equip.	0	0	0	0	27,000	100.0
Reimbursements	(0)	(3,410,466)	(964,030)	(1,034,349)	(266,349)	(74.2)
Operating Transfers	(3,402,128)	7,496	59,184	59,184	59,184	0.0
TOTAL DIRECT COST	\$117,431,153	\$123,496,702	\$136,463,330	\$131,213,585	\$137,763,694	5.0
PROGRAM REVENUE	(98,552,249)	(112,467,193)	(126,554,729)	(123,153,229)	(130,371,044)	5.9
NET GENERAL FUND CONTRIBUTION	\$18,878,904	\$11,029,509	\$9,908,601	\$8,060,356	\$7,392,650	(8.3)
STAFF YEARS	1,013.43	955.01	984.54	1,155.40	1,112.01	(3.8)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The Fiscal Year (FY) 1996-97 Estimated Actuals and the FY 1996-97 Adopted Budget columns are not comparable. The adjusted budget level for FY 1996-97 totals \$143.9 million, including over \$8.4 million in prior year expenditures and mid-year Board actions. Estimated actual expenditure projections based on estimated data reflect a \$7.4 million savings when compared to this number. The savings reflect initiation of cost containment measures within this program to mitigate projected revenue shortfalls. The FY 1996-97 Estimated Actual revenue column includes over \$6.2 million in prior year revenue, leaving current year revenue \$6.5 million short of its currently budgeted level. This program is committed to closing FY 1996-97 within the authorized level for net County cost (General Fund) expenditures.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- Children, Youth and Family Preventive Health Services key indicator:** Achieved 115% of goal to reduce the infant mortality rate of 6 per 1,000 live births. Through coordination of a broad range of community services, guided by routine analysis of mortality and morbidity information, the infant mortality rate was reduced to 5.2 per 1,000 live births.
- California Children Services (CCS) key indicator:** Achieved 217% of goal to enable at least 3% of children receiving CCS medical therapy services to improve their conditions sufficiently to discontinue therapy. 6.5% of children receiving CCS services were able to discontinue therapy.

3. **Immunizations key indicator:** Achieved 100% of goal to reduce vaccine preventable disease by maintaining immunization of school entrants at 98% or above and achieved 87% of stated goal of full immunization among two year olds at 90% by immunization of 78% of two year olds.
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 269% of goal to reduce the incidence of infectious syphilis in the general population to 3.5 per 100,000 through a targeted program which achieved 373% of the goal to reduce the incidence among African-Americans to less than 25 per 100,000.
6. **County Medical Services key indicator:** Achieved 96% of goal to treat 90% or more of medically indigent adults receiving County Medical Services as clinic outpatients or emergency room treat and release episodes, by treating 86.6% of medically indigent adults in this manner. The number of unduplicated patients decreased significantly, and is estimated at 22,000 for FY 1996-97.
7. **Primary Care Services key indicator:** Achieved 80% of goal to increase access to preventive and primary health services to the poor and working poor residents of San Diego County by providing 175,000 annual medical visits through contracts with community clinics, by providing 140,830 medical visits.
8. **Long Term Care key indicator:** Achieved 100% of stated goal to ensure access to long term inpatient nursing, medical and therapeutic care to persons 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.
9. **Emergency Medical Services key indicator:** Achieved 100% of goal to maintaining the rate of preventable or potentially preventable deaths in the San Diego County Trauma system under 5%.

The following indicator was not listed for FY 1996-97; but information is provided for six months.

10. **Healthy San Diego key indicator:** Achieved 116% of goal to educate eligible Medi-Cal beneficiaries regarding health care options so that approximately 60% of beneficiaries attending a Health Care Options presentation will make a choice at the presentation with 69.5% of beneficiaries making a choice.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. **Children, Youth and Family (CY&F) Preventive Health Programs key indicators:** Through community partnerships improve: maternal, infant, child and adolescent health; access to health services; and health risk behaviors. Indicators of these include measurements of: infant mortality, low birthweight, drug exposed babies, maternal mortality, adolescent pregnancy, unplanned pregnancy, unintentional and intentional injuries, children with developmental delay and hearing or vision problems, and child malnutrition; prenatal care, well child exams, immunizations, dental care, family planning/preconceptual care, presence of "medical home", and health insurance coverage; alcohol, tobacco and other drug use and exposure. These processes and outcomes respond to initiatives of community partnerships in which the County's CY&F preventive health program staff participate but for which CY&F programs are not totally responsible. Indicators that respond substantially to CY&F preventive health program activities follow.
 - a. Facilitate prenatal care access and ensure 75% of women in County receive prenatal care in the first trimester.
 - b. Reduce barriers and facilitate health care access for 10,250 women of child-bearing age through Perinatal Care Network outreach and referral services.
 - c. Facilitate 200,000 preventive health CHDP screenings for low income children in San Diego County.
 - d. Coordinate the achievement of 90% compliance with the State's first grade entrance well child exam requirements.
 - e. Arrange and pay for the medical and dental treatment of 8,500 children identified on CHDP exams as needing care, but who don't have the financial means to pay.
 - f. Provide 7,000 well-child exams to income-eligible children from birth through school-entry age in the Public Health Centers.
 - g. 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.
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 118,812 therapy units to 1,600 children in CCS Medical Therapy Units.
 - b. Process 45,500 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 98% 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 3,400 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 25,500 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 13,700 STD clinic visits, including examination, treatment and contact tracing.
 - b. Perform diagnostic laboratory testing for syphilis on 13,000 specimens.
 - c. Perform 30,000 HIV risk assessments and test disclosure contacts, including education and counseling to prevent the spread of HIV.
6. **County Indigent Health Services key indicator:** Control costs of providing County Medical Services (CMS) to medically indigent adults, by successfully treating 86% or more of annual eligible unduplicated clients requesting or requiring medical attention as outpatient or emergency room treat and release patients.
 - a. Provide 116,000 Outpatient and Emergency Room Treat/Release treatments.
7. **Long Term Care key indicator:** Ensure access to long term inpatient nursing, medical and therapeutic care for an average daily census of 280 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.
8. **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.
9. **Healthy San Diego key indicator:** Educate eligible Medi-Cal beneficiaries regarding health care options so that approximately 60% of beneficiaries attending a Health Care Options presentation will make a choice at the presentation.
 - a. Provide 13,000 Health Care Options presentations to eligible beneficiaries throughout the County.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

Services provided by the Community Health Services Program are both County operated and contracted. The FY 1997-98 Adopted Budget includes \$64.1 million (47%) County operated and \$73.6 million (53%) contracted services.

The activities of this program are summarized as follows:

1. County Indigent Health [59.17 SY; E = \$50,936,161; R = \$48,124,514] is:
 - o Mandated Activity/Discretionary Service Level.
 - o Including County Medical Services, Primary Care Services, and County Patient Support Services programs administering indigent health care services including the Fourth Operating Agreement with UCSD Medical Center.
 - o Managing a health care system to provide services to medically indigent adults through contracts with the public and private sectors.
 - o Compensating hospitals and physicians for unpaid emergency services as provided by State Tobacco Tax funds.
 - o Monitoring the relative volume of patient days and visits for their appropriateness for County sponsorship under the Fourth Operating Agreement.
 - o Providing delivery and coordination of inpatient, outpatient and ancillary services for custodial care, in accordance with established policies.
 - o Providing approximately 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.

- o Screening and referring, for appropriate care, approximately 1,900 refugees for public health problems such as tuberculosis and inadequate immunization.
2. Community Disease Control [209.50 SY; E = \$20,706,089; R = \$20,389,147] including support personnel is:
- o Mandated Activity/Discretionary Service Level.
 - o Including program activities of Immunization, Tuberculosis Control, Sexually Transmissible Disease Control, AIDS and Community Epidemiology, AIDS Drug Assistance, Public Health Laboratory, and Records and Statistics.
 - o Identifying disease and suspected disease clusters through epidemiological reporting systems and diagnostic assistance to healthcare professionals;
 - o Registering all births and deaths in the County and maintenance of a mortality database for use in analyzing mortality patterns and causes of death.
 - o Conducting coordinated follow up on approximately 30,000 infectious disease contacts (e.g. tuberculosis, sexually transmitted diseases, hepatitis, meningitis, malaria, foodborne illnesses, etc.) using community epidemiology staff, communicable disease investigators, and public health nurses, to ensure that exposed persons and the community are appropriately protected;
 - o Conducting flu and pediatric immunization clinics through Public Health Centers and managing distribution of State purchased vaccines for flu and pediatric immunizations for administration by other agencies.
 - o Coordinating the Infant Immunization Initiative to expand the community's ability to fully immunize all infants by age two.
 - o Providing tuberculosis screening (medical assessments, skin testing, X-rays and laboratory analysis), prevention (contact tracing, chemoprophylaxis) and treatment;
 - o 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.
 - o Providing sexually transmitted disease screening, diagnosis and treatment, counseling and contact follow-up and expert consultation with community clinicians.
 - o Providing anonymous and confidential testing for HIV antibodies and AIDS prevention counseling targeting high risk populations.
 - o Providing AIDS Case Management, administration of the AIDS Drug Assistance program and early intervention services for HIV infected people.
 - o Operating the Hansen's Disease program.
 - o Providing Preventive Healthcare for the Aging.
 - o 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.
 - o Adjusting staff needed to support pediatric immunization activities by adding 1.00 SY Supervising Public Health Educator, and deleting 1.00 SY Public Health Educator II and 1.00 SY Public Health Microbiologist. This action also included the addition of 1.00 SY Associate Systems Analyst in the Administrative Support Services program.
 - o Adjusting staff by 1.00 SY Public Health Nurse IV transferred from the Children, Youth & Families sub-program to correctly align program staffing and position assignment.
 - o Adding 1.00 SY Social Worker V for provision of HIV Transitional Case Management as funded by the State Department of Corrections.
 - o Adding 1.00 SY Principal Administrative Analyst to provide administrative support and oversight to community disease control activities.
3. Correctional Health [43.17 SY; E = \$9,422,625; R = \$8,790,327] is:
- o Mandated Activity/Discretionary Service Level.

- o Including physical health services for Adult Honor Camps, Juvenile Hall, Campo, and partial costs for inmate medical services at the Sheriff's Department.
 - o Implementing County Administrative Code, Article XV, Section 344.4; California Code of Regulations, Title XV, Section 1200; and Title XXII, Chapter 7.
 - o Providing all necessary screening physicals, sick-call contacts, medications and treatments, and emergency responses for all inmates of the Probation Department's correctional facilities.
 - o Providing pharmaceutical and medical services and supplies to the Coroner, Probation, and Sheriff's Detention Facilities.
 - o Adding \$6,097,585 in Health Account Realignment revenue and appropriations for costs associated with inmate medical services in the Sheriff's Department, resulting in a reduction of net County costs in the Sheriff's Department through a cost applied application of these costs to the Department of Health Services.
 - o Adding 1.00 SY Staff Nurse II for staffing Probation Department's Youth Correctional Center at Camp Barrett; and, adding 0.17 SY Staff Nurse II to annualize staffing at Probation Department's Campo Dorm III.
 - o Decreasing 17.00 SY (1.00 SY Health Planning & Program Specialist, 8.50 SY Staff Nurse II, 2.00 SY Licensed Vocational Nurse, 2.50 SY Medical Assistant, 1.00 SY Medical Records Clerk, 1.00 SY Intermediate Clerk, and 1.00 SY Senior Account Clerk) due to the restructuring of the agreement with the Department of Social Services for provision of physical health services at the A.B. and Jessie Polinsky Children's Center.
 - o Adjusting program staff support by deleting 3.00 SY (1.00 SY Senior Clerk, 1.00 SY Intermediate Account Clerk, 1.00 SY Administrative Secretary II) and adding 2.00 SY (1.00 SY Administrative Assistant I, 1.00 SY Senior Clerk).
4. Emergency Medical Services & Injury Prevention [42.50 SY; E = \$5,004,998; R = \$4,914,035] is:
- o Mandated Activity/Discretionary Service Level.
 - o 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.
 - o Coordinating community initiatives to reduce violence and unintentional injuries.
 - o Administering the County Ambulance Ordinance.
 - o Monitoring the evidentiary examination process for victims of sexual assault.
 - o Managing the Emergency Medical Services Trust Fund.
 - o Adding 1.00 SY Application Systems Engineer II and 1.00 SY Departmental LAN Analyst II to support expansion of the QANet wide area network and provide overall system design and network administration of a Local Area Network.
5. Long Term Health [446.00 SY; E = \$18,285,231; R = \$18,218,060] is:
- o Mandated Activity/Discretionary Service Level.
 - o Operating the Edgemoor Geriatric Hospital facility.
 - o Providing a skilled nursing facility as a countywide service to patients requiring skilled nursing, medical and rehabilitation services not obtainable in the private sector.
 - o Serving an average of 280 patients (98% Medi-Cal).
 - o Offset 100% by revenue.
 - o Providing space, maintenance and utilities to the Heartland Adult Day Health Care Center for Day Care Maintenance. The Center serves an average of 30 senior citizens per day who reside in the community and need therapy, nutritional assistance and health monitoring during the day.

- o Providing two-meal packages to Senior Adult Services, Inc. for Meals-on-Wheels for distribution of approximately 96 meals per day to homebound persons.
 - o 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.
 - o Decreasing 22.58 SY (8.00 SY Staff Nurse II; 14.58 SY Nurse Assistant) as part of redirecting resources from Community Health Services to support establishment of a centralized training unit and to reduce a portion of the Department of Health Services' net County cost as directed by the Chief Administrative Officer.
 - o Decreasing 5.00 SY Nurses Assistant as part of a staffing adjustment offsetting costs of salary adjustments including an increase in budgeted shift differential, and acquisition of a replacement boiler.
6. Children, Youth & Families [265.59 SY; E = \$19,632,343; R = \$16,394,084] is:
- o Mandated Activity/Discretionary Service Level.
 - o Including program activities of Perinatal Care Network, Child Health and Disability Prevention, Child Health & Youth Clinics, California Children Services, Infant Mortality Review, Early Periodic Screening, Diagnosis and Treatment, Maternal and Child Health and Black Infant Health.
 - o Ensuring coordinated community efforts in support of maternal, adolescent and child health in the County of San Diego through the Strategic Plan for the health of San Diego County's children, youth and families.
 - o Coordinating the Perinatal Care Network, to perform outreach and operate a referral and expedited eligibility processing system to reduce barriers to access for Medi-Cal eligible pregnant women to receive perinatal care.
 - o Coordinating the Child Health and Disability Prevention (CHDP) program to provide preventive health screenings to approximately 150,000 children from low income families annually.
 - o Coordinating the Child Health and Disability Prevention Treatment Reimbursement (CHDP-TR) program to treat approximately 8,500 children annually for conditions discovered during CHDP screenings, and ensure timely payment of claims to providers.
 - o Providing Child Health and Disability Prevention screening and treatment clinics to approximately 15,000 children annually at County Public Health Centers.
 - o Providing 118,812 Therapy Treatment Units to 1,600 children at California Children Services medical-therapy unit sites.
 - o Providing approximately 32,000 Public Health Nursing contacts for assessment and referral services in support of Child Abuse/Neglect Prevention, High Risk Infant Follow-up and Early and Periodic, Screening, Diagnosis and Treatment programs.
 - o Decreasing 3.00 SY (1.00 SY Intermediate Clerk Typist, 1.00 SY Administrative Assistant II, 1.00 SY WIC Program Manager) due to the assignment of the State Women, Infants and Children (WIC) program contract to the San Diego State University Foundation.
 - o Adding 1.00 SY Biostatistician and deleting 1.00 SY Intermediate Clerk Typist in support of State Maternal and Child Health Title V Block grant activities.
 - o Adding 1.00 SY Senior Clerk and 1.00 SY Supervising Clerk and deleting 2.00 SY Intermediate Clerk Typist in support of the California Children Services Program to provide more comprehensive oversight to Medical Therapy Unit Clerks.
 - o Adjusting staff by 1.00 SY Public Health Nurse IV transferred to the Community Disease Control sub-program to correctly align program staffing and position assignment.
 - o Adding 1.00 SY Departmental Computer Specialist I and deleting 1.00 SY Social Services Aide II to adjust staffing in the Child Health and Disability Prevention Program.
 - o Adjusting the level of program staff support by deleting 1.00 SY Administrative Secretary I.

7. Office of AIDS Coordination [8.08 SY; E = \$10,133,836; R = \$9,975,340] is:

- o Mandated Activity/Discretionary Service Level.
- o Coordinating County and community provided AIDS related services through the Regional Advisory Board on AIDS/HIV, HIV Health Services Planning Council and San Diego HIV Care Coalition; information and referral services; and resource development and grant writing assistance.
- o Providing assessment and testing of mothers and children at risk for HIV infection.
- o Providing housing and tenant based rental assistance for people with AIDS.

- o Administering contracts with 25 community agencies to provide medical and dental care, counseling and a wide range of social support services for people with HIV infection.
- o Funding AIDS case management activities in the Community Disease Control program.

8. Administration & Support [15.00 SY; E = \$1,129,684; R = \$1,052,870] is:

- o Mandated Activity/Discretionary Service Level.
- o 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.
- o Policy development and oversight of policy implementation.
- o Oversight of Managed Care implementation process.
- o Budget development and monitoring, including monitoring of purchases and staffing changes, production of analytical cost and revenue reports and liaison with Department and County budget management and fiscal staff.
- o Information Systems management and development.
- o Legislative analysis.
- o Facilities Management.
- o Contract Administration.
- o Special Projects development and implementation.
- o Adjusting the level of program staff support by adding 1.00 SY Administrative Secretary III.

9. Medi-Cal Managed Care [23.00 SY; E = \$2,512,727; R = \$2,512,667] is:

- o Mandated Activity/Discretionary Service Level.
- o 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.
- o 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.
- o Developing the integration of traditional preventive public health services with managed care services provided by health plans once enrollment in plans becomes mandatory.
- o Integrating Healthy San Diego with the Health Department's proposed front end system of intake, assessment and referral.

- o Developing and implementing a Quality Improvement system, an integrated Management Information System, and a Consumer Education and Advocacy component.
- o 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.
- o Transferring 1.00 SY Senior Accountant and 1.00 SY Public Health Educator II to Administrative Support Services.
- o Reflecting the classification by the Department of Human Resources of 9.00 SY Patient Services Specialist III positions included in the FY 1996-97 Adopted Budget at the Patient Services Specialist II level.
- o Adding 1.00 SY Senior Clerk and 2.00 SY Patient Services Specialist II to support expansion of program outreach and provide clerical support and coordinate purchase and distribution of supplies.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
Telephone, Commissions and Canteen Rent	\$24	\$450	\$450	\$0
Patient Fees, Insurance and Medi-Cal	17,027,573	17,969,479	17,989,340	19,861
Employee Meal Sales	1,200	740	740	0
Meals-On-Wheels	40,720	34,000	34,000	0
Meal Donations	32,360	45,660	45,660	0
Day Care Maintenance	40,375	23,000	23,000	0
City of Santee Reimbursement	14,300	15,000	15,000	0
Duplication Chgs. Records & Files	35	0	0	0
Emer. Med. Svcs Penalty Assm. (SB 12/612)	3,249,744	3,649,744	3,702,744	53,000
Emer. Med. Svcs Penalty Assm. FY 1995-96	1,236,156	0	0	0
EMT Certification Fee	40,000	18,500	28,155	9,655
QA Net Program	113,605	113,605	222,629	109,024
Trauma Center Designation Fees	240,000	271,552	271,552	0
Base Hospital Designation Fees	200,000	227,090	227,090	0
Trauma Fees QA Net	96,644	96,644	96,644	0
Ambulance Operator Permits	60,000	65,000	65,000	0
Certified Copies - Births	357,858	438,041	438,041	0
Certified Copies - Deaths	973,192	881,698	881,698	0
Permits for Disposal of Human Remains	116,500	119,868	119,868	0
Records & Statistics Trust Fund	207,587	207,587	164,387	(43,200)
Records & Statistics Trust Fund FY 1995-96	113,195	0	0	0
Medi-Cal Administrative Claiming (MAC/SB910)	1,733,199	1,855,439	1,855,439	0
Option for Recovery	105,000	105,000	105,000	0
Employment TB Skin Tests	60,700	84,430	84,430	0
Employment TB X-rays	31,354	31,354	31,354	0
Immunizations	148,023	200,000	200,000	0
Sexually Transmitted Disease Clinic Visits	60,000	60,000	120,000	60,000
Laboratory Fees (Virology)	9,000	50,883	50,883	0
Massage Technician Proficiency Testing	6,200	7,400	7,400	0
Regulation of Health Assessments	6,809	17,519	17,519	0
Miscellaneous Revenue	7,446	7,326	7,326	0
Patient Fees	190	8,625	8,625	0
Returned Check Fee	587	0	0	0
Recovered Expenditures	162	0	0	0
State-Medi-Cal (CHDP/EPSDT/CHYC)	536,239	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	196,987	204,872	204,872	0
Family Repayment for Services CCS	28,000	63,000	63,000	0
Court Fees & Misc. Other Fees	290	0	0	0
Miscellaneous Revenue, Prior Year	124,332	0	0	0
Interjurisdictional Exchange Agreement	138,740	138,740	138,740	0
Sub-Total	\$27,354,326	\$27,544,981	\$27,753,321	\$208,340
GRANTS:				
Nutrition Center Grant (15% match requirement)	\$71,428	\$76,532	\$76,532	\$0
EMSA Grant	222,503	38,375	168,262	129,887
EMSA Grant - FY 1995-96	43,725	0	0	0
General Motors Research Grant	300,000	240,000	270,000	30,000
YMCA Grant-Through the Eyes of Children	0	0	20,201	20,201
Refugee Preventive Health (no match required)	391,750	472,250	472,250	0
U.C. San Francisco, HIV Surveillance	0	0	5,549	5,549
State Office of Traffic Safety	0	103,500	0	(103,500)
State-State and Local Injury Control	0	62,673	0	(62,673)
State-Preventive Health Care-Aging (100.00% match requirement)	51,892	51,892	51,892	0
State Aid-Adult Programs	15,897	0	0	0
Robert Wood Johnson Grant	433,883	624,631	0	(624,631)
Robert Wood Johnson Grant FY 1995-96	60,333	0	0	0
State-Lead Poisoning	500,853	630,551	505,853	(124,698)
State-Lead Poisoning FY 1995-96	106,327	0	0	0
State-Special P.H. Assistance	15,708	15,708	15,708	0
State-Tuberculosis Allocation	28,910	28,910	28,910	0
State-Gov. Wilson's TB Initiative	300,199	300,199	300,199	0
State-Pediatric Immunization Project & Hepatitis B	3,885,874	3,819,124	3,479,521	(339,603)

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Prevention				
State-Pediatric Immunization Project FY 1995-96	704,518	0	0	0
State-AB 1733, Child Abuse Prevention	14,950	0	0	0
State-Preventive Border Health	86,373	86,373	86,373	0
State-STD Control	66,244	66,244	66,244	0
State-School Based Hepatitis B	43,300	38,866	11,880	(26,986)
State-Rabies Exam	0	768	768	0
State-Healthy San Diego	854,457	2,955,024	2,512,667	(442,357)
State-Dept. of Corrections	0	0	70,145	70,145
State-AIDS AZT	4,025,000	1,822,980	2,900,000	1,077,020
State-AIDS Master Grant Agreement:				
State-AIDS Counseling & Education Activities in STD Clinics	0	120,000	120,000	0
State-AIDS Outreach	150,000	0	0	0
State-AIDS Alt. Site Grant	515,980	725,012	799,537	74,525
State-AIDS Block Grant	343,400	343,400	378,400	35,000
State-AIDS Block Grant FY 1995-96	19,752	0	0	0
State-AIDS Sentinel Surveillance	13,200	75,000	75,000	0
State-AIDS Early Intervention	266,595	276,595	276,595	0
State-HIV Comm. Prevention Planning	1,145,287	1,145,287	1,110,287	(35,000)
Federal Care Title I Formula	3,969,303	3,260,212	4,784,011	1,523,799
Federal Care Title I Supplemental	3,885,000	3,845,662	3,733,606	(112,056)
Federal Care Title II	0	0	667,776	667,776
Federal-Comp. Public Health (314d)	23,144	23,834	23,834	0
Federal-HOPWA Grant	133,840	168,210	120,470	(47,740)
Federal-HOPWA Grant FY 1995-96	20,282	0	0	0
Federal-Tuberculosis Grant	2,101,371	2,474,484	2,474,484	0
Federal-Tuberculosis Grant FY 1995-96	360,379	0	0	0
Federal-Other (Hansens)	122,500	179,776	117,396	(62,380)
Federal-Other (Hansens) FY 1995-96	66,454	0	0	0
Federal-National Survey for Resis. Gon	2,691	2,275	2,275	0
Federal-Dental Health Initiative	50,000	50,000	50,000	0
Federal-Lead Poisoning	275,021	360,445	307,834	(52,611)
Federal Aid-Foster Care	0	0	112,813	112,813
Prior Year, State Revenue	1,163,956	0	0	0
Prior Year, Federal/Other Govt Revenue	45,175	0	0	0
Miscellaneous Revenue, Prior Year	41,247	0	0	0
State Follow-up to High Risk Mothers & Infants	90,000	90,000	90,000	0
Breast & Cervical Cancer Control	50,267	39,130	9,370	(29,760)
CCS HIV Screening	2,000	14,000	14,000	0
Sub-Total	\$27,080,968	\$24,627,922	\$26,310,642	\$1,682,720
SUBVENTIONS:				
State-Maternal and Child Health	\$1,377,322	\$1,328,045	\$1,964,118	\$636,073
Categorical Allotment - Title V				
State-Tobacco Tax, Hospital Account	6,376,885	6,455,647	6,376,885	(78,762)
State-Tobacco Tax, Hospital Account FY 1995-96	5,561	0	0	0
State-Tobacco Tax, Unallocated Account	1,677,217	1,705,064	1,677,083	(27,981)
State-Tobacco Tax, Unallocated Account FY 1995-96	697,487	0	0	0
State-Tobacco Tax, Physician Account	725,049	725,049	725,049	0
State-Tobacco Tax, Physician Account FY 1995-96	659,221	0	0	0
State-Child Health and Disability Prevention Program (CHDP)	766,660	503,715	739,541	235,826
State-Child Health and Disability Prevention FY 1995-96	22,404	0	0	0
State-Early Periodic Screening, Diagnosis and Treatment Contract	1,199,981	1,407,423	1,199,981	(207,442)
State-Women, Infant and Children Program (WIC)	174,481	3,362,100	0	(3,362,100)
State-Women, Infant and Children Program (WIC) FY 1995-96	83,452	0	0	0
Black Infant Health Project	193,461	199,989	136,375	(63,614)
State - California Children Services (CCS)				
CCS - Treatment (25% match required)	3,517,240	3,570,000	3,570,000	0
CCS - Treatment FY 1995-96	370,855	0	0	0
CCS - Administration	281,750	367,757	367,757	0

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CCS - Medi-Cal	936,108	936,108	936,108	0
Prior Year, State Revenue	(368,426)	0	0	0
Miscellaneous Revenue, Prior Year	436,083	0	0	0
Prior Year, Federal Revenue	14,300	0	0	0
Sub-Total	\$19,147,091	\$20,560,897	\$17,692,897	\$(2,868,000)
OTHER:				
Prior Year, Federal/Other Govt.	\$11,540	\$0	\$0	\$0
Donation from HERE	137,664	100,000	63,402	(36,598)
Recovered Expenditures	142,194	50,518	88,518	38,000
Miscellaneous Revenue	586,001	0	0	0
Department of Environmental Health Services' Revenues	114,807	114,807	114,807	0
Aid from Hospital Council	296,831	436,600	436,600	0
Prior Year, State Rev	644,164	0	0	0
Miscellaneous Rev, Prior Year	55	0	0	0
Arizona State - Border Health	1,973	1,973	1,973	0
Sub-Total	\$1,935,229	\$703,898	\$705,300	\$1,402
REALIGNMENT:				
Health Account - Vehicle License Fees	\$47,673,988	\$47,673,980	\$46,046,876	\$(1,627,104)
Health Account - Vehicle License Fees FY 1995-96	1,800,000	0	0	0
Health Account - Sales Tax	8,235,850	8,235,850	18,074,916	9,839,066
Health Account - Sales Tax to DSS	(74,916)	(74,916)	(74,916)	0
Mental Hlth Realignment, Public Health Lab.	284,500	284,548	284,548	0
Social Services Realignment, SS Sales Tax	1,785,000	1,785,000	1,785,000	0
Sub-Total	\$59,704,422	\$57,904,462	\$66,116,424	\$8,211,962
Total Direct Program Revenue	\$135,222,036	\$131,342,160	\$138,578,584	\$7,236,424
Department Overhead and County External Overhead Allocation:	\$(8,667,307)	\$(8,188,931)	\$(8,207,540)	\$(18,609)
Total	\$126,554,729	\$123,153,229	\$130,371,044	\$7,217,815

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GRANTS:				
State Preventive Health Care for the Aging (100% budgeted match)	\$51,892	\$51,892	\$51,892	\$0
Nutrition Center Grant	11,480	11,480	11,480	0
Sub-Total	\$63,372	\$63,372	\$63,372	\$0
SUBVENTIONS:				
CCS Treatment (25% budgeted match)	\$1,785,000	\$1,785,000	\$1,785,000	\$0
CCS Administration	300,523	183,879	300,523	116,644
State Perinatal Care	625,509	209,019	625,509	416,490
State EPSDT	385,864	356,189	385,864	29,675
Sub-Total	\$3,096,896	\$2,534,087	\$3,096,896	\$562,809
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 CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$2,528,938	\$1,243,502	\$12,987	(1,230,515)
Sub-Total	\$2,528,938	\$1,243,502	\$12,987	\$(1,230,515)
Total	\$9,908,601	\$8,060,356	\$7,392,650	\$(667,706)

* The Community Health Services program level of matching funds required for categorical funding sources reflects an increase from the FY 1996-97 Adopted Budget level. Board actions on 6/11/96 (1E) and 12/17/96 (6) approved match levels for State Early Periodic Screening, Diagnosis and Treatment and State MCH Title V Perinatal Care services. The increased County resources directed to these activities allowed for the claiming of increased Federal Financial Participation revenue to augment the amount available from the State for these programs. It is anticipated that the amount of match for State Perinatal Care will be declining in the future. The increased match requirement for State CCS Administration represents no change in allocation from the State, but reflects an understatement in the FY 1996-97 Budget.

EXPLANATION/COMMENT ON PROGRAM REVENUES

The FY 1997-98 Adopted Budget revenue reflects an increase of \$7,236,424 from the FY 1996-97 Adopted Budget level. The net increase reflects changes resulting from reduction of one-time grant funds, adjustment of budgeted fee revenues based on historical collection data, reduction of the Healthy San Diego Medi-Cal Managed Care program contract, and a \$3,362,100 reduction in State Women, Infants and Children (WIC) Program funding due to the assignment of the contract to the San Diego State University Foundation. Offsetting these reductions are increases in State and Federal categorical grant funding for Ryan White Comprehensive AIDS Resources Emergency (CARE) Act Title I and Title II, State AIDS Drug Assistance program, State Maternal and Child Health Title V and Child Health and Disability Prevention program, and State Department of Corrections HIV Transitional Case Management program activities. The most significant change in funding for Community Health Services comes from a budgeted increase of Health Account Realignment revenue totaling \$8,211,962. Of this amount, however, a total of \$6,657,585 (\$6,097,585 in new funding and \$560,000 previously budgeted directly in the Sheriff's Department) was added for costs associated with inmate medical services in the Sheriff's Department resulting in a reduction of net County costs in the Sheriff's Department through a cost applied application of these costs to the Department of Health Services.

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
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FIXED ASSETS

Category	Total Cost
Office Equipment	\$10,000
Data Processing Equipment	10,000
Engineering/Industrial Maintenance Equipment	31,600
Medical/Institutional Equipment	115,500
Total	\$167,100

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Transportation Equipment/Vehicle	\$27,000
Total	\$27,000

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
CHILDREN, YOUTH AND FAMILY PREVENTIVE HEALTH SERVICES					
% OF RESOURCES: 8.0%					
<u>OUTCOME (Planned Result)</u>					
Infant Mortality Rate	0	4.9	5.2	6.0	0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Live Birth	\$0	\$238.81	\$52.78	\$238.81	\$50.03
<u>OUTPUT (Service or Product)</u>					
# of Women to Access Perinatal Care	0	11,000	10,159	11,000	10,250
<u>EFFICIENCY (Input/Output)</u>					
Cost per Woman to Access Perinatal Care	\$0	\$223.05	\$226.54	\$190.65	\$224.52
<u>OUTCOME (Planned Result)*</u>					
% of Women Receiving Prenatal Care in First Trimester	0	77.6%	79.3%	N/A	78.0%
<u>OUTPUT (Service or Product)</u>					
# PHN Contacts	0	37,621	31,249	35,000	32,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per PHN Contact	\$0	\$61.60	\$53.31	\$66.69	\$54.66
<u>OUTPUT (Service or Product)</u>					
# of CHDP Screenings facilitated	0	200,000	200,000	150,000	150,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per CHDP Screening	\$0	\$2.85	\$2.94	\$3.80	\$2.94
<u>OUTPUT (Service or Product)</u>					
# of First Graders with CHDP Entrance Exam	0	37,600	41,301	36,000	36,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per First Grader	\$0	\$0.85	\$0.79	\$0.88	\$0.79
<u>OUTPUT (Service or Product)</u>					
# of Children Receiving CHDP-TR Care	0	9,365	9,500	10,000	8,500
<u>EFFICIENCY (Input/Output)</u>					
Cost of CHDP-TR Care per Child	\$0	\$132.72	\$158.84	\$132.72	\$159.00
<u>OUTPUT (Service or Product)</u>					
# of Well-Child Health Assessments	0	7,357	9,026	7,000	7,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Health Assessment	\$0	\$102.29	\$91.46	\$102.29	\$91.46

* New measure as of FY 1997-98 Proposed Budget to conform to Service Efforts and Accomplishments (SEA) criteria, as recommended by an Audits Division analysis of program performance reporting.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY B: CALIFORNIA CHILDREN SERVICES (CCS)					
% OF RESOURCES: 6.2%					
<u>OUTCOME (Planned Result)</u>					
% Children Able to Discontinue Treatment	0	10.7%	6.5%	10.0%	7.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Total Cost per Child Provided Authorized Treatment	\$0	\$4,919.05	\$5,704.82	\$5,704.82	\$5,704.82
<u>OUTPUT (Service or Product)</u>					
Authorized Therapy Treatment Units	0	192,524	130,068	150,000	118,812
<u>EFFICIENCY (Input/Output)</u>					
Cost per Therapy Treatment Unit	\$0	\$8.79	\$11.62	\$11.28	\$11.97
<u>OUTPUT (Service or Product)</u>					
Authorized Service Claims Processed	0	44,819	41,890	49,300	45,500
<u>EFFICIENCY (Input/Output)</u>					
Administrative Cost per Claim	\$0	\$17.14	\$16.05	\$15.58	\$16.53
ACTIVITY C: IMMUNIZATIONS					
% OF RESOURCES: 2.9%					
<u>OUTCOME (Planned Result)</u>					
% of children fully Immunized at age 2 years (4DTP, 30PV, 1MMR)	0	74%	74%	74%	75%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Total County cost per two year old child for fully immunized	\$0	\$66.27	\$55.42	\$67.50	\$55.00
Total County cost for two year old Immunized (Measles, Mumps, Rubella)	\$0	\$53.31	\$45.07	\$55.00	\$45.00
<u>OUTPUT (Service or Product)</u>					
Doses of pediatric and adult immunizations provided by County and contract agencies	0	272,629*	275,394*	280,000*	313,500
<u>EFFICIENCY (Input/Output)</u>					
Total Clinic Cost per Immunization administered in Public Health Clinics	\$0	\$5.97	\$4.98	\$5.00	\$5.00

* Pediatric immunizations only.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY D: TUBERCULOSIS CONTROL					
% OF RESOURCES: 3.4%					
<u>OUTCOME (Planned Result)</u>					
% Patients Completing Treatment	0	97.0%	98.0%	95.0%	98.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Resident	\$0	\$2.37	\$1.90	\$2.49	\$2.49
<u>OUTPUT (Service or Product)</u>					
Total Clinic Visits	0	47,395	61,962	47,424	51,400
<u>EFFICIENCY (Input/Output)</u>					
Clinic Cost/Visit	\$0	\$40.08	\$34.31	\$44.94	\$44.94
<u>OUTPUT (Service or Product)</u>					
Specimens Tested	0	5,886	3,720	3,400	3,400
<u>EFFICIENCY (Input/Output)</u>					
Cost per Specimen Tested	\$0	\$107.13	\$155.00	\$143.50	\$143.50
<u>OUTPUT (Service or Product)</u>					
PHN TB Follow-up Contacts	0	28,606	25,874	27,000	25,500
<u>EFFICIENCY (Input/Output)</u>					
Cost per PHN TB Follow-up Contacts	\$0	\$68.36	\$64.15	\$65.00	\$88.15
<u>OUTCOME (Planned Result)*</u>					
% of positive skin test patients completing preventive therapy	0	0	80.0%	0	80.0%
* New measure as of 1997-98 Proposed Budget as recommended in SEA audit.					
ACTIVITY E: SEXUALLY TRANSMITTED DISEASE (STD) CONTROL					
% OF RESOURCES: 1.3%					
<u>OUTCOME (Planned Result)</u>					
Incidence of Infectious Syphilis per 100,000	0	1.9	1.5	2.5	1.5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of STD clinic per Resident	\$0	\$0.92	\$0.88	\$1.05	\$1.05
<u>OUTPUT (Service or Product)</u>					
# Clients Evaluated at STD Clinics	0	13,723	13,568	13,700	13,700
<u>EFFICIENCY (Input/Output)</u>					
Cost per STD Clinic Client Evaluated	\$0	\$79.07	\$88.47	\$83.47	\$88.47

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
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OUTPUT (Service or Product)

Lab Specimens Tested for Syphilis	0	14,503	11,000	15,000	13,000
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EFFICIENCY (Input/Output)

Cost per Syphilis Lab Specimen Test	\$0	\$10.56	\$14.13	\$11.53	\$14.13
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OUTPUT (Service or Product)

HIV Risk Assessments/Test Disclosure Contacts	0	31,755	26,728	30,000	30,000
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EFFICIENCY (Input/Output)

Program Cost per Client Contact	\$0	\$29.10	\$20.26	\$24.00	\$24.00
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**ACTIVITY F:
COUNTY MEDICAL SERVICES****% OF RESOURCES: 30.8%**OUTCOME (Planned Result)

% Eligible clients requesting or requiring medical attention successfully treated as Outpatient or E.R. Treat/Release patients	0	86.4%*	86.6%	N/A	86.0%*
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EFFECTIVENESS (Input/Outcome)

Cost per client successfully treated as Outpatient or E.R. Treat/Release patient	\$0	\$699.64*	\$753.47	N/A	\$700.00*
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OUTPUT (Service or Product)

# of Outpatient and E.R. Treat/Release treatments provided	0	115,963*	111,861	N/A	116,000*
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EFFICIENCY (Input/Output)

Cost per Outpatient or E.R. Treat/ Release treatment	\$0	\$127.74*	\$128.32	N/A	\$130.00*
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* Revised during FY 1997-98 Proposed Budget process to meet SEA audit recommendations.

**ACTIVITY G:
EDGEWOOD GERIATRIC HOSPITAL****% OF RESOURCES: 13.2%**OUTCOME (Planned Result)

# Patients Guaranteed Access (Avg. Daily Census)	0	232	213	310	280
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EFFICIENCY (Input/Output)

Cost per Patient Day	\$0	\$224.90	\$227.61	\$181.53	\$179.92
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PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY H: EMERGENCY MEDICAL SERVICES					
% OF RESOURCES: 3.6%					
<u>OUTCOME (Planned Result)</u>					
% of County Preventable/Potentially Preventable Deaths from Trauma	0	.01%	<5%	<5%	<5%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per San Diego County Resident of Trauma Systems Health Care Component	\$0	\$1.42	\$1.42	\$1.42	\$1.42
<u>OUTPUT (Service or Product)</u>					
# Trauma Centers Monitored	0	6	6	6	6
<u>EFFICIENCY (Input/Output)</u>					
Cost per Trauma Center monitored	\$0	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00
<u>OUTPUT (Service or Product)</u>					
# Trauma Cases (deaths & survivors) Reviewed	0	4,119	5,864	5,000	5,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Trauma Case Reviewed	\$0	\$14.48	\$14.90	\$14.90	\$14.90
<u>OUTPUT (Service or Product)</u>					
# Base Hospitals Monitored	0	8	8	8	8
<u>EFFICIENCY (Input/Output)</u>					
Cost per Review of Base Hospital	\$0	\$1,313.00	\$1,313.00	\$1,313.00	\$1,313.00
<u>OUTPUT (Service or Product)</u>					
# EMT*/Paramedics Certified	0	1,662	1,662	1,662	1,662
<u>EFFICIENCY (Input/Output)</u>					
Cost per EMT/Paramedic Certified	\$0	\$49.40	\$85.93	\$85.93	\$85.93
<u>OUTPUT (Service or Product)</u>					
# Ambulance Inspections	0	140	151	150	150
<u>EFFICIENCY (Input/Output)</u>					
Cost per Ambulance Inspection	\$0	\$236.48	\$312.00	\$312.50	\$312.50

* EMT = Emergency Medical Technician

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY I: HEALTHY SAN DIEGO					
% OF RESOURCES: 1.6%					
<u>OUTCOME (Planned Result)*</u>					
% of beneficiaries making a choice at presentations	0	0	69.5%	0	60%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per beneficiary marking a choice	\$0	\$0	\$4.00	\$0	\$5.00
<u>OUTPUT (Service or Product)</u>					
# of presentations	0	0	7,067**	0	13,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per presentation	\$0	\$0	\$59.00	\$0	\$65.00

* Establishment of Performance Measures for new program activity.

**1996-97 Estimated Actuals based on 6 months of activity.

**ACTIVITY J:
OFFICE OF AIDS COORDINATION**

% OF RESOURCES: 7.4%

OUTPUT (Service or Product)*

# of Prescriptions provided to Persons with HIV/AIDS	0	0	19,823	0	17,000
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EFFICIENCY (Input/Output)

Cost per prescription for AIDS Drug Assistance Program	\$0	\$0	\$50.73	\$0	\$75.30
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OUTCOME (Planned Result)

% Contracting agencies to comply with the following outputs:	0	0	0	0	100%
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OUTPUT (Service or Product)

% of clients contacted within 5 working days of referral to the agency	0	0	0	0	90%
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OUTPUT (Service or Product)

% clients assessed for cultural issues and accommodated for special needs	0	0	0	0	100%
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OUTPUT (Service or Product)

% clients referred to appropriate case management model based on quarterly comprehensive assessment	0	0	0	0	85%
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PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
<u>EFFICIENCY (Input/Output)</u>					
Cost per client for case management	\$0	\$0	\$0	\$0	\$616.75
<u>OUTCOME (Planned Result)</u>					
Decrease use of emergency financial assistance pools during 1997-98 by:	0	0	0	0	5%
<u>OUTPUT (Service or Product)</u>					
% client files with quarterly personal budgets completed and approved by contract case manager	0	0	0	0	92%
<u>OUTCOME (Planned Result)</u>					
# persons with HIV/AIDS prevented from becoming homeless	0	0	90	0	75
<u>OUTPUT (Service or Product)</u>					
# rental assistance payments made	0	0	235	0	290
# mortgages paid to HIV infected families	0	0	2	0	4

* Performance measures for this activity included in the FY 1997-98 Adopted Budget for the first time.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
<u>COUNTY INDIGENT HEALTH</u>							
0308	Admin, Community Health Pgms	1	1.00	1	1.00	\$66,072	\$61,488
2302	Admin Assistant III	1	1.00	1	1.00	45,612	46,608
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	44,364	45,372
2367	Principal Admin. Analyst	1	1.00	1	1.00	51,564	55,332
2411	Analyst I	1	1.00	2	2.00	33,756	67,008
2412	Analyst II	4	3.00	6	5.00	126,144	216,600
2413	Analyst III	3	3.00	3	3.00	136,476	142,488
2425	Associate Accountant	1	1.00	1	1.00	37,572	38,796
2700	Intermediate Clerk Typist	10	9.50	10	9.50	192,888	199,500
2730	Senior Clerk	3	3.00	2	2.00	72,432	48,744
2757	Administrative Secretary II	1	1.00	1	1.00	25,560	26,088
3119	Dept'l Computer Specialist II	2	2.00	1	1.00	67,152	34,848
3120	Dept'l Computer Specialist III	1	1.00	1	1.00	40,932	44,400
4125	Chief, Primary Care Services	1	1.00	1	1.00	57,816	59,544
5243	Patient Svcs Specialist IV	4	4.00	4	4.00	144,480	144,336
5246	Patient Svcs Specialist III	4	4.00	4	4.00	116,064	127,776
5248	Program Assistant	1	1.00	1	1.00	34,860	36,048
5255	Patient Services Specialist II	18	18.00	18	18.00	520,128	512,352
5287	Social Svcs. Administrator I	1	1.00	0	.00	45,252	0
9999	Extra Help	0	1.67	0	1.67	47,541	47,541
	Sub-Total	59	59.17	59	59.17	\$1,906,665	\$1,954,869
<u>COMMUNITY DISEASE CONTROL</u>							
2302	Administrative Assistant III	1	1.00	1	1.00	\$45,612	\$46,608
2303	Administrative Assistant II	1	1.00	1	1.00	41,124	42,240
2304	Administrative Assistant I	2	2.00	2	2.00	66,600	71,592
2349	Biostatistician	1	1.00	1	1.00	39,096	0
2367	Principal Admin. Analyst	0	0.00	1	1.00	55,332	41,040
2493	Intermediate Account Clerk	1	1.00	1	1.00	20,772	21,492
2510	Senior Account Clerk	1	1.00	1	1.00	23,700	25,104
2700	Intermediate Clerk Typist	37	35.50	37	35.50	720,792	745,500
2730	Senior Clerk	12	13.08	12	13.08	315,884	318,867
2745	Supervising Clerk	4	4.00	4	4.00	110,352	113,664
2756	Administrative Secretary I	1	1.00	1	1.00	22,524	22,344
2757	Administrative Secretary II	3	3.00	3	3.00	76,680	78,264
3030	Data Entry Operator	2	2.00	2	2.00	39,240	40,416
3118	Dept'l Computer Specialist I	1	1.00	1	1.00	28,452	30,300
4123	Chief, Comm. Disease Control	0	0.00	0	0.00	0	0
4126	Chief, State Communicable Disease	1	1.00	1	1.00	84,372	118,500
4127	Chief, Comm. Epidemiology Cntrl	0	0.00	1	1.00	0	113,736
4128	Chief, TB Cntrl & Border Hlth	0	0.00	1	1.00	0	77,064
4129	Chf, AIDS & Comm. Epidemiology	1	1.00	1	1.00	99,648	77,064
4173	Epidemiologist II	2	2.00	2	2.00	83,520	90,336
4174	Senior Epidemiologist	2	2.00	2	2.00	98,760	105,792
4184	Radiologist	1	0.33	1	0.33	23,200	24,384
4186	Sr. Physician, STD Control	1	1.00	1	1.00	70,872	71,016
4187	Sr. Physician, TB Control	1	1.00	0	0.00	81,444	0
4193	Physician	3	2.50	3	2.50	183,000	182,400
4260	Pharmacy Technician	1	1.00	1	1.00	28,536	29,244
4300	Asst. Chief, Public Hlth Lab.	1	1.00	1	1.00	57,756	59,484
4315	Chief, Public Health Lab.	1	1.00	1	1.00	66,876	68,856
4317	Clinical Lab Technologist	1	1.00	1	1.00	36,540	37,632
4321	Senior Clinical Lab Technologist	1	1.00	1	1.00	41,508	42,756
4322	Supv. Clin. Lab Technologist	1	1.00	1	1.00	46,716	48,132
4330	Laboratory Assistant	4	4.00	4	4.00	78,672	88,080
4346	Public Health Microbiologist	13	11.50	12	10.50	428,628	408,366
4348	Supervising PH Microbiologist	2	2.00	2	2.00	92,760	95,520
4351	Senior Lab Assistant	3	3.00	3	3.00	81,108	83,520
4353	Senior PH Microbiologist	5	5.00	5	5.00	209,700	216,000
4370	Radiology Technician	1	1.00	1	1.00	29,376	30,252

STAFFING SCHEDULE

Class	Title	1996-97	1996-97	1997-98	1997-98	1996-97	1997-98
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
4510	Clinic Services Coordinator	1	1.00	1	1.00	47,304	52,704
4517	Certified Nurse Practitioner	4	4.00	4	4.00	184,368	221,904
4538	Staff Nurse II	15	14.33	15	14.33	573,792	590,992
4555	Asst. Chief Nurse, Public Hlth.	1	0.67	1	0.67	39,920	33,832
4560	Chief Nurse, Public Health	0	0.58	0	.58	37,555	38,689
4565	Public Health Nurse II	14	13.50	14	13.50	578,502	595,350
4567	Public Health Nurse III	9	7.92	9	7.92	357,770	364,990
4570	Public Health Nurse IV	4	4.00	5	5.00	206,160	266,160
4571	Public Health Nurse Manager	1	1.50	1	1.50	84,348	86,868
4615	Nurses Assistant	1	0.08	1	0.08	1,688	1,725
4776	Comm Hlth Prog Specialist II	0	0.00	3	3.00	0	139,932
4822	Public Health Educ II	7	7.00	6	6.00	262,080	231,336
4824	Health Education Associate	1	1.00	1	1.00	29,808	30,708
4844	Supv Public Hlth Educator	0	0.00	1	1.00	0	43,392
4911	Social Services Aid II	5	5.50	5	5.50	107,712	111,474
5221	Eligibility Technician	0	0.00	1	1.00	0	24,972
5225	Eligibility Control Worker	1	1.00	0	0.00	21,804	0
5261	Social Worker V	5	5.00	6	6.00	232,632	193,860
5730	HIV Health Advisor	5	5.00	5	5.00	177,900	190,020
5735	Communicable Disease Investig.	13	12.50	13	12.50	448,950	460,050
5763	Sr. Communicable Disease Invest.	1	1.00	1	1.00	33,516	34,500
5794	Supv Comm Disease Investigator	3	3.00	3	3.00	132,264	136,260
8811	Comm Hlth Prog Specialist II	3	3.00	0	0.00	130,644	0
8812	Chief, Comm Epidemiology Cntrl	1	1.00	0	0.00	111,468	0
9999	Extra Help/Rounding Adjustment	0	5.00	0	5.01	86,709	182,139
	Sub-Total	208	207.49	210	209.50	\$7,416,046	\$7,697,422

CORRECTIONAL HEALTH

2304	Administrative Assistant I	0	0.00	1	1.00	\$0	\$35,796
2493	Intermediate Account Clerk	1	1.00	0	0.00	20,772	0
2510	Senior Account Clerk	2	2.00	0	0.00	47,400	0
2700	Intermediate Clerk Typist	3	3.00	2	2.00	60,912	42,000
2730	Senior Clerk	0	0.00	1	1.00	0	24,372
2757	Administrative Secretary II	1	1.00	0	0.00	25,560	0
3046	Medical Records Clerk	2	2.00	1	1.00	42,576	21,744
4107	Hlth Planning & Prog Spec	1	1.00	0	0.00	52,332	0
4192	Senior Physician	1	1.00	1	1.00	89,604	92,640
4193	Physician	1	0.50	1	0.50	36,600	36,480
4510	Clinic Svcs Coordinator	1	1.00	1	1.00	47,304	52,704
4519	Physician Assistant	1	0.50	1	0.50	23,808	28,212
4529	Corr. Facilities Nurse Manager	1	1.00	1	1.00	45,648	58,260
4530	Pediatric Nurse Manager	1	1.00	1	1.00	53,880	55,500
4536	Head Staff Nurse	1	1.00	1	1.00	44,580	45,888
4538	Staff Nurse II	33	32.83	26	25.50	1,314,384	1,051,416
4615	Nurses Assistant	2	2.00	2	2.00	40,512	41,400
4625	Licensed Vocational Nurse	6	6.00	4	4.00	144,360	99,936
8853	Medical Assistant	3	2.50	0	0.00	50,760	0
9999	Extra Help	0	0.67	0	0.67	60,406	78,166
	Sub-Total	61	60.00	44	43.17	\$2,201,398	\$1,764,514

EMERGENCY MEDICAL SERVICES & INJURY PREVENTION

0308	Admin, Community Health Pgms	1	1.00	1	1.00	\$66,072	\$61,488
2302	Administrative Assistant III	2	2.00	2	2.00	91,224	93,216
2303	Administrative Assistant II	1	1.00	1	1.00	41,124	42,240
2304	Administrative Assistant I	1	1.00	1	1.00	33,300	35,796
2349	Biostatistician	2	2.00	2	2.00	78,192	82,080
2352	Statistician	1	1.00	0	0.00	41,268	0
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	44,364	45,372
2367	Principal Admin. Analyst	1	1.00	1	1.00	51,564	55,332

STAFFING SCHEDULE

Class	Title	1996-97	1996-97	1997-98	1997-98	1996-97	1997-98
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
2382	Coord., Emergency Med Svcs.	3	3.00	3	3.00	160,272	158,616
2384	Emergency Med. Svcs. Spec	4	4.00	5	5.00	157,536	209,880
2387	Quality Assurance Specialist	6	6.00	6	6.00	290,520	294,624
2412	Analyst II	1	1.00	1	1.00	42,048	43,320
2427	Assoc. Systems Analyst	1	1.00	1	1.00	51,168	51,672
2452	Dept'l. LAN Analyst II	0	0.00	1	1.00	0	41,928
2487	EDP Distributed Network Coord.	1	1.00	1	1.00	51,168	52,704
2545	Application Sys. Engineer II	0	0.00	1	1.00	0	46,584
2700	Intermediate Clerk Typist	2	2.00	1	1.00	40,608	21,000
2730	Senior Clerk	1	1.00	1	1.00	24,144	24,372
2754	Board Secretary	2	2.00	2	2.00	56,136	57,936
2757	Administrative Secretary II	1	1.00	1	1.00	25,560	26,088
3120	Dept'l Computer Specialist III	1	1.00	1	1.00	40,932	44,400
4107	Hlth Planning & Prog. Spec.	1	1.00	1	1.00	52,332	51,432
4174	Senior Epidemiologist	0	0.00	1	1.00	0	52,896
4194	Consulting Physician Spec.	1	0.50	1	0.50	84,552	92,616
9999	Extra Help	0	6.00	0	6.00	150,787	153,736
	Sub-Total	35	40.50	37	42.50	\$1,674,871	\$1,839,328

LONG-TERM CARE

2224	Admin., Edgemoor Hospital	1	1.00	1	1.00	\$80,016	\$80,004
2303	Administrative Assistant II	1	1.00	1	1.00	41,124	42,240
2304	Administrative Assistant I	1	1.00	1	1.00	33,300	35,796
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	44,364	45,372
2425	Associate Accountant	1	1.00	1	1.00	37,572	38,796
2430	Cashier	1	1.00	1	1.00	22,944	21,684
2493	Intermediate Account Clerk	1	1.00	1	1.00	20,772	21,492
2510	Senior Account Clerk	1	1.00	1	1.00	23,700	25,104
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,900	26,076
2650	Stock Clerk	2	2.00	2	2.00	40,800	42,024
2658	Storekeeper II	1	1.00	1	1.00	25,524	26,304
2700	Intermediate Clerk Typist	10	10.00	10	10.00	203,040	210,000
2706	Admissions Clerk	1	1.00	1	1.00	22,032	22,512
2723	Hospital Operations Coordinator	0	0.00	1	1.00	0	31,260
2730	Senior Clerk	2	2.00	2	2.00	48,288	48,744
2757	Administrative Secretary II	2	2.00	2	2.00	51,120	52,176
3042	Medical Records Manager	1	1.00	1	1.00	41,052	42,276
3046	Medical Records Clerk	5	5.00	5	5.00	106,440	108,720
3049	Medical Records Technician	2	2.00	2	2.00	48,432	45,960
3056	Medical Transcriber	1	1.00	1	1.00	24,828	25,860
4099	Assoc. Hospital Administrator	3	3.00	3	3.00	169,164	174,276
4130	Medical Director, Edgemoor	1	1.00	1	1.00	98,184	101,484
4193	Physician	4	3.00	4	3.00	219,600	218,880
4196	Psychiatrist II	2	2.00	2	2.00	196,392	202,632
4250	Pharmacist	2	2.00	2	2.00	118,320	126,528
4260	Pharmacy Technician	1	1.00	1	1.00	28,536	29,244
4402	Geriatrics Therapy Specialist	2	2.00	2	2.00	97,320	98,808
4406	Recreational Therapy Aid	7	7.00	7	7.00	141,204	144,564
4407	Recreational Therapist	4	3.50	4	3.50	112,182	116,130
4408	Recreation Therapy Supervisor	1	1.00	1	1.00	39,648	40,224
4426	Physical Therapy Assistant	3	3.00	3	3.00	83,736	83,952
4445	Speech Pathologist	1	0.50	1	0.50	19,188	19,422
4497	Assistant Chief Nurse	1	1.00	1	1.00	59,880	61,680
4506	Nursing Dir., Edgemoor Hospital	1	1.00	1	1.00	64,380	66,324
4533	Inservice Education Coord.	1	1.00	1	1.00	49,560	51,048
4534	Nursing Inservice Instructor	1	1.00	1	1.00	38,184	38,136
4536	Staff Head Nurse	7	7.00	7	7.00	312,060	321,216
4538	Staff Nurse II	48	47.50	40	39.50	1,901,520	1,628,664
4544	Supervising Nurse	6	6.00	6	6.00	307,656	317,160
4613	Hospital Supply Technician	6	6.00	6	6.00	116,136	114,624
4615	Nurses Assistant	211	210.58	191	191.00	4,265,576	3,953,700
4625	Licensed Vocational Nurse	18	18.00	18	18.00	433,080	449,712

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
4770	Dietitian	2	2.00	2	2.00	62,928	64,800
4771	Chief, Dietetic Services	1	1.00	1	1.00	39,420	39,360
4772	Asst Chief, Dietetic Services	1	1.00	1	1.00	43,104	44,400
4911	Social Services Aid II	2	2.00	2	2.00	39,168	40,536
5260	Social Worker III	1	1.00	1	1.00	33,924	34,944
5263	Sr. Social Work Supervisor	1	1.00	1	1.00	44,400	45,720
5266	Social Worker IV	2	2.00	2	2.00	69,384	71,472
5884	Building Maintenance Engr	4	4.00	4	4.00	124,656	132,720
5885	Bldg. Maintenance Supv.	1	1.00	1	1.00	35,352	36,420
5888	Hosp. Plant/Maint. Supv.	1	1.00	1	1.00	40,224	41,424
5905	Carpenter	1	1.00	1	1.00	31,548	32,484
5920	Electrician	1	1.00	1	1.00	34,584	35,604
5940	Painter	2	2.00	2	2.00	60,048	63,768
5950	Plumber	1	1.00	1	1.00	35,208	36,276
5967	Senior Painter	1	1.00	1	1.00	32,796	34,044
6200	Bldg Maint. Engineer Asst II	1	1.00	1	1.00	30,468	26,040
6305	Gardener II	2	2.00	2	2.00	41,256	43,392
6405	Food Service Supervisor	3	3.00	3	3.00	87,624	90,396
6410	Senior Cook	4	4.00	4	4.00	98,832	101,760
6411	Cook	3	3.00	3	3.00	65,376	67,284
6415	Food Services Worker	25	25.00	25	25.00	423,300	437,100
6520	Linen Marker & Distributor	8	8.00	8	8.00	137,664	142,176
6530	Laundry Worker III	1	1.00	1	1.00	19,428	19,392
6531	Laundry Worker II	3	3.00	3	3.00	55,692	56,196
7010	Linen Service Supv.	1	1.00	1	1.00	22,368	23,052
7030	Senior Custodian	1	1.00	1	1.00	20,412	21,972
7031	Custodian	21	21.00	21	21.00	398,160	402,444
7085	Supervising Custodian	1	1.00	1	1.00	22,728	23,988
7514	Shuttle Bus Driver	0	.00	1	1.00	0	23,652
7520	Sewing Room Operator	2	2.00	2	2.00	36,192	37,488
7541	Construction & Svc. Wkr. I	3	3.00	2	2.00	59,904	38,184
8856	Hospital Operations Coord.	1	1.00	0	0.00	35,448	0
9999	Extra Help	0	7.50	0	7.50	172,860	172,860
	Sub-Total	469	473.58	441	446.00	\$12,266,210	\$11,832,156

CHILDREN, YOUTH & FAMILIES

0308	Admin, Community Health Pgms	1	1.00	1	1.00	\$66,072	\$61,488
2302	Administrative Assistant III	1	1.00	2	2.00	45,612	93,216
2303	Administrative Assistant II	4	4.00	3	3.00	164,496	126,720
2349	Biostatistician	0	0.00	1	1.00	0	41,040
2367	Principal Admin Analyst	1	1.00	0	0.00	51,564	0
2403	Accounting Technician	2	2.00	2	2.00	52,368	55,056
2413	Analyst III	1	1.00	1	1.00	45,492	47,496
2493	Intermediate Account Clerk	8	8.00	8	8.00	166,176	171,936
2510	Senior Account Clerk	1	1.00	1	1.00	23,700	25,104
2700	Intermediate Clerk Typist	34	33.00	30	29.00	670,032	609,000
2710	Junior Clerk Typist	1	1.00	1	1.00	17,592	15,768
2730	Senior Clerk	8	6.92	9	7.92	166,996	192,945
2745	Supervising Clerk	0	0.00	1	1.00	0	28,416
2756	Administrative Secretary I	1	1.00	0	0.00	22,524	0
2757	Administrative Secretary II	2	2.00	2	2.00	51,120	52,176
2761	Group Secretary	1	1.00	1	1.00	26,424	27,660
3118	Dept'l. Computer Specialist I	0	0.00	1	1.00	0	30,300
4100	WIC Program Manager	1	1.00	0	0.00	47,556	0
4103	Public Health Nutrition Mgr	1	1.00	1	1.00	39,528	40,728
4120	Coord. Child Hlth & Dis Prev.	1	1.00	1	1.00	60,072	61,896
4124	Chief, Maternal & Child Health	1	1.00	1	1.00	106,320	109,500
4185	Pediatrician	2	2.00	2	2.00	160,488	185,280
4390	Chf, California Children Svcs	1	1.00	1	1.00	60,072	61,896
4395	Medical Therapy Unit Clerk	6	6.00	6	6.00	123,552	127,512
4421	Pediatric Therapy Spec. I	41	31.00	41	31.00	1,311,300	1,347,756
4422	Pediatric Therapy Spec. II	18	18.00	18	18.00	804,168	825,120

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
4423	Pediatric Therapy Spec. III	7	7.00	7	7.00	332,136	362,292
4432	Chief, Rehabilitation Svcs	1	1.00	1	1.00	54,000	55,632
4517	Certified Nurse Practitioner	4	3.25	4	3.25	149,799	180,297
4538	Staff Nurse II	2	2.08	2	2.08	83,400	85,900
4555	Asst Chief Nurse, Public Hlth	0	0.33	0	0.33	19,960	16,916
4560	Chief Nurse, Public Health	1	0.42	1	0.42	26,825	27,635
4565	Public Health Nurse II	58	58.25	58	58.25	2,496,129	2,568,825
4567	Public Health Nurse III	13	12.92	13	12.92	583,730	595,510
4570	Public Health Nurse IV	10	10.00	9	9.00	515,400	479,088
4571	Public Health Nurse Manager	6	5.50	6	5.50	309,276	318,516
4615	Nurses Assistant	3	3.00	3	3.00	60,768	62,100
4625	Licensed Vocational Nurse	6	6.00	6	6.00	144,360	149,904
4775	Community Health Program Spec.	1	1.00	1	1.00	42,804	41,328
4822	Public Health Educ II	1	1.00	1	1.00	37,440	38,556
4844	Supv. Public Health Educator	2	2.00	2	2.00	80,376	86,784
4911	Social Services Aid II	22	21.00	21	20.00	411,264	405,360
5221	Eligibility Technician	6	6.00	6	6.00	143,496	149,832
5222	Eligibility Supervisor	1	1.00	1	1.00	29,304	30,960
5255	Patient Svcs. Specialist II	1	1.00	1	1.00	28,896	28,464
9999	Extra Help/Rounding Adjustment	0	1.91	0	1.92	70,455	57,015
	Sub-Total	283	270.58	278	265.59	\$9,903,042	\$10,078,923

OFFICE OF AIDS COORDINATION

0970	Chief Office of AIDS Coord.	1	1.00	1	1.00	\$58,608	\$75,000
2313	Mental Hlth Resource Dev. Spec	1	1.00	1	1.00	47,556	48,984
2412	Analyst II	1	1.00	1	1.00	42,048	43,320
2413	Analyst III	2	2.00	2	2.00	90,984	94,992
2757	Administrative Secretary II	1	1.00	1	1.00	25,560	26,088
4107	Hlth. Planning & Prog. Spec.	1	1.00	1	1.00	52,332	51,432
5197	Alcohol & Drug Prog Spec II	1	1.00	1	1.00	41,976	43,824
9999	Extra Help	0	0.08	0	0.08	19,229	19,229
	Sub-Total	8	8.08	8	8.08	\$378,293	\$402,869

MEDI-CAL MANAGE CARE

2413	Analyst III	1	1.00	1	1.00	\$45,492	\$47,496
2505	Senior Accountant	1	1.00	0	0.00	45,528	0
2730	Senior Clerk	0	0.00	1	1.00	0	24,372
2757	Administrative Secretary II	1	1.00	1	1.00	25,560	26,088
4780	Managed Care Program Manager	2	2.00	2	2.00	91,416	113,160
4781	Senior Managed Care Prog. Mgr	1	1.00	1	1.00	48,024	61,032
4822	Comm. Hlth Promotion Spec. II	1	1.00	0	0.00	37,440	0
4842	Supv. Health Info. Specialist	1	1.00	1	1.00	41,220	42,468
4844	Supv. Public Health Educator	1	1.00	1	1.00	40,188	43,392
5243	Patient Services Specialist IV	1	1.00	1	1.00	36,120	36,084
5246	Patient Services Specialist III	12	12.00	3	3.00	348,192	95,832
5255	Patient Services Specialist II	0	.00	11	11.00	0	313,104
	Sub-Total	22	22.00	23	23.00	\$759,180	\$803,028

ADMINISTRATION

0951	Asst Dep Dir, Community Hlth Svc	3	3.00	3	3.00	199,044	203,796
2223	Dep. Dir. Community Hlth. Svcs	1	1.00	1	1.00	94,704	88,320
2303	Admin. Assistant II	0	.00	1	1.00	0	42,240
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	44,364	45,372
2410	Legislative Analyst	1	1.00	1	1.00	47,256	48,984
2412	Analyst II	2	2.00	1	1.00	84,096	43,320
2422	Health Svcs. EDP Prog Admin	1	1.00	1	1.00	48,708	52,680

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2730	Senior Clerk	1	1.00	1	1.00	24,144	24,372
2757	Administrative Secretary II	1	1.00	1	1.00	25,560	26,088
2758	Administrative Secretary III	2	2.00	3	3.00	60,864	94,788
3118	Dept'l Computer Specialist I	1	1.00	1	1.00	28,452	30,300
Sub-Total		14	14.00	15	15.00	\$657,192	\$700,260
Total		1,159	1,155.40	1,115	1,112.01	\$37,162,897	\$37,073,369
Salary Adjustments:						\$(109,772)	\$126,317
Premium/Overtime Pay:						298,170	314,670
Employee Benefits:						12,289,654	12,505,811
Salary Savings:						(1,602,320)	(1,600,239)
VTO Reductions:						(194,199)	(194,199)
Total Adjustments						\$10,681,533	\$11,152,360
Program Totals		1,159	1,155.40	1,115	1,112.01	\$47,844,430	\$48,225,729

ENVIRONMENTAL HEALTH

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Environmental Health	\$8,199,382	\$19,744,613	\$21,143,844	\$22,420,515	\$24,485,345	\$2,064,830	9.2
TOTAL DIRECT COST	\$8,199,382	\$19,744,613	\$21,143,844	\$22,420,515	\$24,485,345	\$2,064,830	9.2
PROGRAM REVENUE	(9,164,046)	(22,100,334)	(23,290,483)	(22,964,167)	(24,484,764)	(1,520,597)	6.6
NET GENERAL FUND COST	\$(964,664)	\$(2,355,721)	\$(2,146,639)	\$(543,652)	\$581	544,233	(100.1)
STAFF YEARS	147.50	357.26	356.33	384.83	394.83	10.00	2.6

Note: Program revenue excludes revenue associated with A-87 recovery (refer to revenue by source schedule).

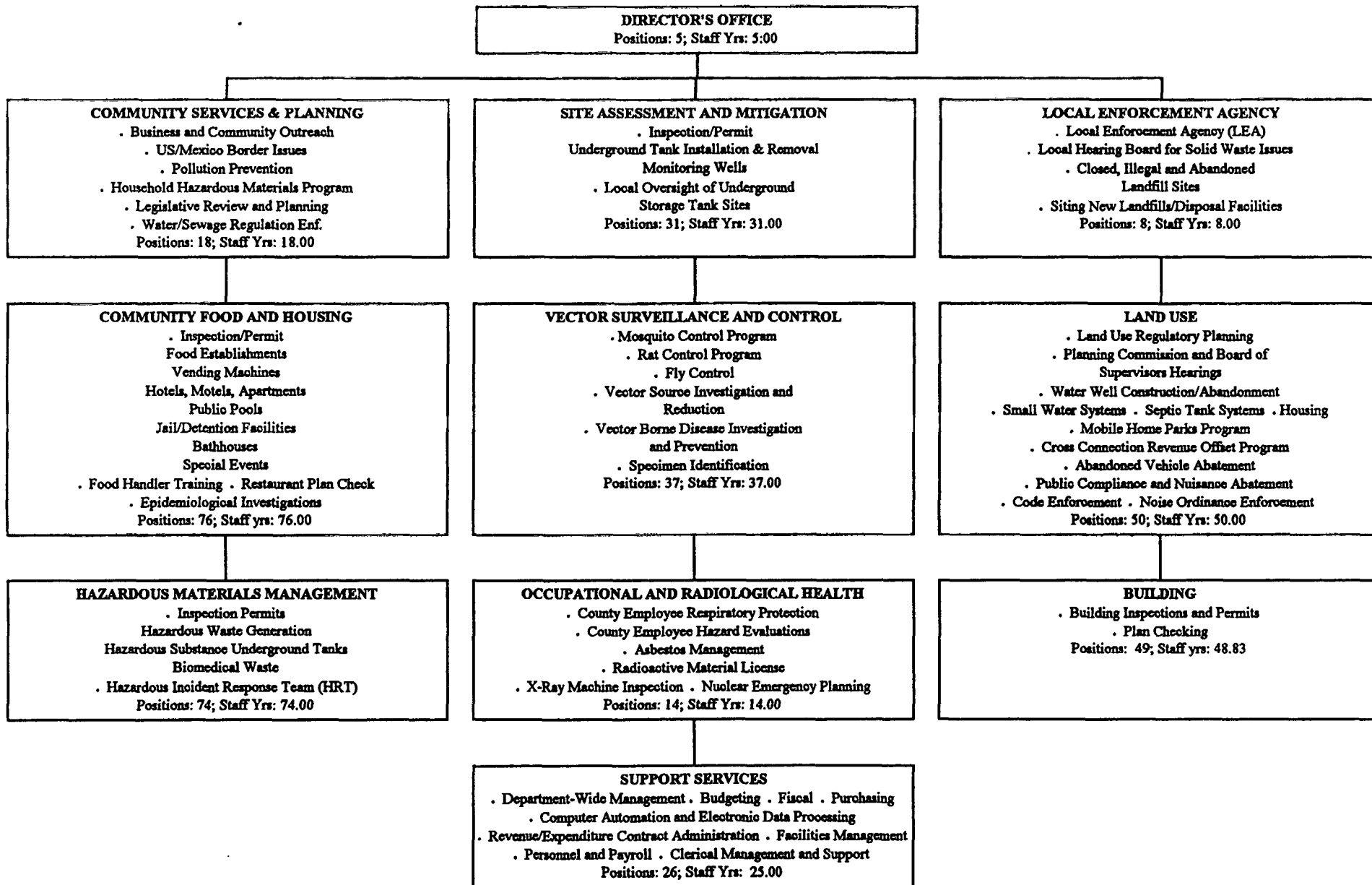
MISSION

Protect and promote environmental health for our community.

1997-98 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 54,600 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, 6,000 Hazardous Materials Inspections, 1,050 Medical Waste Inspections, and 750 Mini-Permit Inspections.
2. Protect unincorporated areas of the County from improper sewage disposal by reviewing 100% of submitted Land Use Projects requiring permit.
 - a. Process 3,000 Land Use Projects requiring permit.
3. Reduce human exposure to vector borne diseases, including malaria, encephalitis, bubonic plague, and lyme disease, by 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 45,000 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 3,500 workplace hazard evaluations and/or occupational/radiological health services.
5. Protect unincorporated areas of the County from unsafe construction practices and materials by completing 100% of all required building inspections.
 - a. Complete 28,000 inspection calls per year.

DEPARTMENT OF ENVIRONMENTAL HEALTH



26-2

*8.00 Staff Years/100 Positions of Extra Help are budgeted in DEH, but not reflected in the organization chart above.
(6200orgo.hb8)8/29/97

Permanent Positions: 388; Staff Years: 386.83
Extra Help Positions: 100; Staff Years: 8.00*
Total Positions: 488; Total Staff Years: 394.83

PROGRAM #: 42001
MANAGER: Joan FriedenbergORGANIZATION #: 6000
REFERENCE: 1997-98 Proposed Budget - Pg. 20-39

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$29,681,439	\$29,009,482	\$30,270,012	\$30,827,292	\$34,784,902	12.8
Services & Supplies	48,800,471	53,547,154	65,588,370	60,983,695	62,576,203	2.6
Other Charges	8,510,412	3,641,766	2,587,052	3,464,568	3,480,218	0.5
Fixed Assets	137,882	136,471	138,302	61,015	45,017	(26.2)
Vehicle/Comm. Equip.	0	0	0	0	22,000	100.0
Reimbursements	(0)	(1,886,923)	(0)	0	(515,286)	(100.0)
Operating Transfers	(979,511)	2,513	21,701	21,701	21,701	0.0
TOTAL DIRECT COST	\$86,150,693	\$84,450,463	\$98,605,437	\$95,358,271	\$100,414,755	5.3
PROGRAM REVENUE	\$(65,822,153)	\$(79,444,126)	\$(97,404,622)	\$(92,638,312)	\$(98,303,651)	6.1
NET GENERAL FUND CONTRIBUTION	\$20,328,540	\$5,006,337	\$1,200,815	\$2,719,959	\$2,111,104	(22.4)
STAFF YEARS	597.31	545.38	567.37	611.82	683.16	11.7

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The Fiscal Year (FY) 1996-97 Estimated Actuals and the FY 1996-97 Adopted Budget are not comparable due to several factors. The adjusted budget level for FY 1996-97 at Third Quarter totalled \$101.8 million, including \$6.5 million in prior year expenditures and mid-year Board actions. Estimated actual expenditure projections reflect a \$3.2 million savings when compared to this number. The savings reflect initiation of cost containment measures within this program to mitigate projected revenue shortfalls. The FY 1996-97 Estimated Actual revenue column includes over \$6.0 million in prior year revenue, leaving current year revenue \$3.2 million short of its currently budgeted level. This program is committed to closing FY 1996-97 within the authorized level for net County cost (General Fund) expenditures.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Achieved 106% of goal by providing 206,899 24-hour inpatient or residential services to children, adolescents and adults needing 24-hour care.
2. Achieved 124% of goal by providing 327,807 outpatient visits to children, youth and families and adults.
3. Achieved 85% of goal by providing 177,460 days of day treatment services to children and adolescents, and adults.
4. Achieved 105% of goal by providing 130,872 units of community services contacts to children, youth and families, and adults.
5. Achieved 121% of goal by providing case management services to 4,826 clients.

1997-98 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 164,677 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 337,450 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 267,217 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 132,198 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 130,673 hours of case management services.
 - b. Provide 68,600 supplemental rate bed days.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

Services provided by the Mental Health Services Program are both County operated and contracted. The FY 1997-98 Proposed Budget includes \$38.8 million County operated (38.6%) and \$61.6 million contracted (61.4%) services.

The activities of this program are summarized as follows:

1. 24-Hour Services [188.69 SY; E = \$33,953,847; R = \$32,828,932] provides 24-hour acute inpatient and residential treatment services (short-term crisis, long-term and transitional residential) for children, adolescents, adults and seniors. These services are:
 - o Mandated/Discretionary Service Level.
 - o Inclusive of State Hospital bed services, inpatient hospital services in the San Diego County Psychiatric Hospital, George Bailey Detention Facility and Las Colinas Women's Facility, children's inpatient services, and crisis residential services on a regional basis.
 - o Able to provide 164,677 days of 24-hour care.
 - o Increasing by 6.67 staff years to support the expansion of the central jail.
2. Outpatient Services [121.09 SY; E = \$19,307,477; R = \$18,831,574] provides diagnosis and treatment on a regularly scheduled basis for adults, adolescents and children. These services are:
 - o Mandated/Discretionary Service Level.
 - o Inclusive of crisis intervention, evaluation, diagnosis, and treatment for children and adults in five county operated regional clinics, three children program sites, and in approximately 38 contract program sites.
 - o Able to provide 337,450 outpatient visits.
 - o Increasing by 4.08 staff years to support the expansion of the central jail.
3. Partial Day Treatment Services [57.50 SY; E = \$10,749,103; R = \$10,396,532] provides a daily non-residential program of treatment services for adults, adolescents and children in order to prevent or shorten hospitalization and encourage independent living. These services are:
 - o Mandated/Discretionary Service Level.
 - o Inclusive of day treatment programs of 4 to 6 hours 5 days a week for adults or children needing more intensive group services than are available in an outpatient setting. Day treatment services are provided at 23 program sites throughout the county. Children's programs are frequently located at school sites.

- o Able to provide 267,217 days of treatment.
4. Community Client Care Services [76.34 SY; E = \$4,808,372; R = \$4,650,657] 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:
- o Mandated/Discretionary Service Level.
 - o Inclusive of information and referral services, 24 hour crisis phone line, short term counseling in regional clinics and programs, patient advocacy for children and adults, and services to children in juvenile justice facilities.
 - o Able to provide 132,198 contacts of community services.
 - o Increasing by 1.33 staff years in support of the Probation Department's Campo Dorm III project and Youth Correctional Center at Camp Barrett and 0.25 staff year in support of the Probation Department's Juvenile Offender Prevention Program.
 - o Able to provide support to the Probation Department's Breaking Cycles Demonstration Project.
5. Case Management and Public Conservatorship Services [128.49 SY; E = \$8,872,520; R = \$8,872,520] assures that clients receive the appropriate type of service while in the public mental health system, administers the Supplemental Residential Care Service, investigates the need for conservatorship and provides public conservatorship services. Supplemental Rate Services is designed to augment basic living and care services for mentally disabled adults in licensed community care facilities. These services are:
- o Mandated/Discretionary Service Level.
 - o Inclusive of intensive case management for frequent users of inpatient services, homeless case management, clients on conservatorship, senior services case management, and children's case management services.
 - o Able to provide 130,673 hours of case management services.
 - o Able to provide 68,600 supplemental rate bed days.
 - o Increasing by 63.00 staff years to consolidate the public conservatorship program previously provided by the Department of Social Services and the Superior Court.
6. Special Programs [11.25 SY; E = \$1,015,405; R = \$1,015,405] These services are:
- o Mandatory/Discretionary Service Level.
 - o Inclusive of employment services for mental health clients funded jointly with the State Department of Rehabilitation, support to the Mental Health Board, and the Treatment Evaluation Resource Management (TERM) Team which assures appropriate mental health services for dependents and wards of the Juvenile Court in San Diego County.
 - o Employment Services, Mental Health Advisory Board, Volunteer Coordination, Public Relations, etc.
7. Program Support Services [74.00 SY; E = \$3,514,832; R = \$3,514,832] These services are:
- o Mandated/Discretionary Service Level.
 - o Inclusive of the Technical and Administrative Support Division which provides 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.
 - o Decreasing by 4.00 staff years which were transferred to the Administrative Support Program to staff a centralized Department-wide training unit.
8. Mental Health General Administration [15.13 SY; E = \$368,822; R = \$368,822] administers County Short-Doyle Mental Health treatment systems including 95 County and contracted program elements. These functions are:
- o Mandated/Discretionary Service Level.

- o Inclusive of the office of the local Mental Health Director and Mental Health Services Medical Director for policy development, system design and direction, medical protocols, and program development.
 - o Established by Welfare and Institutions Code, Chapter 1, Section 5607.
9. Managed Care [10.67 SY; E = \$17,824,377; R = \$17,824,377] 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:
- o Mandated/Discretionary Service Level.
 - o Inclusive of inpatient services for eligible Medi-cal recipients at one of 13 community hospitals, crisis residential services at Vista Balboa for adults, emergency services for children at the Emergency Screening Unit located in Chula Vista, and outpatient short term treatment as well as intensive case management for frequent users of inpatient services.
 - o Able to provide 33,060 days of inpatient hospital care.
 - o The result of AB 757, Polanco. Mental Health: Medi-Cal Managed Care. This Managed Care program was implemented mid-year in FY 1994-95.
 - o Also supported by a risk reserve pool designation in the General Fund.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
Patient Fee, Insurance Revenues and Medicare	\$700,000	\$1,370,446	\$680,000	\$(690,446)
Medi-Cal Federal Financial Participation	11,879,539	11,738,451	13,919,798	2,181,347
Medi-Cal Administrative Claiming (SB910)	816,000	2,837,965	816,000	(2,021,965)
Medi-Cal Retroactive Billing	500,000	600,000	600,000	0
Duplicating and Report Fees/Misc Charges	1,000	1,000	1,000	0
Sub-Total	\$13,896,539	\$16,547,862	\$16,016,798	\$(531,064)
SUBVENTIONS:				
S.E.P.-AB 3632 (11.11% match)	\$825,374	\$825,374	\$825,374	\$0
Conditional Release Program	700,713	700,713	700,713	0
SB 855 Disproportionate Share State Revenue	58,830	440,716	59,546	(381,170)
Vehicle License Fees (legislative backfill Tobacco Tax)	1,500,000	430,500	1,526,387	1,095,887
Sub-Total	\$3,084,917	\$2,397,303	\$3,112,020	\$714,717
GRANTS: (No Match Required)				
Federal Block Grant - SAMHSA	\$1,576,124	\$1,328,752	\$1,656,965	\$328,213
State Aid/Grants - PATH	114,418	254,612	111,291	(143,321)
Community Aides Response System (CARES)	85,000	85,000	85,000	0
Early Mental Health Initiative	2,498	2,498	2,498	0
Early Periodic Screening, Diagnosis & Treatment	640,760	640,760	925,600	284,840
AB 3015 Children's System of Care	800,000	800,000	800,000	0
Prior Year	0	0	22,000	22,000
Children's Hospital Contribution to AB 3015	36,862	36,862	37,976	1,114
CALTRANS Employment Services	560,004	560,004	560,004	0
Poway School Dist.	35,268	35,268	35,668	400
San Ysidro School Dist	15,900	15,900	15,000	(900)
Other Revenue and Prior Year Adjustments	20,572	0	0	0
Federal Aid - Foster Care	0	0	71,523	71,523
Sub-Total	\$3,887,406	\$3,759,656	\$4,323,525	\$563,869
MANAGED CARE:				
State Managed Care	\$10,146,662	\$10,743,045	\$10,185,262	\$(557,783)
State Managed Care (1995-96)	2,957,161	0	0	0
Federal Managed Care	8,087,666	9,645,435	8,087,666	(1,557,769)
Federal Managed Care (1995-96)	2,957,161	0	0	0
Sub-Total	\$24,148,650	\$20,388,480	\$18,272,928	\$(2,115,552)
REALIGNMENT REVENUE:				
Mental Health Account - Realignment	\$61,959,168	\$59,659,168	\$64,928,412	\$5,269,244
Realignment Allocations:				
DSS Conservator	(1,240,417)	(1,240,417)	(0)	1,240,417
Mental Health Counselor/Superior Court	(776,612)	(776,612)	(0)	776,612
Public Health Lab	(284,548)	(284,548)	(284,548)	0
Budgeted in Administrative Support Program	(200,000)	(200,000)	(360,930)	(160,930)
Children's Prev. Trust Fund/Admin.Support Prog.	0	0	(900,000)	
Sub-Total	\$59,457,591	\$57,157,591	\$63,382,934	\$6,225,343
Total Direct Program Revenue	\$104,475,103	\$100,250,892	\$105,108,205	\$4,857,313
Department Overhead and County External Overhead Allocation:	\$(7,070,481)	\$(7,612,580)	\$(6,804,554)	\$808,026
Total	\$97,404,622	\$92,638,312	\$98,303,651	\$5,665,339

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
REALIGNMENT MATCH:				
Mental Health Account - Sales Tax	\$3,173,290	\$3,173,290	\$3,173,290	\$0
Sub-Total	\$3,173,290	\$3,173,290	\$3,173,290	\$0
OTHER MATCH REQUIREMENTS:				
S.E.P. - AB3632 Match	90,386	90,386	90,386	\$0
Sub-Total	90,386	90,386	90,386	\$0
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(2,062,861)	\$(543,717)	\$(1,152,572)	\$(608,855)
Total	\$1,200,815	\$2,719,959	\$2,111,104	\$(608,855)

* The match requirement for Mental Health Account Realignment revenue had 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. The revised matching requirement for the County of San Diego is \$3,173,290. The FY 1997-98 Adopted Budget reflects net County costs \$1,152,572 below the level necessary to meet this match requirement.

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The FY 1997-98 Adopted Budget direct program revenue reflects an increase of \$4,857,313 from the FY 1996-97 Adopted Budget level. Mental Health Account Realignment revenue has experienced an increase as the result of an improved State economy. Anticipated growth funds in the amount of \$4.21 Million have been added to this program and \$2.02 Million in on-going Realignment revenue has been returned to this program from the Department of Social Services and Superior Court along with the consolidated operation of the Conservatorship Program. This total increase of \$6.23 Million in Realignment revenue is partially offset by some major adjustments of budgeted revenue sources to more accurately reflect actual collection history.

Anticipated revenue from claiming Medi-Cal Administrative Activities (MAA) was reduced by \$1.1 Million, offset by a portion of the Realignment revenue discussed above. An additional \$0.92 Million MAA revenue reduction, Medicare reduction of \$0.69 Million, and SB855 Disproportionate Share revenue reduction of \$0.10 Million were offset by increases in Medi-Cal Federal Financial Participation revenue and in Vehicle License Fee revenue from the State Collection Account as authorized by AB 2476 in 1991 (unrelated to Realignment). The additional \$0.29 Million decrease to Disproportionate Share State revenue was offset by expenditure reductions. Medi-Cal Federal Financial Participation revenue also increased as a result of program expansions including the AB 3015 programs and the anticipated billings from the consolidated Conservatorship Program. The net impact of all of these adjustments resulted in revenue from Charges being budgeted \$0.53 Million lower than the FY 1996-97 Adopted level and Subventions increasing \$0.71 Million from the FY 1996-97 Adopted level.

Various grant revenues were adjusted to their FY 1997-98 anticipated level with a net increase of \$0.56 Million.

Allocations for the operation of the Mental Health Managed Care Program have been reduced by \$2.12 Million. Utilization costs will be contained within the new allocations.

Program revenue allocated to cover Departmental and External Overhead costs has been reduced in the FY 1997-98 Adopted Budget primarily due to costs previously budgeted as External Overhead having been made a direct cost for the first time this year.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$19,500
Data Processing Equipment	25,517
Total	\$45,017

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Transportation Equipment	\$22,000
Total	\$22,000

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
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DEFINITION OF GLOBAL ASSESSMENT OF FUNCTIONING (GAF) SCALE:

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: 33.8%

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.	0	11	8	8	8
	0	7	6	6	6

EFFECTIVENESS (Input/Outcome)

Cost per client discharged with an improved level of functioning	\$0	\$9,567.62	\$8,416.72	\$12,511.79	\$11,511.79
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OUTPUT (Service or Product)

# of days of Local Inpatient/Residential care	0	155,891	157,493	165,848	144,677
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EFFICIENCY (Input/Output)

Cost per day of Local Inpatient/Residential care	\$0	\$178.66	\$165.49	\$157.40	\$150.00
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OUTPUT (Service or Product)

# of days of State Hospital/Alternatives care	0	28,407	20,051	29,200	20,000
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EFFICIENCY (Input/Output)

Cost per day of State Hospital/Alternatives care	\$0	\$269.10	\$313.17	\$262.68	\$277.70
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PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY B: OUTPATIENT SERVICES					
% OF RESOURCES: 19.2%					
<u>OUTCOME (Planned Result)</u>					
Between admission and discharge, the overall level of functioning (as measured by the GAF Scale) will improve by 2 points for adults and 1 point for children	0	1	2	2	2
	0	1	1	1	1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per client receiving continuous treatment and discharged with an improved level of functioning	\$0	\$1,635.11	\$1,138.03	\$1,685.07	\$1,166.40
<u>OUTPUT (Service or Product)</u>					
# of outpatient treatments	0	245,807	327,807	263,814	337,450
<u>EFFICIENCY (Input/Output)</u>					
Cost per outpatient treatment	\$0	\$101.22	\$85.92	\$89.42	\$85.54
ACTIVITY C: PARTIAL DAY TREATMENT SERVICES					
% OF RESOURCES: 10.7%					
<u>OUTCOME (Planned Result)</u>					
Between admission and discharge, the overall level of functioning (as measured by the GAF Scale) will improve by 1 point for adults and 1 point for children	0	1	1	1	1
	0	1	1	1	1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per client with a planned discharge with an improved level of functioning	\$0	\$2,349.20	\$3,265.73	\$2,674.88	\$5,882.27
<u>OUTPUT (Service or Product)</u>					
# of days of treatment	0	240,180	177,460	208,100	267,217
<u>EFFICIENCY (Input/Output)</u>					
Cost per day of treatment	\$0	\$47.56	\$89.93	\$38.56	\$68.00

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY D: COMMUNITY CLIENT CARE SERVICES					
% OF RESOURCES: 4.8%					
<u>OUTCOME (Planned Result)</u>					
In 85% of completed cases, the immediate presenting problem/crisis is resolved and/or a referral is made to an appropriate service.	0	88%	85%	85%	85%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per resolved and/or appropriately referred case	\$0	\$45.13	\$46.34	\$47.52	\$46.82
<u>OUTPUT (Service or Product)</u>					
# of community services contacts (by staff hours)	0	114,538	130,872	125,036	132,198
<u>EFFICIENCY (Input/Output)</u>					
Cost per community services contact	\$0	\$45.64	\$40.78	\$37.19	\$40.79
ACTIVITY E: CASE MANAGEMENT AND PUBLIC CONSERVATORSHIP SERVICES					
% OF RESOURCES: 8.8%					
<u>OUTCOME (Planned Result)</u>					
Between admission and discharge, the overall level of functioning (as measured by the GAF Scale) will improve by 2 points for adults and 2 points for children	0	4	4	2	4
	0	2	2	2	2
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per client receiving continuous treatment discharged with improved level of functioning	0	N/A ¹	4,064.42	N/A ¹	\$4,299.00
<u>OUTPUT (Service or Product)</u>					
# of case management hours	0	N/A ¹	128,224	N/A ¹	130,673*
<u>EFFICIENCY (Input/Output)</u>					
Cost per case management hour	0	N/A ¹	32.63	N/A ¹	\$33.85
<u>OUTPUT (Service or Product)</u>					
# of supplemental rate bed days	0	N/A ¹	64,201	N/A ¹	68,600
<u>EFFICIENCY (Input/Output)</u>					
Cost per supplemental rate bed days	0	N/A ¹	12.52	N/A ¹	\$13.29

¹ The performance measures for this activity were revised for the FY 1997-98 Budget to conform to Service Efforts and Accomplishments (SEA) criteria, as recommended by an Audits Division analysis of program performance reporting. Therefore, FY 1996-97 Budget and FY 1995-96 Actual information is not available (N/A).

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
<u>24-HOUR CARE</u>							
0301	Mental Health Hospital Admin.	1	0.75	1	0.75	\$51,183	\$51,174
0340	Medical Director	2	1.50	1	0.75	207,216	103,581
2304	Admin. Assistant I	1	1.00	1	1.00	33,300	35,796
2387	Quality Assurance Specialist	0	0.00	0	0.08	0	4,092
2412	Analyst II	2	1.25	2	1.25	52,560	54,150
2700	Intermediate Clerk Typist	4	4.00	4	4.08	81,216	85,750
2706	Admissions Clerk	5	5.00	5	5.00	110,160	112,560
2707	Senior Admissions Clerk	2	1.50	2	1.50	36,612	40,500
2708	Hospital Unit Clerk	3	3.00	3	3.00	67,500	69,552
2730	Senior Clerk	3	3.00	5	4.33	72,432	105,612
2745	Supervising Clerk	1	1.00	1	1.00	27,588	28,416
2756	Administrative Secretary I	0	0.17	0	0.17	3,754	3,724
2757	Administrative Secretary II	0	0.17	0	0.17	4,260	4,348
2761	Group Secretary	2	2.00	2	2.00	52,848	55,320
3042	Medical Records Manager	1	1.00	1	1.00	41,052	42,276
3046	Medical Records Clerk	3	3.00	4	3.17	63,864	68,856
3055	Sr. Medical Records Tech.	1	1.00	1	1.00	27,120	27,924
4109	Chief Forensic MHS	1	0.50	1	0.50	33,822	34,836
4117	Chief Child & Adolescent Svcs	0	0.00	0	0.08	0	4,962
4118	Forensic Services Manager	1	0.50	2	0.92	25,896	49,148
4162	Consultant, Internal Medicine	1	0.75	1	0.75	70,758	78,984
4192	Senior Physician	1	0.75	1	0.75	67,203	69,480
4193	Physician	1	0.67	0	0.50	48,800	36,480
4195	Supv. Psychiatrist	0	0.00	1	0.17	0	18,292
4196	Psychiatrist II	3	2.50	3	2.50	245,490	253,290
4198	Psychiatrist I	1	1.00	1	1.00	77,052	76,944
4199	Psychiatrist III	4	3.00	5	3.17	290,520	320,644
4314	Utilization Review Specialist	2	0.75	2	0.75	31,959	30,951
4400	Occupational Therapist II	1	0.50	2	0.75	20,034	30,924
4406	Recreational Therapy Aid	1	1.00	2	1.25	20,172	25,815
4407	Recreational Therapist	4	4.00	5	4.25	128,208	141,015
4408	Recreation Therapy Supervisor	1	1.00	2	1.25	39,648	50,280
4504	Chief Nurse	2	1.50	2	1.50	96,570	99,486
4525	Psychiatric Nurse II	35	35.00	40	36.33	1,431,360	1,525,128
4526	Head Psychiatric Nurse	2	2.00	3	2.42	93,264	111,244
4527	Clinical Nurse Specialist	3	3.50	3	3.50	188,580	185,430
4535	Psych. Nursing Insrvc. Instruc.	1	1.00	1	1.00	43,896	45,228
4618	Psychiatric Technician	7	7.00	7	7.00	171,948	177,156
4625	Licensed Vocational Nurse	37	36.50	46	38.75	878,190	968,130
4839	Mental Health Aid	10	10.00	10	10.00	216,960	220,560
5087	Sr. Clinical Psychologist	6	6.08	6	6.17	294,263	310,430
5249	Psych. Social Worker Coord.	1	1.00	1	1.00	52,428	38,832
5250	Sr. Psychiatric Social Worker	7	7.50	8	7.67	288,720	305,716
5251	Psychiatric Social Worker	2	2.00	2	2.00	56,160	63,888
6520	Linen Marker & Distributor	1	1.00	1	1.00	17,208	17,772
7030	Senior Custodian	2	2.00	2	2.00	40,824	43,944
7031	Custodian	14	14.00	14	14.00	265,440	268,296
7085	Supervising Custodian	1	1.00	1	1.00	22,728	23,988
8813	Staffing Coordinator	1	1.00	0	0.00	23,364	0
8859	Children, Youth & Fam. Program Admin.	0	0.00	1	0.75	0	17,343
9999	Extra Help/Rounding Adjustment	0	3.59	0	3.76	145,586	158,755
	Sub-Total	185	181.93	209	188.69	\$6,359,716	\$6,697,002

OUTPATIENT SERVICES

0340	Medical Director	0	0.17	0	0.00	23,024	0
2303	Administrative Assistant II	1	0.75	1	0.75	30,843	31,680
2355	Regional Manager, MHS	3	2.08	3	2.08	114,375	124,050
2387	Quality Assurance Specialist	0	0.00	1	0.17	0	8,184
2411	Analyst I	1	0.50	1	0.50	16,878	16,752
2412	Analyst II	4	2.75	4	2.75	115,632	119,130
2700	Intermediate Clerk Typist	16	14.42	17	14.58	292,716	306,250
2730	Senior Clerk	7	5.92	7	6.17	142,852	150,294

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2745	Supervising Clerk	0	0.50	0	0.50	13,794	14,208
2756	Administrative Secretary I	1	1.17	1	1.17	26,278	26,068
2757	Administrative Secretary II	2	1.92	2	1.92	48,990	50,002
2761	Group Secretary	1	1.00	1	1.00	26,424	27,660
3046	Medical Records Clerk	5	4.00	5	4.08	85,152	88,788
4108	Mental Health Program Mgr.	9	9.25	9	9.25	447,885	469,419
4109	Chief Forensic MHS	1	0.50	1	0.50	33,822	34,836
4117	Chief Child & Adolescent Svcs.	1	1.00	1	1.08	57,816	64,506
4118	Forensic Services Manager	1	0.50	2	0.92	25,896	49,148
4119	Juvenile Forensic Svcs. Mgr.	0	0.50	0	0.50	25,932	25,134
4195	Supervising Psychiatrist	2	1.75	2	1.83	201,369	201,212
4196	Psychiatrist II	10	8.83	10	8.83	867,398	894,958
4199	Psychiatrist III	6	5.17	6	5.25	500,340	531,594
4504	Chief Nurse	0	0.50	0	0.50	32,190	33,162
4525	Psychiatric Nurse II	16	15.08	22	16.50	616,848	692,604
4526	Head Psychiatric Nurse	0	0.00	1	0.42	0	19,180
4527	Clinical Nurse Specialist	0	0.00	3	0.75	0	39,735
4625	Licensed Vocational Nurse	3	3.00	3	3.00	72,180	74,952
4833	Mental Hlth. Case Mgmt. Asst.	1	1.00	1	1.00	23,652	23,748
5087	Sr. Clinical Psychologist	10	7.50	11	7.67	362,790	385,940
5102	Licensed Mental Hlth Clinician	3	2.50	3	2.50	89,730	95,340
5250	Sr. Psych. Social Worker	25	22.75	25	22.83	875,784	910,502
8859	Children, Youth & Fam. Program Admin.	0	0.00	0	0.17	0	3,854
9999	Extra Help	0	1.92	0	1.92	90,450	90,450
	Sub-Total	129	116.93	143	121.09	\$5,261,040	\$5,603,340

PARTIAL DAY TREATMENT SERVICES

0301	Mental Health Hospital Admin.	0	0.25	0	0.25	\$17,061	\$17,058
0340	Medical Director	0	0.33	0	0.25	46,048	34,527
0740	Emergency Room Psychiatrist	40	5.00	40	5.00	701,160	883,500
2412	Analyst II	0	0.33	0	0.33	14,016	14,440
2700	Intermediate Clerk Typist	0	0.50	0	0.50	10,152	10,500
2706	Admissions Clerk	8	7.00	8	7.00	154,224	157,584
2707	Senior Admissions Clerk	1	1.50	1	1.50	36,612	40,500
2730	Senior Clerk	0	0.17	0	0.17	4,024	4,062
2745	Supervising Clerk	1	0.50	1	0.50	13,794	14,208
2756	Administrative Secretary I	0	0.17	0	0.17	3,754	3,724
2757	Administrative Secretary II	0	0.17	0	0.17	4,260	4,348
3046	Medical Records Clerk	1	1.00	1	1.00	21,288	21,744
4108	Mental Health Program Mgr.	2	2.00	2	2.00	96,840	101,496
4117	Chief Child & Adolescent Svcs	0	0.00	0	0.08	0	4,962
4162	Consultant, Internal Medicine	0	0.25	0	0.25	23,586	26,328
4192	Senior Physician	0	0.25	0	0.25	22,401	23,160
4193	Physician	1	0.50	1	0.50	36,600	36,480
4195	Supervising Psychiatrist	0	0.25	0	0.25	28,767	27,438
4196	Psychiatrist II	2	2.00	2	2.00	196,392	202,632
4199	Psychiatrist III	0	0.50	0	0.50	48,420	50,628
4400	Occupational Therapist II	1	1.00	1	1.00	40,068	41,232
4525	Psychiatric Nurse II	14	13.75	14	13.75	562,320	577,170
4527	Clinical Nurse Specialist	1	0.50	1	0.50	26,940	26,490
4618	Psychiatric Technician	6	6.00	6	6.00	147,384	151,848
4625	Licensed Vocational Nurse	6	6.00	6	6.00	144,360	149,904
5250	Sr. Psychiatric Social Worker	4	4.00	4	4.00	153,984	159,504
8859	Children, Youth & Fam. Program Admin.	0	0.00	0	0.08	0	1,927
9999	Extra Help	0	3.50	0	3.50	7,650	7,650
	Sub-Total	88	57.42	88	57.50	\$2,562,105	\$2,795,044

COMMUNITY CARE SERVICES

0335	Clinical Director, MHS	1	1.00	1	1.00	\$116,820	\$121,056
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STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2303	Admin Assistant II	0	0.25	0	0.25	10,281	10,560
2306	Administrative Trainee	1	1.00	1	1.00	28,632	29,064
2355	Regional Manager, MHS	0	0.92	0	0.92	50,325	54,582
2412	Analyst II	0	0.67	0	0.67	28,032	28,880
2700	Intermediate Clerk Typist	7	7.83	7	7.83	159,048	164,500
2714	Int. Transcriber Typist	3	3.00	3	3.00	64,800	66,564
2724	Senior Transcriber Typist	1	1.00	1	1.00	27,096	27,912
2730	Senior Clerk	1	1.92	1	1.92	46,276	46,713
2756	Administrative Secretary I	0	0.08	0	0.08	1,877	1,862
2757	Administrative Secretary II	2	1.25	2	1.25	31,950	32,610
4108	Mental Health Program Mgr.	4	3.75	4	3.75	181,575	190,305
4117	Chief Child & Adolescent Svcs	0	0.00	1	0.67	0	39,696
4119	Juvenile Forensic Svcs. Mgr.	2	1.50	2	1.50	77,796	75,402
4196	Psychiatrist II	1	1.42	1	1.42	139,111	143,531
4199	Psychiatrist III	1	1.00	1	1.00	98,840	101,256
4525	Psychiatric Nurse II	7	7.00	7	7.00	286,272	293,832
4527	Clinical Nurse Specialist	1	1.00	1	1.00	53,880	52,980
4832	Mental Health Consultant I	3	2.83	3	3.00	89,930	97,380
4836	Mental Health Specialist	2	2.00	2	2.00	60,336	53,376
4910	Comm. Living Specialist	2	2.00	2	2.00	34,824	33,936
5035	Chief Probation/Welfare Psych.	1	1.00	1	1.00	59,232	61,008
5045	Clinical Psychologist	0	0.00	1	1.00	0	43,104
5087	Senior Clinical Psychologist	9	7.33	10	7.75	354,728	390,135
5102	Licensed Mental Hlth Clinician	10	7.58	10	7.58	272,181	289,198
5250	Sr. Psychiatric Social Worker	18	16.75	18	16.75	644,808	667,923
9999	Extra Help	0	0.00	0	0.00	0	0
	Sub-Total	77	74.08	80	76.34	\$2,916,650	\$3,117,365

CASE MANAGEMENT AND PUBLIC CONSERVATORSHIP SERVICES

2412	Analyst II	1	1.00	1	1.00	42,048	43,320
2700	Intermediate Clerk Typist	2	2.00	7	7.00	40,608	147,000
2730	Senior Clerk	1	1.00	2	2.00	24,144	48,744
2756	Administrative Secretary I	1	1.08	1	1.08	24,401	24,206
2757	Administrative Secretary II	0	0.08	0	0.08	2,130	2,174
2906	Legal Procedures Clerk III	0	0.00	1	1.00	0	24,384
2907	Legal Procedures Clerk II	0	0.00	5	5.00	0	107,700
3056	Medical Transcriber	0	0.00	2	2.00	0	51,720
4108	Mental Health Program Mgr.	4	4.00	8	8.00	193,680	405,984
4114	Chief MH Case Management	1	1.00	2	2.00	57,816	119,088
4117	Chief Child & Adolescent Svcs	0	0.00	0	0.08	0	4,962
4135	Associate Medical Director	1	1.00	1	1.00	112,524	86,688
4195	Supervising Psychiatrist	1	0.50	1	0.50	57,534	54,876
4199	Psychiatrist III	0	0.08	0	0.08	8,070	8,438
4525	Psychiatric Nurse II	0	0.17	0	0.17	6,816	6,996
4618	Psychiatric Technician	1	0.50	1	0.50	12,282	12,654
4827	Case Management Aid I	2	2.00	2	2.00	39,816	38,064
4828	Case Management Aid II	2	2.00	2	2.00	49,296	45,792
4833	MH Case Mgmt Assistant	4	4.00	9	9.00	94,608	213,732
4835	MH Case Management Clinician	20	20.00	46	46.00	749,760	1,784,616
4837	MH Conservatorship Clinician	0	0.00	13	13.00	0	486,720
4910	Comm. Living Specialist	2	2.00	2	2.00	34,824	33,936
5087	Senior Clinical Psychologist	0	0.50	0	0.50	24,186	25,170
5250	Sr. Psychiatric Social Worker	23	22.50	23	22.50	866,160	897,210
9999	Extra Help	0	0.00	0	0.00	0	0
	Sub-Total	66	65.41	129	128.49	\$2,440,703	\$4,674,174

SPECIAL PROGRAMS

2337	Public Information Specialist	1	0.50	1	0.50	16,806	17,010
2412	Analyst II	1	1.00	1	1.00	42,048	43,320
2700	Intermediate Clerk Typist	2	2.00	2	2.00	40,608	42,000

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2754	Board Secretary	1	0.50	1	0.50	14,034	14,484
2756	Administrative Secretary I	0	0.08	0	0.08	1,877	1,862
2757	Administrative Secretary II	0	0.17	0	0.17	4,260	4,348
4119	Juvenile Forensic Svcs Mgr	1	1.00	1	1.00	51,864	50,268
4195	Supervising Psychiatrist	1	1.00	1	1.00	115,068	109,752
4832	Mental Health Consultant I	1	1.00	1	1.00	31,740	32,460
5087	Senior Clinical Psychologist	1	1.00	1	1.00	48,372	50,340
5102	Licensed Mental Hlth Clinician	2	2.00	2	2.00	71,784	76,272
6344	Coordinator Volunteer Services	1	1.00	1	1.00	32,460	33,432
8854	Coord, Quality, Research & Outcomes	1	1.00	0	0.00	56,112	0
9999	Extra Help	0	0.00	0	0.00	0	0
	Sub-Total	13	12.25	12	11.25	\$527,033	\$475,548

PROGRAM SUPPORT SERVICES

2303	Administrative Assistant II	1	1.00	1	1.00	\$41,124	\$42,240
2306	Administrative Trainee	1	1.00	1	1.00	28,632	29,064
2313	MH Resources Dev. Specialist	1	1.00	0	0.00	47,556	0
2399	MHS Contract & Grants Mgr.	1	1.00	1	1.00	53,196	45,516
2403	Accounting Technician	1	1.00	1	1.00	26,184	27,528
2411	Analyst I	2	2.00	2	2.00	67,512	67,008
2412	Analyst II	11	11.00	11	11.00	462,528	476,520
2413	Analyst III	3	3.00	3	3.00	136,476	142,488
2426	Asst. Systems Analyst	1	1.00	1	1.00	42,192	44,400
2427	Assoc. Systems Analyst	1	1.00	1	1.00	49,932	51,672
2510	Senior Account Clerk	1	1.00	1	1.00	23,700	25,104
2700	Intermediate Clerk Typist	12	11.50	10	9.50	233,496	199,500
2730	Senior Clerk	1	1.00	2	2.00	24,144	48,744
2756	Administrative Secretary I	1	1.00	0	0.00	22,524	0
2757	Administrative Secretary II	2	2.00	2	2.00	51,120	52,176
3009	Word Processor Operator	1	1.00	1	1.00	23,400	24,096
3041	Chief Medical Records Svcs.	1	1.00	1	1.00	56,952	58,668
3046	Medical Records Clerk	8	8.00	8	8.00	170,304	173,952
3056	Medical Transcriber	9	8.00	9	8.00	198,624	206,880
3057	Sr. Medical Transcriber	1	1.00	1	1.00	25,224	26,640
4113	Quality Assurance Program Mgr.	1	1.00	1	1.00	55,956	57,636
4145	Chief MH Program Rev. & Devel.	1	1.00	1	1.00	57,816	59,544
4304	Utilization Review Supervisor	1	1.00	1	1.00	47,964	49,392
4314	Utilization Review Specialist	6	5.75	6	5.75	245,019	237,291
4834	MH Staff Development Coord.	1	1.00	0	0.00	40,848	0
4845	MH Minority Affairs Coord.	1	1.00	1	1.00	42,264	36,708
5221	Eligibility Technician	8	7.75	8	7.75	185,349	193,533
5222	Eligibility Supervisor	1	1.00	1	1.00	29,304	30,960
9999	Extra Help	0	0.00	0	0.00	0	0
	Sub-Total	80	78.00	76	74.00	\$2,489,340	\$2,407,260

GENERAL ADMINISTRATION

0330	Asst. Deputy Director, MHS	1	1.00	1	1.00	\$65,904	\$65,892
2213	Deputy Director, MHS	1	1.00	1	1.00	82,752	82,716
2700	Intermediate Clerk Typist	2	1.33	2	1.33	27,072	28,000
2756	Administrative Secretary I	1	0.25	1	0.25	5,631	5,586
2757	Administrative Secretary II	1	0.25	1	0.25	6,390	6,522
2758	Administrative Secretary III	1	1.00	1	1.00	30,432	31,596
9999	Extra Help	0	10.30	0	10.30	53,547	53,547
	Sub-Total	7	15.13	7	15.13	\$271,728	\$273,859

MANAGED CARE

2303	Administrative Assistant II	1	1.00	1	1.00	\$41,124	\$42,240
2367	Principal Admin. Analyst	1	1.00	1	1.00	51,564	55,332
2412	Analyst II	1	1.00	1	1.00	42,048	43,320

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2413	Analyst III	1	1.00	1	1.00	45,492	47,496
2427	Associate Systems Analyst	1	1.00	1	1.00	49,932	51,672
2510	Senior Account Clerk	1	1.00	1	1.00	23,700	25,104
4108	Mental Health Program Manager	1	1.00	1	1.00	48,420	50,748
4117	Chief, Child & Adolescent Svcs	1	1.00	1	1.00	57,816	59,544
4121	Chief, Long Term Psych. Care	1	1.00	1	1.00	46,632	59,544
4195	Supervising Psychiatrist	0	0.50	0	0.50	57,534	54,876
4196	Psychiatrist II	1	0.17	1	0.17	16,366	16,886
5102	Licensed Mental Hlth Clinician	1	1.00	1	1.00	35,892	38,136
9999	Extra Help	0	0.00	0	0.00	0	0
	Sub-Total	11	10.67	11	10.67	\$516,520	\$544,898
	Total	656	611.82	755	683.16	\$23,344,835	\$26,588,490
Salary Adjustments:						\$126,374	288,163
Premium/Overtime Pay:						815,401	815,401
Employee Benefits:						7,424,317	8,087,322
Salary Savings:						(770,020)	(880,859)
VTD Reductions:						(113,615)	(113,615)
Total Adjustments						\$7,482,457	\$8,196,412
Program Totals		656	611.82	755	683.16	\$30,827,292	\$34,784,902

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,603,348	\$5,914,237	\$7,834,152	\$7,985,188	\$8,847,294	10.8
Services & Supplies	749,219	1,274,286	3,413,759	2,373,596	5,960,817	151.1
Other Charges	69,693	60,963	3,050	0	6,100	100.0
Fixed Assets	53,744	84,556	354,149	8,000	113,100	1,313.8
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Reimbursements	0	0	(14,185)	(14,185)	(14,185)	0.0
Operating Transfers	0	1,007	11,836	11,836	11,836	0.0
TOTAL DIRECT COST	\$6,476,004	\$7,335,049	\$11,602,761	\$10,364,435	\$14,924,962	44.0
PROGRAM REVENUE	(5,924,555)	(7,282,931)	(11,602,761)	(10,364,435)	(14,924,962)	44.0
NET GENERAL FUND CONTRIBUTION	\$551,449	\$52,118	\$0	\$0	\$0	0.0
STAFF YEARS	124.08	160.32	158.19	171.17	178.17	4.1

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The Fiscal Year (FY) 1996-97 Estimated Actuals and the FY 1996-97 Adopted Budget are not comparable due to several factors. Actual expenditures for Administrative Support Services include changes authorized by mid-year Board actions and over \$0.8 million in prior year expenditures. Additionally budgetary adjustments between programs have not yet been made to fund Departmental reorganization and Agency implementation costs reflected in this program.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Achieved 120% of goal of having 75% of all personnel issues raised by supervisors and managers resolved at their level.
 - a. Provided 1880 consultations on issues resolved by supervisors and managers.
2. 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.
 - a. Completed and submitted 830 quarterly/annual claims for reimbursement to local, State, and Federal funding agencies totalling over \$85 million.
 - b. Completed and submitted 450 quarterly/annual financial cost reports/budgets to local, State, and Federal regulatory agencies.
 - c. Processed an estimated 50,000 receiving reports and claims.
3. Achieved 70% of goal by claiming 2.1 million countywide in Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) reimbursement or an equivalent amount in alternative reimbursements.

- a. Assisted three county services (Health, DSS Conservatorship, and Public Guardian) to bring Targeted Case Management on line as an alternative to MAA/SB910 during FY 1996-97 and expanded TCM where possible to other County programs.
 - b. Processed an estimated 56 claims (including claims for FY 1995-96) and provided local education agencies and county departments with technical assistance needed to maximize participation in MAA.
4. Achieved 100% of goal by increasing 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. Upgraded and consolidated two (2) mini computers into one (1) processor.
 - b. Added 72 workstations of the Askew LAN.
 5. Achieved goal of processing 90% of all approved purchasing documents within three subsequent working days and delivered 90% of all stock and non-stock orders within one week of receipt of merchandise.
 - a. Processed 86% of all approved purchasing documents within three subsequent working days of receipt of approved request.
 - b. Delivered 100% of stock and non-stock orders within five days of receipt of merchandise.
 6. Filled 96% of prescriptions and stock orders within ten days of receipt.
 - a. Exceeded goal by reducing the amount of time of filling prescription and stock orders from ten days to five days.
 7. Ensured that service requirements were processed through Purchasing and Contracting 60% of the time.
 - a. Prepared and issued 15 Requests for Proposals (RFP), Requests for Bids (RFB), Requests for Statements of Qualification (RFSQ) or other appropriate documents to competitively obtain services.
 - b. Processed 500 or more contracts or purchase order-related documents with annual value in excess of \$4 million for services required by DHS.
 - c. provided liaison for DHS service requirements between DHS, Auditor and Controller, DIS, and other Departments, 5-10 incidents per week.
 8. Responded to 100% of formal smoking ordinance complaints, assured 93% of affected worksites adopted smoking policies and 99% complied within 2 months of primary intervention.
 9. Maintained the Department wide Net County Cost at or below the level authorized by the Board of Supervisors.
 - a. Fell short of goal to provide detailed fund balance analysis in executive summary to the Department's Executive staff with 15 working days of the submission of each of the first three quarters' formal Fund Balance reports to the Auditor and Controller's Office, due to conflicting budget submission timelines.
 - b. Anticipate providing FY closing report in Executive Summary to the Director with 30 days of the Close of Period 14.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. 75% of all personnel issues raised by supervisors and managers will be resolved at their level.
 - a. Provide 1,900 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.
2. Claim countywide \$1.9 million in Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) reimbursement or an equivalent amount in alternative reimbursements.
 - a. Assist two county services (Health, and Public Guardian) to stabilize Targeted Case Management as a County Service and expand TCM where possible to other County programs.
 - b. Process 30 quarterly claims for Medi-Cal Administrative Claims and TCM. Provide technical assistance to 6 county programs participating in MAA or TCM.
3. Enhance all Regional Center's telecommunications infrastructure to span connectivity to remote clinics by May 1998.
 - a. Connect the North Inland Mental Health site to the Escondido Public Health Center by August 1997.
 - b. Enhance the remaining five regional centers by adding concentrators and routers to provide local lines to remote sites by May 1998.
4. Process 90% of all approved purchasing documents within five subsequent working days and deliver 90% of all stock and non-stock orders within five days of receipt of merchandise.
 - a. Process 8,500 purchasing documents within five subsequent working days of receipt of approved request.
 - b. Deliver 90% stock and non-stock orders within five days receipt of merchandise.

5. Fill 96% of prescriptions and stock orders within 8 days of receipt.
 - a. Fill 414,000 prescriptions and stock orders within 8 days of receipt.
6. Ensure that service requirements are competitively processed 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.
7. Increase worksite compliance with State and local tobacco control ordinances through primary intervention and education provided by the County's Tobacco Control Resource Center.
 - a. Respond to 300 formal complaints of violations of local and State smoking regulations to assure 80% of worksites adopt smoking policies.
 - b. Of those worksites requiring intervention, 85% will achieve ordinance compliance within 2 months of primary intervention.
8. Maintain the Department wide net County cost at or below the level authorized by the Board of Supervisors.
 - a. Provide detailed Fund Balance analysis in executive summary to the Department's Executive staff within 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.

1997-98 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, a unit responsible for efforts to maximize revenue generation, and a central training unit providing comprehensive training to all DHS employees. It centralizes all of these functions to provide more efficient and cost effective services to meet the needs of the direct service programs.

Services provided by the Administrative Support Services Program are both County operated and contracted. The FY 1997-98 Adopted Budget includes \$4,966,901 million (33%) County operated and \$9,958,061 million (67%) contracted services.

Each program activity is summarized as follows:

1. Office of the Director [8.08 SY; E = \$3,858,251; R = \$3,858,251] is:
 - o Mandated/Discretionary Service Level.
 - o Providing overall department direction and general management, liaison with the Board of Supervisors, Health Services Advisory Board, and the various State and Federal Health agencies.
 - o Established by County Administrative Code, Article XV, Section 231.
 - o Responsible for the Department's strategic planning to develop long-term solutions; coordination of the Department's direction; systems and organization development; and oversight on special projects of the Director's office.
 - o Responsible for legislation and governmental relations.
 - o Increasing by 1.00 staff year from the Office of the Deputy Director, Management Services based on a change of reporting relationships.
 - o Responsible for the Children's Investment Trust Fund programs.
2. Health Promotion [34.08 SY; E = \$2,693,841; R = \$2,693,841] is:
 - o Mandated/Discretionary Service Level.

- o Reflected in the Administrative Support program for the first time in FY 1996-97, having previously been part of the Community Health Services program.
 - o 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.
 - o 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.
 - o Increasing by 1.00 staff year for increased tobacco control activities.
Increasing by two positions to enable two full-time positions to be split into two part-time positions.
3. Office of the Deputy Director, Mgmt. Svcs. [6.75 SY; E = \$552,792; R = \$552,792] is:
- o Mandated/Discretionary Service Level.
 - o Providing direction for all departmental support services including budget, fiscal, personnel, administration and information services support.
 - o Acting for Director/Assistant Director in selected areas.
 - o Providing special program development.
 - o Responsible as delineated in Section 233.4, 233.5, 238, 239 of the County Administrative Code for operational support of Departmental functions.
 - o Decreasing by 0.25 staff year due to staffing adjustments.
4. Central Training Unit [4.00 SY; E = \$451,184; R = \$451,184] is:
- o Mandated/Discretionary Service Level.
 - o Responsible for providing integrated comprehensive training to all Department of Health Services employees.
4.00 SY transferred from Mental Health Services, establishing a central departmental function for the first time.
5. Budget Division [8.00 SY; E = \$441,071; R = \$441,071] is:
- o Mandated/Discretionary Service Level.
 - o Responsible for the development and submission of the Department of Health Services Budget and related data.
 - o Responsible for the Department's Fund Balance analysis and the submission of Fund Balance reports required by the Auditor & Controller.
6. Information Services Division [20.25 SY; E = \$1,613,749; R = \$1,613,749] is:
- o Mandated/Discretionary Service Level.
 - o Providing EDP support to the Department's direct service programs, as well as Departmental Administration and Support Services.
 - o Acting as liaison with County Department of Information Services.
 - o Increasing by 1.00 permanent staff year to support pediatric immunizations activities.
7. Fiscal Services Division [39.68 SY; E = \$1,782,371; R = \$1,782,371] is:
- o Mandated/Discretionary Service Level.
 - o Responsible for the Department's general program and cost accounting requirements; audits and appropriations control, including program cost reporting, periodic and year-end financial reporting, specialized reporting for Short-Doyle/Medi-Cal cost reports, Medicare cost reports, OSHPD (formerly CHFC) cost disclosure reports, AB-75 and SLIAG cost reports; reconciliation of budget and program costs/revenues; setting up of accounting and internal control procedures.

- o Coordination of and response for audits performed by County, State, and Federal auditors representing the Department on audit appeals.
 - o Coordinating EDP and ARMS, revenue billing, cash receipts, petty cash, inventory control, claims processing, expediting cash flow, and contract fiscal monitoring and review.
 - o Performing functions required to satisfy State and Federal grant requirements for cost reimbursement purposes and County cost accounting requirements.
 - o Coordinating and monitoring all Departmental accounts payable and interacting closely with the Auditor and Controller in these matters.
 - o Increasing by 1.00 staff year due to the centralization of accounting functions in this Division.
8. Personnel Division [20.08 SY; E = \$1,630,761; R = \$1,630,761] is:
- o Mandated/Discretionary Service Level.
 - o Providing personnel services, in cooperation with the County Department of Human Resources, for: recruitment, examinations, staff utilization, employee relations (including negotiations, meet and confer and grievances); affirmative action; disciplinary action; payroll administration; staff development; and, personnel statistics and reports.
 - o Consulting with and advising department management, staff, and representatives of other departments and organizations concerning personnel administration and staff development matters.
 - o Providing personnel services for employees in 37 different work locations throughout the County.
 - o Assuring compliance with Equal Employment Opportunities/Affirmative Action regulations and the County's Affirmative Action Program.
 - o Increasing by 1.00 staff year transferred from Office of the Deputy Director due to department reorganization.
9. Revenue Generation Unit [2.00 SY; E = \$232,652; R = \$232,652] is:
- o Mandated/Discretionary Service Level.
 - o Responsible for the County's efforts to claim Medi-Cal administrative expenses (\$8 910).
 - o Coordinating and assuming responsibility for recruiting and training new participating service program units.
 - o Negotiating program decisions to benefit San Diego County with State Department of Health Services.
 - o Overseeing submission of quarterly claims for all participating agencies.
 - o Decreasing by 1.00 staff year due to the centralization of accounting functions in the Fiscal Services Division.
10. Facilities Management Unit [2.00 SY; E = \$94,007; R = \$94,007] is:
- o Mandated/Discretionary Service Level.
 - o Coordinating support services necessary to maintain and operate the Department of Health Services' Facilities.
11. DHS Pharmacy [16.25 SY; E = \$906,876; R = \$906,876] is:
- o Mandated/Discretionary Service Level.
 - o Providing pharmaceutical services to Public Health, Mental Health and Physical Health programs.
 - o Providing pharmaceutical services to other County departments (Sheriff's Detention Facilities, Jail, Probation, Juvenile Hall) and the HIV Drug Treatment Program.
 - o Providing certain consultant services to Public Health programs; e.g., medication requirements (type, packaging, quantity, etc.) are coordinated with other programs' requirements to combine cooperative purchasing and establish annual contracts for pharmaceutical purchases.

- o Going to process 400,000 inpatient pharmacy doses, outpatient prescriptions and clinic issues during FY 1995-96.
- o Decreasing by 0.75 staff year due to staffing adjustments.

12. Procurement and Mail Distribution Unit (17.00 SY; E = \$667,407; R = \$667,407) is:

- o Mandated/Discretionary Service Level.
- o Coordinating purchasing, receiving, and distribution of supplies.
- o Interacting closely with the County Department of Purchasing and Contracting.
- o Acting as liaison with all intra-departmental programs for supplies requests.
- o Responsible for the operation of the departmental pharmacy-supply warehouse.
- o Responsible for the operation of the departmental copy center.
- o Inclusive of the Contracting function.
- o Responsible for developing, implementing and maintaining professional procurement practices that promote efficiency and client satisfaction of service rendered.
- o Providing mail and courier services for the entire Department.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES GENERATED BY MANAGEMENT SERVICES:				
Medi-Cal Pharmaceuticals	\$252,700	\$242,778	\$242,778	\$0
Private Pay Pharmaceuticals	10,815	10,815	10,815	0
Medi-Cal Administrative Claiming (MAC/SB910)	102,066	206,932	169,251	(37,681)
Miscellaneous Revenue	12,907	0	122,328	122,328
Other Federal Revenue	0	0	30,825	30,825
Sub-Total	\$378,488	\$460,525	\$575,997	\$115,472
HEALTH PROMOTION FUNDING				
Child Passenger Safety	\$105,717	\$130,000	\$100,000	\$(30,000)
Tobacco Tax/Health Education	1,036,544	772,253	1,308,891	536,638
State AIDS Health Education	0	95,500	0	(95,500)
State Office of Traffic Safety	33,086	43,000	43,000	0
Prior Year State Office of Traffic Safety	13,595	0	0	0
Department of Environmental Health	12,370	12,370	12,370	0
Immunizations, State Aid	0	0	51,558	51,558
Child Health & Disability Prevention	0	0	27,119	27,119
Lead, Federal Grant	0	0	52,611	52,611
Sub-Total	\$1,201,312	\$1,053,123	\$1,595,549	\$542,426
REVENUE ALLOCATED DIRECTLY TO SUPPORT FUNCTIONS:				
Tobacco Tax, CHIP Unallocated Account	\$229,815	\$201,834	\$229,815	\$27,981
Tobacco Tax, CHIP Hospital Account	22,065	22,065	22,065	0
Health Account Realignment	2,494,330	2,636,077	4,900,034	2,263,957
Mental Health Account Realignment	200,000	200,000	1,260,930	1,060,930
Mental Health Managed Care	235,065	235,065	235,065	0
Sub-Total	\$3,181,275	\$3,295,041	\$6,647,909	\$3,352,868
REVENUE SHOWN AS DEDUCTION FROM DIRECT PROGRAMS:				
Alcohol and Drug Services	\$358,822	\$308,985	\$348,337	\$39,352
Mental Health Services	3,158,167	2,628,445	2,892,240	263,795
Community Health Services	3,324,697	2,618,316	2,864,930	246,614
Sub-Total	\$6,841,686	\$5,555,746	\$6,105,507	\$549,761
Total	\$11,602,761	\$10,364,435	\$14,924,962	\$4,560,527

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The FY 1997-98 Adopted Budget revenue reflects an increase of \$4,560,527 from the FY 1996-97 Adopted Budget level. The net increase results from an increase in revenue from the State Department of Health Services for tobacco control education, the Children's Investment Trust Fund, the Critical Hours Program, and adjustments between budgeted revenue sources.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	100,000
Office Equipment - General	13,100
Total	113,100

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: PERSONNEL					
% OF RESOURCES: <1%					
<u>OUTCOME (Planned Result)</u>					
Personnel Issues Resolved at Supervisor and Manager level	0	1,016	1,200	N/A ²	1,212
<u>EFFECTIVENESS (Input/Outcome)</u>					
Staff hours per resolution	0	3.7	1.9	N/A ²	25
<u>OUTPUT (Service or Product)</u>					
Consultations on issues raised	0	1,100	1,800	N/A ²	2,463
<u>EFFICIENCY (Input/Output)</u>					
Staff hours per consultation	0	3.4	1.2	N/A ²	12

¹ Increases in .6 hours of staff time to resolve more issues at supervisory level to save 10 hours of staff time resolving issues at the higher levels, including appeal hearings.

² Performance Measures were revised for the FY 1996-97 Budget. Due to refined data tracking techniques the program returned to its original measures, therefore, the FY 1996-97 Budget column is not applicable (N/A).

**ACTIVITY B:
FISCAL****% OF RESOURCES: 5.8%**OUTCOME (Planned Result)

Complete 100% of mandated reports/claims*	0	N/A	100	N/A	100%
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EFFECTIVENESS (Input/Outcome)

Cost of staff to complete 100% of mandated reports and claims	\$0	\$576.22 ¹	\$663.12	\$590.80 ¹	\$65 7
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OUTPUT (Service or Product)

Mandated reports/claims completed	0	1,280	1,280	1,280	1,280
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EFFICIENCY (Input/Output)

Cost of staff mandated reports and claims completed	\$0	\$576.22 ¹	\$663.12	\$590.80 ¹	\$65 7
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¹ Average cost per report without regard to length or complexity of each report.

* The performance measures for this activity were revised for the FY 1997-98 Budget to conform to Service Efforts and Accomplishments (SEA) criteria, as recommended by an Audits Division analysis of program performance reporting. Therefore, FY 1996-97 Budget and FY 1995-96 Actual information is not available (N/A).

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY C: FISCAL - ACCOUNTS PAYABLE					
% OF RESOURCES: 1.3%					
<u>OUTCOME (Planned Result)</u>					
Process 100% of receiving reports/ claims*	0	N/A	100%	N/A	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of staff to complete 100% of receiving reports and claims	\$0	\$2.68	\$3.89	\$2.47	\$3.
<u>OUTPUT (Service or Product)</u>					
Number of reports and claims processed	0	56,215	50,000	50,000	50,000
<u>EFFICIENCY (Input/Output)</u>					
Cost of staff/number of reports and claims processed	\$0	\$2.68	\$3.89	\$2.47	\$3.
ACTIVITY D: MEDI-CAL ADMINISTRATIVE CLAIMING					
% OF RESOURCES: 1.4%					
<u>OUTCOME (Planned Result)</u>					
Claims for Medi-Cal Administrative Activities thru DHS/Other Depts.	0	N/A ¹	2.1	\$3.0M	\$1R
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per \$1 mil in County Revenue Claimed	0	N/A	97,983	\$92,253	\$113,610
<u>OUTPUT (Service or Product)</u>					
Number of quarterly claims processed ²	0	32	56	40	30
<u>EFFICIENCY (Input/Output)</u>					
Cost per claim submitted*	0	N/A	3,674	N/A	\$8,753

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

² For FY 1997-98 conservatorship Program (\$900,000) has been transferred to Mental Health Rehabilitation (Case Management) option.

³ Includes claims processed for local education agencies that must claim via County. Due to start up and changes in policy, the number of claiming units has varied throughout 1993-1997. Retro-process has required additional and amended claims. Program should stabilize during FY 1997-98.

* The performance measures for this activity were revised for the FY 1997-98 Budget to conform to Service Efforts and Accomplishments (SEA) criteria, as recommended by an Audits Division analysis of program performance reporting. Therefore, FY 1996-97 Budget and FY 1995-96 Actual information is not available (N/A).

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
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ACTIVITY E:
INFORMATION SERVICES DIVISION

% OF RESOURCES: 10.8%

OUTCOME (Planned Result)

Increase automation & networking capacity from minicomputer to PC base	N/A	N/A ¹	N/A	N/A ¹	45%
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OUTPUT (Service or Product)

Add Workstations to DHS LAN	0	56	175	45	100
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¹ This measure is newly defined for FY 1997-98 and therefore prior year data is not available (N/A).

ACTIVITY F:
SUPPLY CENTER

% OF RESOURCES: 1.5%

OUTCOME (Planned Result)

Process purchasing documents within five subsequent working days of receipt	0	90.0%	86%	90.0%	90%
Deliver stock and non-stock orders within five days of receipt of merchandise	0	90.0%	100%	90.0%	90%

EFFECTIVENESS (Input/Outcome)

Cost per requisition processed within 5 working days of receipt	\$0	\$7.61	\$7.95	\$7.95	\$2.2
Cost per supply requisition processed	\$0	\$8.50	\$9.02	\$9.02	\$1.4

OUTPUT (Service or Product)

Purchasing documents processed*	0	N/A	6,583	N/A	8,500
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EFFICIENCY (Input/Output)

Cost per requisition processed*	0	N/A	7.95	N/A	1.2
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OUTPUT (Service or Product)

Supply orders delivered*	0	N/A	6,925	N/A	7,800
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EFFICIENCY (Input/Output)

Cost per supply order delivered*	0	N/A	9.02	N/A	1.2
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* The performance measures for this activity were revised for the FY 1997-98 Budget to conform to Service Efforts and Accomplishments (SEA) criteria, as recommended by an Audits Division analysis of program performance reporting. Therefore, FY 1996-97 Budget and FY 1995-96 Actual information is not available (N/A).

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY G: PHARMACY					
% OF RESOURCES: 6.1%					
<u>OUTCOME (Planned Result)</u>					
Prescriptions & stock orders filled within 5 days of receipt	0	96%	96%	96%	96%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per pharmacy prescription issued within 15 minutes*	0	N/A	2.18	N/A	\$12
<u>OUTPUT (Service or Product)</u>					
Prescriptions and stock orders filled	0	391,847	374,296	456,000	414,000
<u>EFFICIENCY (Input/Output)</u>					
Staff cost per pharmacy prescription issue*	0	N/A	2.31	N/A	2

* The performance measures for this activity were revised for the FY 1997-98 Budget to conform to Service Efforts and Accomplishments (SEA) criteria, as recommended by an Audits Division analysis of program performance reporting. Therefore, FY 1996-97 Budget and FY 1995-96 Actual information is not available (N/A).

**ACTIVITY H:
SERVICE CONTRACTS FOR DHS**

% OF RESOURCES: %

<u>OUTCOME (Planned Result)</u>					
% of Service Contracts Competitively processed	0	60%	60%	60%	60%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Service Contract completed	\$0	\$66.00	\$66	\$66.00	\$66
<u>OUTPUT (Service or Product)</u>					
Completed Requests for Proposals (RFP), Requests for Bids (RFB), Requests for Statements of Qualification (RFSQ) or similar competitive process	0	15	15	15	15
<u>EFFICIENCY (Input/Output)</u>					
Service Contract Actions per Year	0	665	665	665	665
<u>OUTPUT (Service or Product)</u>					
Contract and Purchase Orders issued, amended or terminated	0	500	500	500	500
<u>OUTPUT (Service or Product)</u>					
Liaison for DHS Service Contracts, includes meetings or training sessions conducted to achieve contract objectives	0	375	375	375	375

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY I:					
TOBACCO CONTROL (Health Promotion)					
% OF RESOURCES: <1%					
<u>OUTCOME (Planned Result)</u>					
No. of worksites requiring intervention	0	N/A ¹	68	N/A ¹	120 ²
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of worksites in compliance after primary intervention	0	N/A ¹	98%	N/A ¹	85%
<u>OUTPUT (Service or Product)</u>					
No. of formal ordinance violation complaints	0	N/A ¹	138	N/A ¹	300 ²
<u>EFFICIENCY (Input/Output)</u>					
Cost per formal complaint	0	N/A ¹	230.17	N/A ¹	\$28%

¹ The performance measures for this activity were revised for the FY 1997-98 Budget to conform to Service Efforts and Accomplishments (SEA) criteria, as recommended by an Audits Division analysis of program performance reporting. Therefore, FY 1996-97 Budget and FY 1995-96 Actual information is not available (N/A).

² Workload increase due to State law AB13 which will apply to bars effective 1/98.

DEPARTMENT OF SOCIAL SERVICES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Adult Services	\$65,305,495	\$62,717,014	\$64,516,820	\$64,393,677	\$69,337,637	4,943,960	7.7
Childrens Svcs Bureau	50,996,188	53,494,096	53,626,417	53,830,731	58,435,514	4,604,783	8.6
Community Action Ptrnshp	7,776,290	7,605,722	8,093,071	8,783,582	9,443,946	660,364	7.5
Assistance Payments	701,814,601	682,222,929	600,364,536	636,556,235	579,698,409	(56,857,826)	(8.9)
Family Resource Bureau	104,231,399	107,841,326	108,593,637	110,676,149	120,513,867	9,837,718	8.9
Management Svcs Bureau	12,600,105	12,077,264	12,137,232	13,656,837	16,109,869	2,453,032	18.0
Eligibility Review	2,193,528	2,374,787	2,145,530	2,436,529	2,493,201	56,672	2.3
TOTAL DIRECT COST	\$944,917,606	\$928,333,138	\$849,477,243	\$890,333,740	\$856,032,443	\$(34,301,297)	(3.9)
PROGRAM REVENUE	(906,868,373)	(899,770,364)	(825,875,491)	(864,020,819)	(829,098,941)	34,921,878	(4.0)
NET GENERAL FUND COST	\$38,049,233	\$28,562,774	\$23,601,752	\$26,312,921	\$26,933,502	\$620,581	2.4
STAFF YEARS	3,767.00	3,693.00	3,553.50	3,855.00	3,727.25	(127.75)	(3.3)

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.

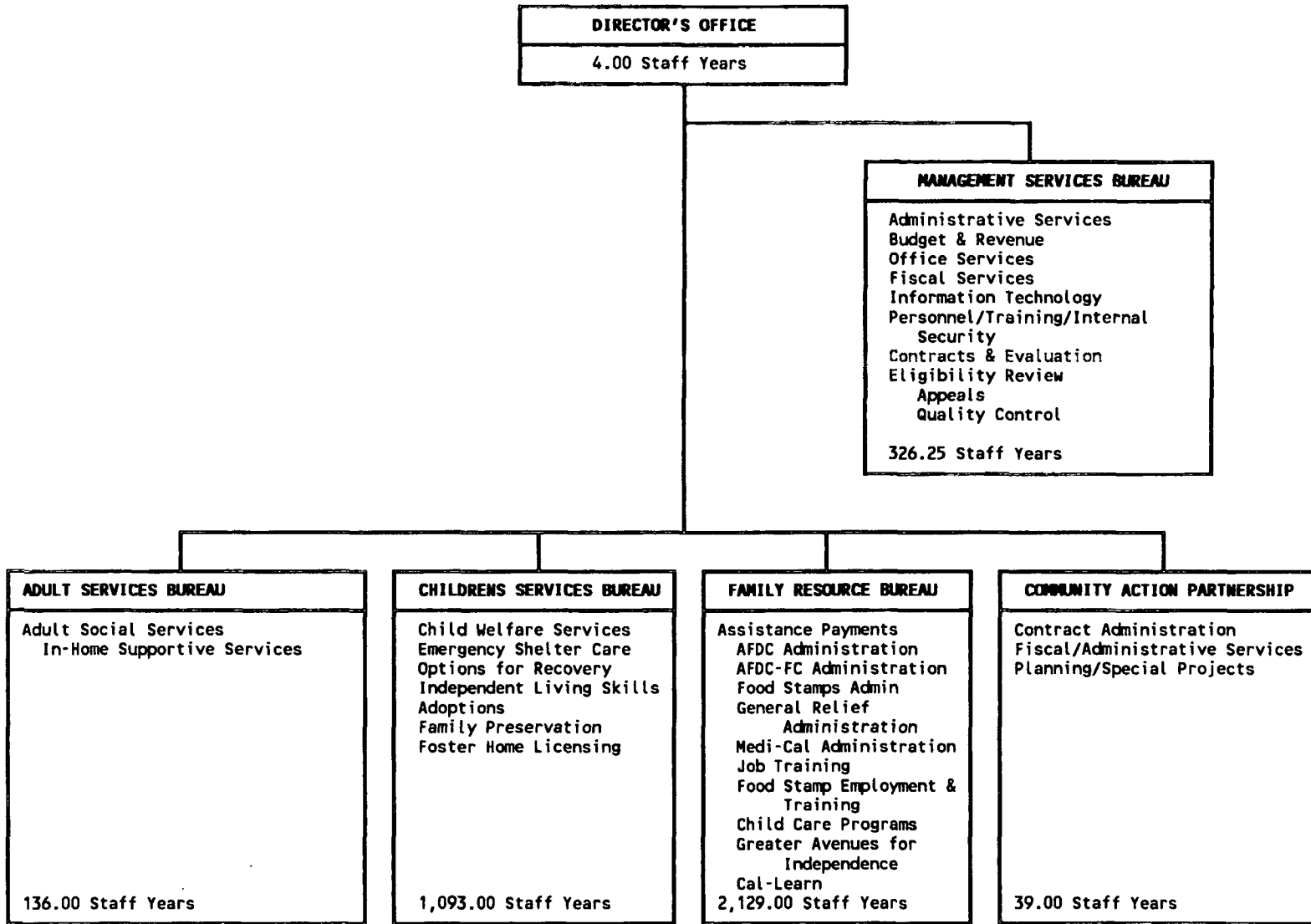
1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. To maintain an accuracy rate of 94% in the maintenance of assistance caseloads and to close 14,500 cases monthly.
 - a. 134,100 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% (3,996) 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: thereby avoiding \$41.4 million in AFDC payments.
 - a. 13,473 AFDC recipients will obtain employment through GAIN.
 - b. The percent of working welfare recipients will increase to 34% of the AFDC caseload.
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 investigations to 750 candidates annually.

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

FY 1997-98 ADOPTED PROGRAM BUDGET

22-2



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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$8,212,244	\$8,015,773	\$7,633,149	\$7,733,035	\$5,489,896	(29.0)
Services & Supplies	943,907	897,002	729,497	761,322	535,687	(29.6)
Contracts	56,149,344	53,804,239	56,154,174	55,899,320	63,312,054	13.3
Other Charges	0	0	0	0	0	
Fixed Assets	0	0	0	0	0	
TOTAL DIRECT COST	\$65,305,495	\$62,717,014	\$64,516,820	\$64,393,677	\$69,337,637	7.7
PROGRAM REVENUE	(64,869,630)	(62,167,317)	(64,308,848)	(64,307,093)	(67,826,319)	5.5
NET GENERAL FUND CONTRIBUTION	\$435,865	\$549,697	\$207,972	\$86,584	\$1,511,318	1,645.5
STAFF YEARS	200.00	191.00	178.75	187.00	136.00	(27.3)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Fiscal year 1996-97 estimated actual expenditures for contracts exceeded the budgeted amount due to the minimum wage increase in IHSS.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- o Exceeded the goal of maintaining adults receiving IHSS in their own home and avoiding institutionalization. The services provided enabled 95.7% of adults served to remain in their own home.
- o Exceeded the goal of maintaining the severely mentally ill conservatees in placement, as ordered by the court. The services provided insured that 96.4% of conservatees remained in their placement as ordered by the court.

1997-98 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 14,000 monthly.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The Adult Social Services Program consisting of five sub-programs and 136.00 SY was created after the Employment Services Programs were transferred to the Family Resource Bureau. Five Employment Services sub-programs and 360.50 SY were combined with the Eligibility and Grant Determination Program to make the newly established Family Resources Bureau per Board Action of June 26, 1997 (#49).

Changes in the Adult Services Program are: transfer of the Conservatorship Program consisting of 51.00 SY and \$2,384,536 to the Mental Health program in the Department of Health Services; an increase in IHSS Payments of \$6 million to fund the increased costs which result from the minimum wage increase; and an increase of \$877,061 in contract funds to fund additional Adult Protective Services in the Area Agency on Aging.

The activities of this program are summarized as follows:

1. In-Home Supportive Services (IHSS) Case Management, & Program Operations [136.00 SY; E = \$6,025,583; R = \$5,851,018] 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.

2. In-Home Supportive Services (IHSS) Contract & Individual Care Provider Payments [0.00 SY; E = \$61,080,005; R = \$59,823,715] is:
 - o Mandated/Mandated Service Level.
 - o Responsible for providing home and personal care services to aged and disabled IHSS recipients; 792,000 hours by contracted homemakers and an estimated 10,100,000 hours of service through self-employed individual providers.
 - o Increased by \$6M as a result of the increased costs associated with the recent increase in state and federal minimum wage.

3. Adult Protective Services (APS) [0.00 SY; E = \$1,771,235; R = \$1,771,235] 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. Contracted out Adult Protective Services (APS) to the Department of Area Agency on Aging and Aids Case Management to the Department of Health Services.
 - o Increased contracted funds available to the Department of Area Agency on Aging by \$877,061 to enable them to provide additional crisis intervention, case management, and counseling services for elder and dependent adults who may be endangered by abuse, neglect or exploitation.

4. Conservatorship Services [0.00 SY; E = \$460,814; R = \$380,351] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Decreased 51.0 SY and \$2,384,536 as a result of the Conservatorship Program being transferred to the Department of Health Services effective 7/1/97 per Board action taken April 8, 1997 (#9).
 - o The remaining costs consist of a contract with the Department of Health Services to reimburse the County Services Block Grant activities they provide to conservatees.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GRANT:				
County Services Block Grant (CSBG) (30% of NFS match required)	\$1,673,972	\$1,775,447	\$1,551,878	\$(223,569)
In-Home Supportive Services (IHSS) Aid Payments	42,524,599	41,697,291	46,388,957	4,691,666
In-Home Supportive Services (IHSS) Admin. (30% of NFS match required)	4,244,082	4,345,352	4,782,985	437,633
Non-Medical Out of Home Care	17,990	32,799	24,580	(8,219)
Targeted Case Management (Repl MAC)	425,632	571,378	0	(571,378)
Social Services Trust Fund	14,182,002	14,830,393	15,015,482	185,089
Mental Health Trust Fund	1,240,571	1,028,620	0	(1,028,620)
Misc.	0	25,813	62,437	36,624
Sub-Total	\$64,308,848	\$64,307,093	\$67,826,319	\$3,519,226
Total	\$64,308,848	\$64,307,093	\$67,826,319	\$3,519,226

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
REVENUE MATCH:				
IHSS Payments	\$13,871,219	\$13,302,713	\$14,696,633	\$1,393,920
IHSS Admin	1,120,982	911,691	1,198,613	286,922
County Services Block Grant	429,951	615,989	551,091	(64,898)
Match Meet with Soc Svs & MH Trust Funds	(15,422,152)	(14,830,393)	(15,015,482)	(185,089)
Sub-Total	\$0	\$0	\$1,430,855	\$1,430,855
General Fund Support Costs	\$207,972	\$86,584	\$80,463	\$(6,121)
Sub-Total	\$207,972	\$86,584	\$80,463	\$(6,121)
Total	\$207,972	\$86,584	\$1,511,318	\$1,424,734

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 IHSS revenue increases by the revenue offset portion of the federal and state minimum wage increases. The majority of the homemakers and providers who perform services which enable the aged and disabled clients to remain in their homes are paid at the minimum wage level.
- o The increase in match for IHSS Payments represents the County's share of the increased cost associated with the Federal and State minimum wage increases.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: IN-HOME SUPPORTIVE SERVICES					
% OF RESOURCES: 96.8%					
<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	13,768 95.7%	13,503 95.3%	13,339 95.7%	13,680 95.0%	13,300 95.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Monthly Administrative cost per IHSS* adult remaining in their home	\$29.40	\$30.78	\$32.28	\$33.12	\$33.79
<u>OUTPUT (Service or Product)</u>					
IHSS cases managed	14,394	14,175	13,938	14,400	14,000
<u>EFFICIENCY (Input/Output)</u>					
IHSS cases managed per Social Worker	236	230	225	218	212

COMMENTS

*Costs are based on salaries and benefits of IHSS Social Work staff.

**ACTIVITY B:
CONSERVATORSHIP****% OF RESOURCES: 0.6%**OUTCOME (Planned Result)

To maintain 95% of severely mentally ill Conservatees in placement as ordered by the court	1,662 94.2%	1,635 95.6%	1,575 96.4%	1,515 95.0%	N/A N/A
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EFFECTIVENESS (Input/Outcome)

Monthly cost per Conservatorship case managed	\$112	\$115	\$110	\$125	N/A
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OUTPUT (Service or Product)

Conservatorship cases managed	1,765	1,710	1,633	1,595	N/A
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EFFICIENCY (Input/Output)

Conservatorship cases managed per Social Worker	55	52	53	50	N/A
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COMMENTS

The Conservatorship program was transferred to the Department of Health Services on June 20, 1997 as approved by the Board on April 8, 1997 (#9).

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
<u>In-Home Supportive Services Case Mgmt</u>							
0360	Asst Dep Dir, Soc Svcs	1	1.00	1	1.00	\$64,764	\$64,752
2757	Admin Sec II	1	1.00	1	1.00	26,246	27,028
5287	Soc Svcs Admin I	1	1.00	1	1.00	45,259	46,625
5288	Soc Svcs Admin II	1	1.00	1	1.00	47,558	48,991
5244	Program Specialist	1	1.00	1	1.00	43,109	44,409
5270	Social Work Supv	9	9.00	9	9.00	344,050	360,946
5260	Social Worker III	66	66.00	66	66.00	2,179,925	2,262,054
5222	Eligibility Supv	1	1.00	1	1.00	30,869	31,808
5221	Eligibility Technician	5	5.00	5	5.00	123,365	127,005
4565	Public Health Nurse II	4	4.00	4	4.00	155,330	164,069
2745	Supervising Clerk	1	1.00	1	1.00	28,611	29,464
2730	Senior Clerk	4	4.00	4	4.00	98,692	100,711
4911	Soc Svcs Aide II	1	1.00	1	1.00	20,327	20,923
2493	Intermediate Acct Clerk	4	4.00	4	4.00	82,791	88,010
2700	Intermediate Clerk Typist	29	29.00	29	29.00	602,401	631,541
	Sub-Total	129	129.00	129	129.00	\$3,893,297	\$4,048,336
<u>In-Home Supportive Services Contract Mgt</u>							
2413	Analyst III	1	1.00	1	1.00	47,558	48,991
2412	Analyst II	2	2.00	2	2.00	82,120	88,818
2730	Senior Clerk	1	1.00	1	1.00	24,673	25,401
2493	Inter Acct Clerk	1	1.00	1	1.00	18,652	22,069
2700	Intermediate Clerk Typist	2	2.00	2	2.00	42,590	40,432
	Sub-Total	7	7.00	7	7.00	\$215,593	\$225,711
<u>Conservatorship Services</u>							
5289	Soc Svcs Admin III	1	1.00	0	0.00	\$52,438	0
5244	Program Specialist	1	1.00	0	0.00	43,109	0
5259	Protective Svcs Supervisor	5	5.00	0	0.00	220,105	0
5258	Sr Protective Svcs Worker	5	5.00	0	0.00	190,953	0
5257	Protective Services Worker	27	27.00	0	0.00	961,173	0
4913	Protective Svcs Assistant	5	5.00	0	0.00	108,514	0
2903	Legal Procedures Clk I	2	2.00	0	0.00	42,522	0
2700	Intermediate Clerk Typist	4	4.00	0	0.00	85,180	0
2760	Stenographer	1	1.00	0	0.00	20,471	0
	Sub-Total	51	51.00	0	0.00	\$1,724,465	\$0
	Total	187	187.00	136	136.00	\$5,833,355	\$4,274,047
Salary Adjustments:						(34,541)	(40,853)
Bilingual Pay:						16,840	9,365
Premium/Overtime Pay						3,985	3,985
Employee Benefits:						2,110,010	1,371,140
Salary Savings:						(162,876)	(106,494)
VTO Reductions:						(33,738)	(21,294)
Total Adjustments						\$1,899,680	\$1,215,849
Program Totals		187	187.00	136	136.00	\$7,733,035	\$5,489,896

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$41,080,751	\$43,180,594	\$42,825,978	\$43,702,140	\$47,425,753	8.5
Services & Supplies	4,831,565	4,888,898	5,753,205	4,325,393	4,985,171	15.3
Contracts	3,137,576	2,889,843	3,393,617	3,841,343	4,277,316	11.3
Support & Care	1,946,296	1,275,467	1,541,121	1,849,359	1,747,274	(5.5)
Fixed Assets	0	1,259,294	112,496	112,496	0	(100.0)
TOTAL DIRECT COST	\$50,996,188	\$53,494,096	\$53,626,417	\$53,830,731	\$58,435,514	8.6
PROGRAM REVENUE	(50,519,046)	(53,431,522)	(53,575,327)	(53,037,591)	(57,035,100)	7.5
NET GENERAL FUND CONTRIBUTION	\$477,142	\$62,574	\$51,090	\$793,140	\$1,400,414	76.6
STAFF YEARS	1,016.50	1,041.00	1,003.75	1,075.50	1,093.00	1.6

PROGRAM MISSION

To protect children and preserve families.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Fiscal Year 1996-97 estimated actual expenditures for Salaries and Benefits were less than budgeted due to the difficulty hiring qualified staff to fill Protective Services Worker positions.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Achieved the goal to support families by ensuring that 97% of the children for whom there were abuse investigations had no confirmed reports of re-abuse within 6 months.

Although 100% of children needing Emergency Shelter Care were provided care, the number of children provided care each month was 12% less than budget (398). However, the number of bed days provided each month was 34% higher than budget (3,690) due to the average length of stay being longer than anticipated.

Exceeded the goal of providing permanent homes for children unable to return to their own homes by placing 357 children in adoptive homes, 29% more than budgeted.

Exceeded the goal of recruiting new and supporting existing foster parents by maintaining a monthly average of 1,510 licensed homes.

Exceeded the goal of maintaining family and community ties by placing 46.1% (2,225) of children removed from homes with relatives and 88.6% in ethnically matched homes.

Exceeded the objective of reunifying children safely with their families by returning 61% of the children within 12 months and 77% within 18 months. An average of 127 children were reunified with their families monthly.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Support families in which abuse has been investigated assuring that for 97.0% (3,996) 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. Provide an average of 2,738 bed days each month.
3. Provide permanent homes for children unable to return to their own homes by placing 39 children in adoptive homes monthly.
 - a. Free 30 children for adoption monthly.
 - b. Evaluate and approve 41 homes monthly.
4. Recruit new and support existing foster parents in order to maintain a monthly average of 1,610 licenses in force.
 - a. Issue 47 new licenses 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. Place 2,250 children with relatives.
 - b. Place 3,900 children 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. Reunite 120 children with their families each month.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

Salaries and Benefits include an increase resulting from the reclassification of Protective Services Workers as approved on April 15, 1997 (#25). The reclassification will reduce the disparity in salary range between San Diego and other counties. Recruitment and retention problems caused by the salary disparity have a negative effect upon the quality of service and the amount of resources that must be allocated to replacing and training new employees.

The activities of this program are summarized as follows:

1. Childrens Bureau Administration [3.00 SY; E = \$237,123; R = \$232,381]
 - o Mandated/Discretionary Service Level
 - o Responsible for the administration of Childrens Services Bureau programs.
2. Child Welfare Services (CWS) [770.00 SY; E = \$41,168,854; R = \$40,388,337]
 - o Mandated/Mandated Service Level.
 - 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 Funded by Child Welfare Services-match met with Social Services Trust funds.
 - o Deleted 2.00 SY overhead positions (1.00 SY Program Specialist and 1.00 SY Stenographer) to redirect savings and increase direct services such as Public Assistance Fraud.
3. Emergency Shelter Care [189.00 SY; E = \$8,219,240; R = \$8,063,730]
 - o Mandated/Mandated Service Level.
 - o Provides for Emergency Shelter Care services for the County's children.

- o Funded by Title IV-B, Title IV-E, Emergency Assistance, and Child Welfare Services—match met with Social Services Trust funds.
 - o Approximately 450 children will be admitted each month to the Polinsky Children's Center.
 - o Added 2.00 SY Protective Services Worker to implement and supervise a volunteer placement unit at the Polinsky Children's Center.
4. Family Preservation [31.50 SY; E = \$2,751,370; R = \$2,402,886]
- o Discretionary Program/ Discretionary Service Level.
 - 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 Funded by the State with a required county match.
 - o Added 1.00 SY Protective Services Worker for Juvenile Repeat Offender Prevention Program.
 - o Added 2.50 SY temporary extra help staff as approved by the Board January 21, 1997, (#11).
5. Foster Home Licensing [24.00 SY; E = \$1,237,919; R = \$1,237,919]
- o Discretionary/Mandated Service Level.
 - o Develops Foster Care home resources, issues licenses, and evaluates and monitors standards.
 - o Includes Foster Parent Recruitment and Training Program.
 - o Manages the licensing of Foster Care homes under contract with the State.
 - o Added 2.00 SY Social Worker III to assist in increasing the number of licensed foster homes.
6. Independent Living Skills [4.00 SY; E = \$680,759; R = \$680,759]
- o Mandated/Mandated Service Level.
 - o A program focused on enabling eligible youth to achieve self sufficiency prior to leaving the Foster Care support system.
7. Adoption Services [69.00 SY; E = \$3,641,145; R = \$3,641,145]
- o Discretionary/Mandated Service Level.
 - o Recruits adoptive families; provides placement services and background investigations; and counsels birth parents, adoptive parents and children involved in the adoption process.
 - o Operated under license with the State of California.
 - o Added 12.00 SY (8.00 SY Protective Services Workers, 1.00 SY Social Services Administrator II, 1.00 SY Senior Protective Services Worker, 1.00 SY Protective Services Supervisor, and 1.00 SY Intermediate Clerk Typist) as funded by the Governor's Adoption Initiative and approved by the Board, January 21, 1997, (#25).
8. Options for Recovery [2.50 SY; E = \$499,104; R = \$387,943]
- o Discretionary/Mandated Service Level.
 - o Manages the pilot program which provides for the recruitment of specialized Foster Care homes for drug and/or alcohol exposed, or HIV positive infants. This includes the training of foster parents and respite care services.
 - o Funded by the State of California.
 - o Provides services to recruit and train Foster Care families and place 100 eligible children with these families over the course of one year.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Child Welfare Services (match is 30% of NFS)*	\$26,795,362	\$26,904,512	\$36,745,549	\$9,841,037
Emergency Assistance	9,126,352	9,409,061	0	(9,409,061)
Foster Home Licensing Contract	927,485	1,038,549	1,237,919	199,370
Adoptions Contract	2,243,367	2,279,441	3,557,267	1,277,826
Independent Living Skills Contract	664,314	711,310	680,759	(30,551)
Adoption Fees	220,756	228,969	83,878	(145,091)
Family Preservation	1,584,895	1,862,957	2,402,886	539,929
Special Foster Care Grant (Options for Recovery)	244,901	235,447	387,943	152,496
Pediatric HIV Grant	39,358	39,358	32,773	(6,585)
Specialized Care Incentive	285,515	303,120	321,990	18,870
Share Bear Donations	5,826	8,498	0	(8,498)
Social Services Trust Fund	11,437,196	10,016,369	11,584,136	1,567,767
Sub-Total	\$53,575,327	\$53,037,591	\$57,035,100	\$3,997,509
Total	\$53,575,327	\$53,037,591	\$57,035,100	\$3,997,509

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
REVENUE MATCH:				
Child Welfare Services Match	\$9,431,526	\$8,672,787	\$12,491,857	\$3,819,070
Family Preservation Match	719,047	760,807	833,984	73,177
Emergency Assistance Match	1,595,752	1,660,423	0	(1,660,423)
Special Foster Care Grant Match	81,615	81,615	111,161	29,546
Match Met with Social Service Trust Fund	(11,437,196)	(10,016,369)	(11,584,136)	(1,567,767)
Match Met with Community Action Partnership Contracts	(390,744)	(432,504)	(485,500)	(52,996)
Sub-Total	\$0	\$726,759	\$1,367,366	\$640,607
GENERAL FUND SUPPORT COSTS:				
Court Ordered Services, County Cost	\$51,090	\$66,381	\$33,048	\$(33,333)
Sub-Total	\$51,090	\$66,381	\$33,048	\$(33,333)
Total	\$51,090	\$793,140	\$1,400,414	\$607,274

EXPLANATION/COMMENT ON PROGRAM REVENUES:

- o Budgeted Revenues are based on workload projections and related funding allocations and claims.
- o The decrease in Emergency Assistance revenue is due to the assumption that this federal revenue source will be discontinued as a result of Welfare Reform. The Budget assumes that expenditures previously reimbursed by the Emergency Assistance Program will be reimbursed with Child Welfare Services revenue.
- o The increase in Child Welfare Services revenue is due to the assumption that the Emergency Assistance Program will be absorbed by the Child Welfare Services funding.
- o The increase in Revenue for 1997-98 for the Family Preservation Program is due to mid-year changes in the program approved by the Board of Supervisors on January 21, 1997 (#11).

* Non Federal Share (NFS)

EXPLANATION/COMMENT ON GENERAL FUND:

- o The increase in the Child Welfare Services match is due to an increase in expenditures and due to the effect of the assumption that the Emergency Assistance Program will be discontinued as a result of Welfare Reform. The required County match for Emergency Assistance expenditures is less than the required match for the same expenditures claimed to Child Welfare Services.
- o Contract expenditures in the Community Action Partnership #27017 have been approved as match for the Family Preservation Program.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: CHILD WELFARE SERVICES					
% OF RESOURCES: 71%					
<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*	97.0% 3,781	97.0% 3,901	96.7% 3,673	97.0% 3,996	97.0% 3,996
<u>EFFECTIVENESS (Input/Outcome)</u>					
Casework staff year per case with no re-abuse	0.129	0.133	0.095	0.124	0.123
Casework cost per case/month	\$502	\$498	\$381	\$483	\$509
<u>OUTPUT (Service or Product)</u>					
Investigations/month	3,983	3,900	4,275	4,120	4,120
<u>EFFICIENCY (Input/Output)</u>					
Casework staff year per investigation**	0.123	0.133	0.08	0.122	0.121
Casework cost per investigation**	\$477	\$498	\$331	\$477	\$504

COMMENTS

*The percentage is based on investigations 6 months prior.

**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 requiring shelter	100%	100%	100%	100%	100%
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EFFECTIVENESS (Input/Outcome)

Monthly Total Cost	\$500,000	\$534,167	\$655,541**	\$608,333	\$619,113
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OUTPUT (Service or Product)

Children provided emergency shelter care and needs assessment monthly	431	323	398	450	450
Average bed days/month	2,380	2,061	3,690***	2,738	2,738

EFFICIENCY (Input/Output)

Monthly cost per child*	\$1,160	\$1,654	\$1,658	\$1,352	\$1,376
Cost per bed day*	\$210	\$259	\$177	\$222	\$226

COMMENTS

*Cost does not include all overheads. Costs are based on salaries, benefits, and services and supplies for all staff.

**Costs exceeded budget due to the population exceeding budgeted level.

***Average bed days exceeded budget due to the actual length of stay being longer than anticipated.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY C: ADOPTIONS					
% OF RESOURCES: 6%					
<u>OUTCOME (Planned Result)</u>					
Children provided permanent adoptive homes monthly	21	27	30	23	39
<u>EFFECTIVENESS (Input/Outcome)</u>					
Child placed/case worker/month	2.14	3.04	3.47	2.36	2.44
<u>OUTPUT (Service or Product)</u>					
Number of children freed for adoption/month	28	34	34.5	30	30
Adoptive homes evaluated and approved/month	23	28	31	24	41
<u>EFFICIENCY (Input/Output)</u>					
Child freed/case worker/month	3.34	4.50	4.73	3.62	2.83
Home studied/case worker/month	6.09	8.21	9.43	6.42	8.48

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%**

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
<u>OUTCOME (Planned Result)</u>					
Monthly licenses in force	1,414	1,484	1,510	1,500	1,610
Monthly new licenses	35	45	30	47	47
<u>EFFECTIVENESS (Input/Outcome)</u>					
Licenses maintained/case worker/month	132	142	144	150	135
Monthly case worker cost/license maintained	\$29.31	\$26.63	\$27.83	\$25.30	\$27.60
Monthly new licenses/case worker	11	14	12	19	16
Casework cost/new license	\$355.05	\$263.49	\$345.34	\$201.90	\$236.40
<u>OUTPUT (Service or Product)</u>					
Attendees at orientation	158	150	140	150	150
<u>EFFICIENCY (Input/Output)</u>					
Case worker cost/attendee	N/A	N/A	\$15.00	\$12.65	\$14.83

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 95/96 because the staff years and costs are not available.

The lower number of licenses per case worker is due to a plan to improve the evaluation and monitoring of licensed homes.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
Bureau Administration							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$93,078	\$93,061
2367	Prin Admin Analyst	1	1.00	1	1.00	53,735	55,336
2758	Admin Secretary III	1	1.00	1	1.00	31,679	32,649
	Sub-Total	3	3.00	3	3.00	178,492	181,046
Child Welfare Services (CMS)							
0360	Asst Dep Dir, SS	4	4.00	4	4.00	\$236,593	\$231,696
2302	Admin Assist III	1	1.00	1	1.00	47,558	48,991
2303	Admin Assist II	2	2.00	2	2.00	79,447	81,831
2493	Int Acct Clerk	1	1.00	1	1.00	21,422	22,069
2650	Stock Clerk	3	3.00	3	3.00	58,280	61,935
2700	Int Clerk Typist	112	110.50	112	110.50	2,270,113	2,368,478
2714	Int Trans Typist	5	5.00	5	5.00	103,103	108,449
2715	Records Clerk	14	14.00	14	14.00	301,177	309,305
2726	Prin Clerk II	2	2.00	2	2.00	71,974	74,108
2730	Senior Clerk	17	17.00	17	17.00	414,491	419,662
2745	Supv Clerk	5	5.00	5	5.00	140,690	138,104
2756	Admin Sec I	14	14.00	14	14.00	314,226	323,906
2757	Admin Sec II	4	4.00	4	4.00	104,984	107,751
2760	Stenographer	1	1.00	0	0.00	20,471	0
2903	Legal Proc Clerk I	7	7.00	7	7.00	148,393	153,282
3039	Mail Clerk Driver	5	5.00	5	5.00	106,695	109,895
4913	Prot Svcs Asst	33	33.00	33	33.00	709,087	732,747
5087	Sr Clinical Psych	1	1.00	1	1.00	46,117	47,510
5222	Eligibility Sup	1	1.00	1	1.00	25,858	30,520
5244	Program Spec	14	14.00	13	13.00	595,355	569,457
5257	Prot Svc Wkr	392	382.50	392	382.50	12,917,678	14,362,194
5258	Sr Prot Svc Wkr	60	60.00	60	60.00	2,346,201	2,517,475
5259	Prot Svc Sup	60	60.00	60	60.00	2,690,096	2,779,709
5270	Soc Work Sup	3	3.00	3	3.00	112,979	121,232
5289	Soc Serv Admin III	16	16.00	16	16.00	814,643	838,437
9999	Extra Help	18	6.00	18	6.00	67,842	214,885
	Sub-Total	795	772.00	793	770.00	\$24,765,473	\$26,773,628
Emergency Shelter Care							
2493	Int Account Clerk	1	1.00	1	1.00	\$21,422	\$22,069
2650	Stock Clerk	2	2.00	2	2.00	37,240	40,047
2658	Storekeeper II	1	1.00	1	1.00	23,932	25,907
2700	Intermediate Clerk Typist	17	17.00	17	17.00	356,226	355,497
2730	Senior Clerk	2	2.00	2	2.00	43,800	46,813
2745	Supv Clerk	1	1.00	1	1.00	28,611	28,377
2756	Admin Sec I	2	2.00	2	2.00	43,076	41,676
4407	Rec. Therapist	1	1.00	1	1.00	32,846	33,828
4618	Psych. Tech	6	6.00	6	6.00	147,534	149,673
4913	Prot Svcs Asst	2	2.00	2	2.00	44,560	43,891
5072	Resid. Care Worker II	90	83.00	90	83.00	1,652,590	1,749,690
5089	Sr. Resid. Care Wkr	20	20.00	20	20.00	430,514	437,967
5091	Resid. Care Wkr Supervisor	14	14.00	14	14.00	334,483	362,081
5257	Prot Svc Wkr	12	12.00	14	14.00	425,514	527,702
5258	Sr Prot Svc Wkr	2	2.00	2	2.00	78,428	86,396
5259	Prot Svc Sup	7	7.00	7	7.00	310,497	318,617
5289	Soc Serv Admin III	2	2.00	2	2.00	104,876	98,488
6344	Coordinator, Vol.	2	2.00	2	2.00	64,924	66,884
6510	Sr Laundry Wkr	1	1.00	1	1.00	24,609	26,088
6530	Laundry Wkr I	1	1.00	1	1.00	20,679	22,324
7031	Custodian	2	2.00	2	2.00	38,676	39,836
9999	Extra Help	18	6.00	18	6.00	71,635	71,635
	Sub-Total	206	187.00	208	189.00	\$4,336,672	\$4,595,486

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
Family Preservation Program							
2700	Int Clerk	4	4.00	4	4.00	85,180	87,744
4913	Prot Svcs Asst	3	3.00	3	3.00	65,598	65,309
5257	Prot Svc Wkr	16	15.00	17	16.00	528,282	606,152
5258	Sr Prot Svc Wkr	2	2.00	2	2.00	78,428	85,318
5259	Prot Svc Sup	4	4.00	4	4.00	180,784	184,687
9999	Extra Help	0	0.00	3	2.50	0	91,276
	Sub-Total	29	28.00	33	31.50	\$938,272	\$1,120,486
Foster Care Licensing							
2700	Int Clerk	5	5.00	5	5.00	\$100,679	\$102,904
2730	Senior Clerk	1	1.00	1	1.00	24,673	25,401
2756	Admin Sec I	1	1.00	1	1.00	22,719	20,941
5257	Prot Svc Wkr	2	1.50	2	1.50	48,399	58,405
5260	Soc Wkr III	11	10.50	13	12.50	354,066	428,479
5270	Soc Work Sup	2	2.00	2	2.00	77,913	81,084
5288	Soc Serv Admin II	1	1.00	1	1.00	47,558	48,991
	Sub-Total	23	22.00	25	24.00	\$676,007	\$766,205
Independent Living Skills							
5257	Prot Svc Wkr	3	3.00	3	3.00	106,797	111,063
5259	Prot Svc Sup	1	1.00	1	1.00	39,321	46,560
	Sub-Total	4	4.00	4	4.00	\$146,118	\$157,623
Adoptions							
2700	Int Clerk	6	6.00	7	7.00	\$120,464	\$142,928
2756	Admin Sec I	1	1.00	1	1.00	22,719	23,398
2903	Legal Proc Clerk I	6	6.00	6	6.00	131,904	135,894
2906	Legal Proc Clerk III	1	1.00	1	1.00	28,049	28,903
2907	Legal Proc Clerk II	2	2.00	2	2.00	49,598	51,108
5257	Prot Svc Wkr	36	32.00	44	40.00	1,118,605	1,470,163
5258	Sr Prot Svc Wkr	4	4.00	5	5.00	151,739	194,341
5259	Prot Svc Sup	4	4.00	5	5.00	180,784	225,505
5288	Soc Serv Admin II	0	0.00	1	1.00	0	40,335
5289	Soc Serv Admin III	1	1.00	1	1.00	52,438	54,027
9999	Extra Help	0	0.00	0	0.00	0	45,638
	Sub-Total	61	57.00	73	69.00	\$1,856,300	\$2,412,240
Options for Recovery							
2700	Int Clerk	1	1.00	1	1.00	\$19,973	\$21,602
5257	Prot Svc Wkr	1	1.50	1	1.50	48,400	58,406
	Sub-Total	2	2.50	2	2.50	\$68,373	\$80,008
Total		1,123	1,075.50	1,141	1,093.00	\$32,965,707	\$36,086,722
Bilingual Pay:						49,250	49,250
Premium/Overtime Pay:						180,910	180,910
Employee Benefits:						11,563,232	12,281,888
Salary Adjustment:						18,234	(38,738)
Salary Savings:						(880,737)	(939,823)
VTO Reductions:						(194,456)	(194,456)
Total Adjustments						\$10,736,433	\$11,339,031
Program Totals		1,123	1,075.50	1,141	1,093.00	\$43,702,140	\$47,425,753

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$854,490	\$988,861	\$980,703	\$1,310,216	\$1,724,548	31.6
Services & Supplies	40,234	41,013	45,823	86,183	80,238	(6.9)
Contracts	6,881,566	6,571,284	7,066,545	7,387,183	7,639,160	3.4
Fixed Assets	0	4,564	0	0	0	0.0
TOTAL DIRECT COST	\$7,776,290	\$7,605,722	\$8,093,071	\$8,783,582	\$9,443,946	7.5
PROGRAM REVENUE	(5,262,775)	(4,982,123)	(6,209,266)	(6,388,514)	(7,040,573)	10.2
NET GENERAL FUND CONTRIBUTION	\$2,513,515	\$2,623,599	\$1,883,805	\$2,395,068	\$2,403,373	0.3
STAFF YEARS	17.75	20.00	15.75	34.00	39.00	14.7

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

General Fund contribution is expected to be less than budget due to underspending in General Fund Contracts. Salaries and Benefits, which are 100% revenue offset, are less than budgeted due to positions being vacant while employment lists were promulgated.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Exceeded the objective of assisting refugees receiving employment and training services in achieving economic self-sufficiency by assisting 50% of refugees served to find work.

81% of the 6,193 at risk youth served by contractors had no contact with the Juvenile Justice system for 6 months following termination of service.

Exceeded the objective of providing home based child abuse prevention services by providing services to 6,111 families.

Exceeded the objective of assisting 70% of disputes involving alternatives dispute resolution to achieve successful settlements by resolving 83% of disputes.

Provided domestic violence support services to 5,813 non-residential clients. 3,616 were able to remain safe from domestic violence situations upon completion of legal support services, peer support groups and individual counseling.

1997-98 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 80% of families who receive Transitional Residential Services.
 - o 60% of families who receive home-based Family Intervention Services.
 - o 80% of families who receive home-based Early Intervention Services.
 - a. Provide home-based Child Abuse Prevention Services to 4,991 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 1,625 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.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Administration [39.00 SY; E = \$1,804,786; R = \$1,796,485] 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 Increased 1.00 SY Procurement Contracting Officer to perform all aspects of procurement solicitation and evaluation of proposals and Requests for Proposal.
 - o Increased 2.00 SY Analyst I, 1.00 SY Analyst II, 1.00 SY Associate Accountant and 1.00 SY Administrative Secretary II due to workload increases.
 - o Transferred 5.00 SY (1.00 SY Analyst III, 3.00 SY Analyst II, and 1.00 SY Intermediate Clerk Typist) from the Family Resource Bureau due to GAIN and Cal-Learn contract monitoring duties being transferred to CAP.
 - o Deleted 6.00 SY Extra Help positions.
2. Contract Services [0.00 SY; E = \$7,639,160; R = \$5,244,088] 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
 - Greater Avenues for Independence (GAIN)
 - Cal-Learn
 - o County cost contract expenditures of \$485,500 approved as County Match for the Family Preservation Program in Childrens Services (#27001).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Community Services Block Grant	\$2,402,352	\$2,369,148	\$2,560,889	\$191,741
Child Abuse Prevention Fund	454,500	526,538	526,538	0
Marriage License Fees/Domestic Violence	470,558	523,000	523,000	0
City of San Diego	48,300	45,960	45,960	0
Fed. Homeless Grant	0	114,848	0	(114,848)
Dispute Resolution	780,089	867,750	867,750	0
Children's Trust Fund	516,154	500,750	500,750	0
San Diego Unified S.D.	0	54,496	54,496	0
Teen Fathers/Private Industry Council	0	136,215	136,215	0
Refugee Employment Srv	570,742	642,465	968,743	326,278
Refugee Employment Srv TA	441,340	517,579	517,579	0
Refugee Employment Asst	80,405	89,765	89,765	0
GAIN Revenue	0	0	201,852	201,852
Cal-Learn Revenue	0	0	47,036	47,036
Misc. Revenue	2,638	0	0	0
Int. Govt. Revenue - prior	442,188	0	0	0
Sub-Total	\$6,209,266	\$6,388,514	\$7,040,573	\$652,059
Total	\$6,209,266	\$6,388,514	\$7,040,573	\$652,059

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Board Directed County Funded Contracts	\$1,883,805	\$2,395,068	\$2,395,068	\$0
Cal-Learn Match	0	0	8,305	8,305
Sub-Total	\$1,883,805	\$2,395,068	\$2,403,373	\$8,305
Total	\$1,883,805	\$2,395,068	\$2,403,373	\$8,305

EXPLANATION/COMMENT ON PROGRAM REVENUES

- o Revenues from Federal Homeless Grant are eliminated in FY 97-98 due to the termination of the program.
- o Revenues from Refugee Employment increased due to contract expenditures being increased and staff being added to the program.
- o The addition of GAIN and Cal-Learn Revenues in this program are due to the contract monitoring function being transferred to CAP from the Family Resource Bureau.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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	481 29%	575 34%	757 50%	609 33%	609 33%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to achieve self-sufficiency	\$1,399	\$1,621	\$1,368	\$1,800	\$1,800
<u>OUTPUT (Service or Product)</u>					
Number of Refugees receiving services annually	1,640	1,689	1,521*	1,850	1,850
<u>EFFICIENCY (Input/Output)</u>					
Cost per refugee receiving service	\$410	\$552	\$680	\$592	\$592
<u>COMMENTS</u>					

*The number of refugees receiving services was lower than anticipated due to fewer refugees arriving in San Diego County.

**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	3,423 83%	3,210* 84%	1,828** 81%	3,893 80%	3,893 80%
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EFFECTIVENESS (Input/Outcome)

Cost to prevent entry or re-entry into Juvenile Justice System	\$427	\$505	N/A	\$445	\$445
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OUTPUT (Service or Product)

Number of at-risk youth receiving diversion services	5,611	5,139	6,193	4,863	4,863
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EFFICIENCY (Input/Output)

Cost per at-risk youth	\$260	\$304	\$259	\$331	\$331
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COMMENTS

*Outcome is based on 3,795 cases (74% of cases served) which contractors were able to locate for follow-up.

**Outcome is based on 2,261 cases opened in FY 96-97 which are no longer receiving services and for which the follow-up period of six months has concluded.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
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	1,960	N/A	2,203	3,384
**Sixty percent of families who receive Transitional Residential Services	74 93.5%	61 97.0%	N/A N/A	29 60.0%	76 80.0%
**Forty percent of families who receive homebased Family Intervention Services	1,115 93%	791 90%	N/A N/A	381 40%	557 60%
**Sixty percent of families who receive homebased Early Intervention Services	1,071 93.5%	1,108 92.0%	N/A N/A	1,793 60.0%	2,751 80.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to prevent entry or re-entry into CSB annually	N/A	\$476	N/A	\$793	\$282
<u>OUTPUT (Service or Product)</u>					
Number of families receiving homebased child abuse prevention services in the following areas:	N/A	2,146	6,111	4,361	4,991
Transitional Residential Services;	75	63	81	48	95
Family Intervention Services;	1,199	879	1,576	1,325	1,325
Early Intervention Services	1,145	1,204	4,454	2,988	3,571
<u>EFFICIENCY (Input/Output)</u>					
Cost per family annually	N/A	\$435	\$287	\$401	\$191

COMMENTS

*Due to the length of time after termination of services measured in the outcome, data is not yet available.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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%	1,369 83%	1,172 70%	1,172 70%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per dispute resolved	N/A	\$389	\$548	\$381	\$381
<u>OUTPUT (Service or Product)</u>					
Number of disputes referred for alternative dispute resolution services	N/A	1,448	1,641	1,675	1,625
<u>EFFICIENCY (Input/Output)</u>					
Cost per dispute referred	N/A	\$300	\$458	\$266	\$266
ACTIVITY E: DOMESTIC VIOLENCE					
% OF RESOURCES: 5%					
<u>OUTCOME (Planned Result)</u>					
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%	3,616 62%	4,888 80%	4,888 80%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per client to improve ability to remain safe from domestic violence	N/A	\$90	\$123	\$94	\$94
<u>OUTPUT (Service or Product)</u>					
Number of non-residential clients receiving services to reduce domestic violence	N/A	5,979	5,813	6,110	6,110
<u>EFFICIENCY (Input/Output)</u>					
Cost per non-residential client served	N/A	\$72	\$76	\$75	\$75

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2292	Deputy Dir, CAP	1	1.00	1	1.00	\$72,405	\$72,391
0360	Asst Deputy Director	1	1.00	1	1.00	50,778	50,779
2413	Analyst III	3	3.00	4	4.00	133,102	169,997
2412	Analyst II	6	6.00	10	10.00	237,278	386,932
2411	Analyst I	2	2.00	4	4.00	68,186	134,969
5244	Program Specialist	1	1.00	1	1.00	43,109	44,409
2505	Senior Accountant	1	1.00	1	1.00	46,442	47,826
2425	Assoc Accountant	1	1.00	2	2.00	33,255	66,484
2403	Accounting Tech	1	1.00	1	1.00	19,469	22,856
2493	Inter Account Clerk	1	1.00	1	1.00	18,652	18,607
2622	Procurement Contracting Officer	0	0.00	1	1.00	0	39,435
2700	Int Clerk Typist	3	3.00	4	4.00	59,315	76,543
2757	Admin Sec II	0	0.00	1	1.00	0	22,797
2758	Admin Sec III	1	1.00	1	1.00	31,703	32,649
2730	Senior Clerk	1	1.00	1	1.00	24,673	21,936
5270	Social Work Supervisor	1	1.00	1	1.00	34,251	34,194
9999	Extra Help	10	10.00	4	4.00	142,573	50,485
Total		34	34.00	39	39.00	\$1,015,191	\$1,293,289
Employee Benefits:						322,666	417,519
Salary Adjustment:							43,422
Salary Savings:						(24,630)	(26,671)
VTO Reductions:						(3,011)	(3,011)
Total Adjustments						\$295,025	\$431,259
Program Totals		34	34.00	39	39.00	\$1,310,216	\$1,724,548

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Support & Care	\$701,814,601	\$682,222,929	\$600,364,536	\$636,556,235	\$579,698,409	(8.9)
TOTAL DIRECT COST	\$701,814,601	\$682,222,929	\$600,364,536	\$636,556,235	\$579,698,409	(8.9)
PROGRAM REVENUE	(665,838,498)	(652,025,821)	(576,320,211)	(609,794,459)	(556,178,356)	(8.8)
NET GENERAL FUND CONTRIBUTION	\$35,976,103	\$30,197,108	\$24,044,325	\$26,761,776	\$23,520,053	(12.1)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Fiscal Year 1996-97 estimated actual expenditures for Support and Care are less than budgeted due to declining caseloads and grant reductions implemented in the AFDC and General Relief programs.

Fiscal Year 1996-97 actual revenues are less than budgeted due to decreases in expenditures.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- o 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 95.3% payment accuracy rate.
- o Authorized payments to 134,988 cases.

1997-98 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 134,100 cash payments (benefits) monthly.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Aid to Families with Dependent Children (AFDC) [0.00 SY; E = \$348,091,657; R = \$339,402,027]
 - o Mandated Activity/Mandated Service Level.
 - o Provides 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 Assistance will be provided to over 60,000 San Diego County families each month.
 - o Reduced Support and Care by \$37.5 million due to declining caseloads and grant reductions which have been implemented by the State as a part of the State's implementation of Federal "Welfare Reform."

- 2. Aid to Families with Dependent Children - Foster Care (AFDC-FC) [0.00 SY; E = \$69,118,514; R = \$59,239,449]
 - o Mandated Activity/Mandated Service Level.
 - o Provides support for over 5,000 children each month who are unable to remain in their own homes.
 - o Foster Care expenditures increase by \$1,601,044 due to higher average costs per case.

- 3. Food Stamp Assistance [0.00 SY; E = \$155,186,880; R = \$155,186,880]
 - o Mandated Activity/Mandated Service Level.
 - o Provides Food Stamp benefits to over 66,000 San Diego County families and individuals each month.
 - o Decreased benefits by \$15,213,420 due to declining caseloads.

- 4. General Relief (GR) [0.00 SY; E = \$7,301,358; R = \$2,350,000]
 - o Mandated Activity/Discretionary Service Level.
 - o Provides cash assistance to over 3,100 individuals each month.
 - o Decreased assistance payments by \$4,718,951 due to declining caseloads and the implementation of time limits on benefits provided to employable individuals.
 - o The remaining \$1,341,597 of the Department's CAO assigned two-year (\$3,535,208) net cost savings target will be achieved in this program as the caseload continues to decline. Caseloads are declining as a result of the Board's policies regarding:
 - Denying assistance to substance abusers who are not actively enrolled in a treatment program.
 - Limiting assistance to employable individuals to no more than three months in a 12-month period.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
State AFDC Aid Payments Reimbursement (47.5% of cost)	175,394,759	182,933,903	164,931,989	(18,001,914)
Federal AFDC Aid Payments Reimbursement (50% of cost)	184,637,081	192,506,863	173,612,616	(18,894,247)
Federal Refugee Aid Payments Reimbursement (100% of cost)	508,263	1,604,435	506,258	(1,098,177)
State Foster Care Aid Payment Reimbursement (40%/75% of Non-Federal Cost)*	22,285,120	26,487,607	23,141,989	(3,345,618)
Federal Foster Care Aid Payment Reimbursement (50% of Cost)	20,659,549	14,873,756	21,284,547	6,410,791
Supplemental Child Care	311,451	0	351,164	351,164
State Emergency Assistance Aid Payment Reimbursement	327,809	556,137	0	(556,137)
Federal Emergency Assistance Aid Payment Reimbursement	887,159	1,390,342	0	(1,390,342)
Federal Food Stamp Aid Payment Reimbursement (100% of Cost)	153,116,507	170,400,300	155,186,880	(15,213,420)
Revenue & Recovery Collections for Children in Court Ordered Placements	9,091	15,000	15,000	0
SSI Reimbursement for Interim Assistance	1,680,623	2,150,000	1,700,000	(450,000)
Revenue & Recovery Collections of GR Liens	648,711	670,308	650,000	(20,308)
Social Services Trust Fund	15,854,088	16,205,808	14,797,913	(1,407,895)
Sub-Total	\$576,320,211	\$609,794,459	\$556,178,356	\$(53,616,103)
Total	\$576,320,211	\$609,794,459	\$556,178,356	\$(53,616,103)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
REVENUE MATCH:				
AFDC Aid payment match (2.5% required)	9,250,289	9,572,957	8,680,626	(892,331)
Foster Care Aid Payment Match (60%/25% of Non-Federal Cost required)**	24,067,423	23,376,912	24,100,982	724,070
Match Met with Social Services Trust Fund	(15,854,088)	(16,205,808)	(14,797,913)	1,407,895
GENERAL FUND SUPPORT COSTS:				
Care of Court Ward/Emergency Shelter Care	572,120	817,716	585,000	(232,716)
GR Aid Payments	6,008,581	9,199,999	4,951,358	(4,248,641)
Sub-Total	24,044,325	\$26,761,776	\$23,520,053	\$(3,241,723)
Total	\$24,044,325	\$26,761,776	\$23,520,053	\$(3,241,723)

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.

The decrease in Emergency Assistance revenue is due to the assumption that this federal revenue source will be discontinued as a result of Welfare Reform. The budget assumes that expenditures previously reimbursed by the Emergency Assistance Program will be reimbursed with State and Federal Foster Care revenue.

*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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: ASSISTANCE PAYMENTS					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Benefits paid accurately	\$635,633,484	\$654,592,900	\$572,165,520	\$614,076,545	\$544,916,504
Payment accuracy rate	90.57%	95.95%	95.30%	94.00%	94.00%
<u>OUTPUT (Service or Product)</u>					
Annual number of payments to families	1,856,136	1,822,498	1,619,856	1,855,692	1,609,200
<u>EFFICIENCY (Input/Output)</u>					
Average monthly payment per case	\$378.11	\$374.18	\$370.64	\$352.04	\$360.24

COMMENTS

Decrease in benefits paid accurately in 1997-98 budget are due to the 13.3% decrease in the number of eligible cases and the resulting reduction in the total amount paid to recipients.

The increase in average monthly payment per case in the 1997-98 budget is due to a decrease in number of General Relief cases receiving assistance where the average payment is approximately \$200 monthly.

AUTHORITY: The Family Resource Bureau 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.

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 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).

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$72,851,327	\$73,185,882	\$74,101,454	\$75,422,739	\$75,988,291	0.7
Services & Supplies	10,410,389	9,951,560	9,378,022	9,983,342	11,406,555	14.3
Contracts	10,890,373	13,092,259	13,648,515	14,465,308	16,109,484	11.4
Other Charges	10,072,264	11,611,625	11,465,646	10,803,199	17,009,537	57.4
Fixed Assets	7,046	0	0	1,561	0	(100.0)
TOTAL DIRECT COST	\$104,231,399	\$107,841,326	\$108,593,637	\$110,676,149	\$120,513,867	8.9
PROGRAM REVENUE	(92,825,571)	(97,428,337)	(98,355,288)	(99,822,010)	(110,142,081)	10.3
NET GENERAL FUND CONTRIBUTION	\$11,405,828	\$10,412,989	\$10,238,349	\$10,854,139	\$10,371,786	(4.4)
STAFF YEARS	2,204.25	2,119.00	2,045.50	2,214.75	2,129.00	(3.9)

PROGRAM MISSION

To accurately determine initial and ongoing eligibility for families and individuals to various forms of transitional public assistance including cash, food stamps and health care benefits to meet basic needs to preserve family life, individual self reliance, and direct participants toward financial independence through employment and maximum use of resources. 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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Fiscal Year 1996-97 estimated 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. FY 96-97 estimated expenditures for Contracts are less than budget because of lower than expected billing.

With a mid-year augmentation of GAIN Funds, expenditures were shifted from Contracts to Other Charges. This enabled us to provide more child care to GAIN clients who have begun employment or are participating in job preparation training.

Actual staff years were less than budgeted during FY 96-97 as a result of delays in hiring qualified staff.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Exceeded the goal of maintaining an accuracy rate of 94% in the maintenance of assistance cases by achieving an accuracy rate of 95.3%.

Achieved 103% of our goal by closing 15,388 cases monthly.

Authorized payments to 134,988 cases each month.

2. Achieved 91% of our goal of preventing \$5.5 million in incorrect and fraudulent benefit issuance by preventing \$4,987,017 in incorrect and fraudulent payments.

The number of dollars saved due to fraud prevention efforts decreased due to a decrease in the number of applications for aid.

3. Identified an average of \$1,096,736 in overpayments monthly exceeding the goal by 32%.

Exceeded the objective of recovering an average of \$666,666 monthly through recoupment or collection by receiving an average of \$743,412 monthly exceeding the goal by 11.5%.

Computed 8,682 overpayments monthly.

4. Exceeded the goal by having one adult family member in 30% of AFDC families working during 1996-97.

There were 16,209 working AFDC recipients.

5. Claimed \$1,442,334 Zebley SSI benefits annually thereby exceeding the goal.

Collected \$1,680,623 in SSI benefits to reimburse the County for General Relief recipients.

Children receiving Foster Care benefits were determined to be Federally eligible 72% of the time, exceeding the goal.

6. Avoided AFDC payments of \$36.3 million by assisting 11,063 GAIN participants to obtain employment, exceeding the goal.

7. Provided child care to 1,229 families per month, 83% of the child care goal.

8. Applied sanctions to 17,090 persons who failed job training and work assignment requirements and achieved \$5 million in savings.

9. Transitioned 224 participants to private sector jobs, 87% higher than the goal.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To maintain an accuracy rate of 94% in the maintenance of assistance caseloads and to close 14,500 cases monthly.

- a. Authorize 134,100 cases to receive payments monthly.

2. To prevent \$4.75 million in incorrect and fraudulent benefit issuance through fraud prevention efforts in the applications for aid.

- a. Determine eligibility for 17,012 applicants monthly.

3. To identify for collection, an average of \$916,666 in overpayments monthly and to recover an average of \$666,666 monthly through recoupment or collection.

- a. Compute 8,000 overpayments annually.

4. 34% of families receiving AFDC will have a working family member.

- a. Maintain eligibility for 18,075 working AFDC recipients monthly.

5. To prevent the use of County dollars through:

- a. Recovery of \$1,700,000 SSI benefits to reimburse the County for the General Relief paid to Interim Assistance recipients while SSI applications were pending.

- b. Determination of at least 70% of children as Federally eligible for Foster Care.

6. Achieve a \$41.4 million AFDC Cost avoidance savings through the GAIN program.

- a. Assist 13,473 GAIN participants to obtain employment.

7. Provide child care services monthly to 1,842 families.

- a. Process 2,155 families for child care services each month.

8. Avoid annual General Relief and Food Stamp expenditures of \$6.3 million through the operation of the Food Stamp Employment and Training program.
 - a. Apply sanctions to 16,806 GR and Food Stamp applicants.
9. Transition 209 on the Job Training participants into private sector employment each year.
 - a. Enroll 296 recipients in the Job Training Program.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The Eligibility and Grant Determination Program and the Employment Services portion of the Adult and Employment Services Program are combined into a Family Resource Bureau Program through Board action on June 24, 1997 (#47).

The specific activities of this program are summarized as follows:

1. Family Resource Bureau Administration [6.00 SY; E = \$371,474; R = \$345,150]
 - o Mandated Activity/Mandated Service Level.
 - o Responsibility for the administration of the Family Resource Bureau programs.
 - o Because this reorganization took place after the budget was formulated, both Bureau administrations are shown in this program. Staffing adjustments will be accomplished in the FY 98-99 Budget.
2. Aid to Families with Dependent Children (AFDC) [850.75 SY; E = \$38,232,914; R = \$33,062,009]
 - 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 60,000 San Diego County families each month.
 - o Deleted 63.75 SY Eligibility Technicians and 7.25 SY Eligibility Supervisors due to declining caseloads.
 - o Transferred 1.00 SY Eligibility Technician to Veterans Services.
 - o Transferred 2.00 SY Eligibility Technicians to GAIN to perform eligibility determination activities related to the School Attendance Demonstration Project (SADP).
 - o Deleted 1.00 SY SSA I, an overhead position. The savings were redirected to provide increased Public Assistance Fraud direct services.
3. Aid to Families with Dependent Children Foster Care (AFDC-FC) [58.00 SY; E = \$2,247,703; R = \$1,910,548]
 - o Mandated Activity/Mandated Service Level.
 - o Responsible for providing payments for foster home and institutional care of children who must be removed from their homes, children placed by the Probation Department, children determined by the Department of Education/Department of Mental Health to require specialized placements for Seriously Emotionally Disturbed children, and aid to assist families adopting children with special needs.
 - o Responsible for supporting over 5,000 children who are unable to remain in their own homes each month.
 - o Increased 3.00 SY Eligibility Technicians and 1.00 SY Eligibility Supervisor due to increasing caseloads.
4. Food Stamp Assistance [191.25 SY; E = \$11,765,881; R = \$10,390,190]
 - o Mandated Activity/Mandated Service Level.
 - o Responsible for providing Food Stamp benefits to over 66,000 eligible individuals and families each month.
 - o Deleted 0.25 SY Eligibility Technician, 1.00 SY Eligibility Supervisor, and 1.00 SY Social Services Aide due to declining caseloads.
 - o Transferred 1.75 SY Eligibility Supervisors to GAIN to assist with Welfare to Work activities.
 - o Added 4.00 SY (8 positions: 7 Intermediate Clerk Typists and 1 Program Assistant for the implementation of Electronic Benefit Transfer (EBT) for Food Stamps effective January 1998).

5. General Relief (GR) [60.25 SY; E = \$2,790,710; R = \$0]
 - o Mandated Activity/Discretionary Service Level.
 - o Responsible for providing cash assistance to over 3,100 eligible individuals who do not qualify for financial assistance under other Federal or State programs.
 - o Transferred 0.50 SY Eligibility Supervisor to GAIN to assist with Welfare to Work activities.
 - o Deleted 4.75 SY Eligibility Technicians and .75 SY Eligibility Supervisor due to declining caseloads.
6. Medi-Cal Administration [603.25 SY; E = \$23,880,651; R = \$23,880,651]
 - o Mandated Activity/Mandated Service Level.
 - o Responsible for determining eligibility for medical coverage for over 87,000 individuals as mandated.
 - o Deleted 2.75 SY Eligibility Technicians and .25 SY Eligibility Supervisor due to declining caseloads.
 - o Transferred 40.00 SY Eligibility Technicians and 2.75 SY Eligibility Supervisors to the GAIN Program to assist with Welfare to Work activities.
 - o Transferred 9.00 SY Eligibility Technicians to the Child Care Program to provide for an increase in child care activities.
 - o Deleted 1.00 SY SSA I overhead SY to provide additional funds for direct service.
7. Job Training [9.00 SY; E = \$500,540; R = \$500,540] 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.
8. Food Stamp Employment and Training (FSE&T) [23.00 SY; E = \$1,476,430; R = \$970,223] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for providing Food Stamp recipients an opportunity to work for their benefits and obtain a work history while working for public and non-profit agencies 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.
9. Greater Avenues for Independence (GAIN) [288.00 SY; E = \$27,326,850; R = \$27,287,445] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for providing comprehensive employment, training and education service programs to Aid to Families with Dependent Children parents.
 - o Received increased funding of \$4.4 million (Board Letter 2/19/97 #12) which:
 - Added 43.00 SY to implement the employment portion of welfare reform. Positions added are:
 - 1.00 SY Social Services Administrator II
 - 31.00 SY Social Worker III
 - 4.00 SY Social Worker Supervisor
 - 7.00 SY Intermediate Clerk Typist
 - Reclassified six positions from Social Services Administrator I to Social Services Administrator II and;
 - Increased automation for staff and participant benefits for GAIN clients.
 - o Increased outcomes for entered employments from 10,900 to 13,473 (2,573 increase) and avoided AFDC payments from \$30M to \$41.4M (\$11.4M increase).
 - o Decreased 4.00 SY (1.00 SY Analyst III, 2.00 SY Analyst II and 1.00 SY Intermediate Clerk Typist) in a transfer to Community Action Partnership to centralize contract monitoring activities within the Department of Social Services.

- o The Non-GAIN Education and Training (NET) Child Care Program was incorporated into the GAIN Program, transferring 4.00 SY (2.00 SY Social Workers, 1.00 SY Eligibility Technician, and 1.00 SY Intermediate Clerk Typist), and provided a County cost savings of \$100,349.
 - o Increased 2.00 SY Eligibility Technicians with transfer from AFDC to perform eligibility determination activities related to the School Attendance Demonstration Project (SADP).
 - o Increased Services and Supplies to install Pacific Bell voice mail telephone services for GAIN staff located in non-County buildings at a county cost of \$39,405.
10. Child Care Programs [37.50 SY; E = \$8,939,221; R = \$8,837,695]
- The child care programs are consolidated within this program including: Transitional Child Care (TCC), Child Care Federal Block Grant and Expansion (FBG), Child Development Program (CDP), and Child Care Title IV-A at-Risk.
- o Mandated/Mandated Service Level includes: TCC.
 - 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 Received additional allocation of \$3.2M (Board Letter 6/3/97 #23) in Child Care Development and Block Grant Expansion Funds, which:
 - Added 9 positions (7.00 SY Eligibility Technicians, 1.00 SY Intermediate Clerk Typists and 1.00 SY Senior Clerk);
 - Increased participant benefits by \$2.9M; and
 - Will provide child care for an additional 365 families who are employed or in job training programs.
 - o Decreased 4.00 SY (2.00 SY Social Workers, 1.00 SY Eligibility Technician, and 1.00 SY Intermediate Clerk Typist) with transfer of Non-GAIN Education and Training (NET) Child Care Program to GAIN.
11. Cal Learn Program [2.00 SY; E = \$2,981,493; R = \$2,957,630]
- o Mandated/Mandated Service Level.
 - o Responsible for 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 Transferred 1.00 SY Analyst II to Community Action Partnership in a plan to centralize contract monitoring activities within the Department of Social Services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
State AFDC Administrative Reimbursement (35% of cost)	\$14,967,762	\$14,482,734	\$14,572,807	\$90,073
Federal AFDC Administrative Reimbursement (50% of cost)	16,765,453	16,772,820	16,637,959	(134,861)
Federal Refugee Administrative Reimbursement (100% of Cost)	417,168	246,970	442,434	195,464
State Food Stamp Administrative Reimbursement (35% of Cost)	3,395,171	3,872,287	4,527,454	655,167
Federal Food Stamp Administrative Reimbursement (50% of Cost)	8,935,123	8,645,775	9,331,260	685,485
State Medi-Cal Administrative Reimbursement (100% of Cost)	22,618,030	24,333,823	23,470,989	(862,834)
Hospital Council Contract	411,643	617,425	409,661	(207,764)
County Services Block Grant (CSBG)	98,315	98,315	98,454	139
Job Training (JTPA)	611,756	542,716	504,392	(38,324)
Child Care Programs	5,146,198	5,381,166	8,853,541	3,472,375
Non-GAIN Employment & Training	186,363	548,169	0	(548,169)
Food Stamp Employment & Training	674,520	689,312	980,067	290,755
Greater Avenues for Independence (GAIN)	19,937,624	18,721,845	25,427,082	6,705,237
Cal-Learn	2,139,361	2,865,323	2,958,914	93,591
Social Services Trust Fund	2,050,801	2,003,330	1,927,067	(76,263)
Sub-Total	\$98,355,288	\$99,822,010	\$110,142,081	\$10,320,071
Total	\$98,355,288	\$99,822,010	\$110,142,081	\$10,320,071

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
REVENUE MATCH:				
AFDC Administrative cost match (15% required)	\$6,133,895	\$5,898,360	\$5,534,409	\$(363,951)
GR Administration	2,489,458	3,066,992	2,810,823	(256,169)
Food Stamp Administrative Match (15% required)	1,203,750	1,394,681	1,355,553	(39,128)
County Services Block Grant (CSBG)	42,135	42,135	42,194	59
Cal-Learn	20,165	37,283	23,863	(13,420)
Child Care Programs	105,332	100,677	101,526	
NET	18,122	96,802	0	(96,802)
Food Stamp Employment & Training	262,749	312,946	463,007	150,061
GAIN	1,990,544	1,864,393	1,884,873	20,480
Match met with SSTF	(2,050,801)	(2,003,330)	(1,927,067)	76,263
GR Grant Diversion	23,000	43,200	43,200	0
General Fund Support	0	0	39,405	39,405
Sub-Total	\$10,238,349	\$10,854,139	\$10,371,786	\$(482,353)
Total	\$10,238,349	\$10,854,139	\$10,371,786	\$(482,353)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Reimbursement is based on actual cost.

GAIN revenue increases will fund expansion of the program; San Diego County has taken a pro-active approach in developing enhancements to the GAIN program to enable more AFDC clients to transition into the work force.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION

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

General Fund Support Costs includes \$39,405 that will be transferred to the Department of Information Services to pay for proposed voice mail telephone costs for GAIN staff.

Note: NFS means Non-Federal Share of expenditures.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: CASELOAD MAINTENANCE					
% OF RESOURCES: 38%					
<u>OUTCOME (Planned Result)</u>					
Number of cases closed monthly	15,851	15,450	15,388	15,000	14,500 ⁽¹⁾
Payment accuracy rate	90.57%	95.95%	95.30%	94.00%	94.00%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cases closed monthly per staff	13.00	13.50	13.85	12.00	12.23
Dollars paid accurately per staff year	\$529,739	\$572,023	\$515,082	\$538,982	\$459,609
<u>OUTPUT (Service or Product)</u>					
Average cases provided public assistance monthly	154,678	151,875	134,988	154,641	134,100
<u>EFFICIENCY (Input/Output)</u>					
Cases provided assistance monthly per staff	128	133	122	126	113
Annual administrative salary cost per case	\$249.44	\$255.07	\$287.10	\$262.44	\$304.28

COMMENTS

⁽¹⁾The number of case closings each month decreases as the total caseload declines.

**ACTIVITY B:
INITIAL APPLICATION****% OF RESOURCES: 25%**OUTCOME (Planned Result)

Benefits denied through fraud detection efforts	\$4,438,515	\$5,713,939	\$4,987,017	\$5,500,000	\$4,750,000
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EFFECTIVENESS (Input/Outcome)

\$ saved per staff year	\$7,143	\$11,024	\$9,989	\$10,000	\$9,158
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OUTPUT (Service or Product)

Number of applications processed monthly	20,663	19,645	17,859	19,250	17,012
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EFFICIENCY (Input/Output)

Cost per application	\$77.80	\$77.27	\$81.28	\$82.36	\$87.58
Applications processed monthly per staff	34.5	38.0	35.8	33.5	32.8

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 has decreased. There are fewer monthly applications and staff has shifted to case maintenance.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY C: OVERPAYMENT COMPUTATION					
% OF RESOURCES: 2%					
<u>OUTCOME (Planned Result)</u>					
Overpaid dollars identified for collection	\$9,096,872	\$12,974,608	\$13,160,835	\$10,000,000	\$11,000,000 ⁽²⁾
Overpaid dollars recovered through recoupment or collection	\$5,547,146	\$8,741,424	\$8,920,948	\$8,000,000	\$8,000,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per dollar identified for collection	\$0.18	\$0.14	\$0.15	\$0.19	\$0.18
\$ identified per staff year	\$188,679	\$240,226	\$233,389	\$166,113	\$189,655
Cost per dollar recovered	\$0.29	\$0.21	\$0.22	\$0.24	\$0.25
\$ per staff recovered	\$114,943	\$161,181	\$158,201	\$132,626	\$137,931
<u>OUTPUT (Service or Product)</u>					
Number of overpayments computed for collection/recoupment/referral for prosecution	8,168	9,584	8,682	9,000	8,000 ⁽²⁾
<u>EFFICIENCY (Input/Output)</u>					
Overpayments computed per staff year	169.5	179.0	154.0	149.0	137.9 ⁽²⁾
Cost per overpayment computed	\$196.36	\$192.38	\$225.32	\$214.88	\$249.94

COMMENTS

⁽²⁾The number and total amount of overpayments are expected to decrease as the caseload decreases.

⁽²⁾The number of overpayments computed per staff year is decreasing because staff are completing more of the more complex cases which are referred to the District Attorney for prosecution and fewer of the simpler cases that are referred for collection.

**ACTIVITY D:
GREATER AVENUES FOR INDEPENDENCE (GAIN)****% OF RESOURCES: 23%**OUTCOME (Planned Result)

AFDC payments avoided as a result of GAIN Program Employment Services	\$18M	\$30.5M	\$36.3M	\$30M	\$41.4M
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EFFECTIVENESS (Input/Outcome)

Costs avoided per GAIN worker	\$159,235	\$259,332	\$283,857	\$229,007	\$252,439
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OUTPUT (Service or Product)

GAIN clients entering employment	7,980	10,539	11,063	10,900	13,473
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EFFICIENCY (Input/Output)

GAIN participants employed per Social Worker	70	89	86	83	82
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COMMENTS

Board action on February 19, 1997 (#12) added 31 Social Workers for FY 97-89, in addition, the outcome measures were increased.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY E: CHILD CARE					
% OF RESOURCES: 7%					
<u>OUTCOME (Planned Result)</u>					
Families provided with child care to support their employment, job-seeking, education or training or provided respite care for children at risk of abuse each month	1,300	1,278	1,229	1,477	1,842
<u>EFFECTIVENESS (Input/Outcome)</u>					
Average monthly child care payment per family	\$324	\$379	\$366	\$329	\$411
<u>OUTPUT (Service or Product)</u>					
Families processed for child care services monthly	1,567	1,306	1,320	1,740	2,155
<u>EFFICIENCY (Input/Output)</u>					
Families served per Eligibility Technician	131	133	132	145	120

COMMENTS

The decreases in FY 96-97 estimated actuals are attributable to the decline of the Non-GAIN Education & Training (NET) Program. Clients formerly eligible for NET Child Care Services will be served by the GAIN Program.

FY 97-98 increases are due to receipt of an additional \$3.2M allocation of Child Care Development and Block Grant Expansion Funds per Board Letter of 6/3/97 (#23).

**ACTIVITY F:
FOOD STAMP EMPLOYMENT & TRAINING****% OF RESOURCES: 1%**OUTCOME (Planned Result)

General Relief and Food Stamp costs avoided	\$8,276,888	\$7,229,398	\$5,035,392	\$6,588,270	\$6,358,485
Annual applied sanctions	15,207	17,655	17,090	14,578	16,806
<u>EFFECTIVENESS (Input/Outcome)</u>					
Annual cost avoided per FSET Social Worker	\$266,996	\$414,055	\$341,561	\$411,767	\$397,405
Sanctions applied per Social Worker	491	1,011	1,159	911	1,050
<u>OUTPUT (Service or Product)</u>					
Recipients assigned to work projects	1,228	1,342	1,799	1,740	1,740
<u>EFFICIENCY (Input/Output)</u>					
Assigned work projects per Social Worker	N/A	77	122	109	109

COMMENTS

FY 1996-97 estimated actuals for avoided costs were lower than budgeted due to changes that have occurred to the FSET program. The changes include: time limits for General Relief cases, declining GR & FS caseloads, reduced sanction periods and reduced GR grant amounts.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY G:					
JOB TRAINING (CONTRACT WITH SAN DIEGO CONSORTIUM)					
% OF RESOURCES: .5%					
<u>OUTCOME (Planned Result)</u>					
On-the-job training (OJT) participants transitioned into private sector employment	134	127	224	120	209
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per OJT placement	\$5,021	\$4,237	\$2,434	\$4,190	\$2,463
<u>OUTPUT (Service or Product)</u>					
Recipients enrolled into the job training programs	289	192	306	170	296
<u>EFFICIENCY (Input/Output)</u>					
Participants served per Social Worker	58	38	60	34	59

COMMENTS

The increase in the number of GAIN clients referred to the Job Training Program significantly increased the enrolled participants and consequently the participants transitioned into private sector employment for FY 96-97. This allowed the Bureau to maximize program resources and decrease the cost per on-the-job training (OJT) placement.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
Bureau Administration							
2294	Dep Dir, Soc Svcs	2	2.00	2	2.00	\$141,973	\$153,671
2367	Prin Admin Analyst	2	2.00	2	2.00	107,040	110,672
2758	Admin Secretary III	2	2.00	2	2.00	63,406	64,568
	Sub-Total	6	6.00	6	6.00	312,419	328,911
Aid to Families with Dependent Children							
0360	Assistant Deputy Director	2	2.00	2	2.00	\$117,628	\$117,592
5289	Soc Svcs Admin III	5	5.00	5	5.00	257,402	270,018
5288	Soc Svcs Admin II	7	6.50	7	6.50	302,552	313,247
5287	Soc Svcs Admin I	3	2.50	2	1.50	110,537	70,808
2412	Analyst II	1	1.00	1	1.00	34,938	43,137
5248	Program Assistant	6	5.50	6	5.50	218,718	226,580
5222	Eligibility Supervisor	94	92.50	87	85.25	2,809,709	2,687,095
5221	Eligibility Technician	625	622.50	558	555.75	14,848,732	13,821,835
2745	Supervising Clerk	5	5.25	5	5.25	147,716	153,895
2730	Senior Clerk	14	14.25	14	14.25	341,366	352,958
2757	Admin Secretary II	3	2.25	3	2.25	59,052	60,692
2756	Admin Secretary I	5	5.00	5	5.00	108,987	116,691
2650	Stock Clerk	3	2.75	3	2.75	54,446	56,472
2700	Intermediate Clerk Typist	144	142.75	144	142.75	2,960,558	3,070,143
2709	Department Clerk	2	2.00	1	1.00	32,601	17,234
4911	Social Services Aide II	3	3.00	2	2.00	60,309	40,113
9999	Extra Help	13	13.00	13	13.00	251,758	251,609
	Sub-Total	935	927.75	858	850.75	\$22,717,009	\$21,670,119
Aid to Families with Dependent Children - Foster Care							
5289	Soc Svcs Admin III	0	.25	0	.25	\$12,870	\$13,501
5288	Soc Svcs Admin II	0	.25	0	.25	11,640	12,048
5248	Program Assistant	1	1.00	1	1.00	39,767	41,196
5222	Eligibility Supervisor	5	4.25	6	5.25	128,853	165,481
5221	Eligibility Technician	37	35.25	40	38.25	840,832	951,882
2730	Senior Clerk	1	.50	1	.50	11,978	12,385
2757	Admin Secretary II	0	.25	0	.25	6,562	6,743
2756	Admin Secretary I	0	.25	0	.25	5,641	5,835
2650	Stock Clerk	1	1.00	1	1.00	19,798	20,535
2700	Intermediate Clerk Typist	11	11.00	11	11.00	228,134	236,578
	Sub-Total	56	54.00	60	58.00	\$1,306,075	\$1,466,184
Food Stamp Assistance							
0360	Assistant Deputy Director	0	.25	0	.25	\$14,704	\$14,699
5289	Social Services Admin III	2	2.25	2	2.25	115,831	121,509
5288	Social Services Admin II	3	3.00	3	3.00	139,640	144,575
5287	Social Services Admin I	0	.25	0	.25	11,408	11,656
5248	Program Assistant	2	2.25	3	2.75	89,475	113,290
5222	Eligibility Supervisor	19	18.75	17	16.00	568,470	504,325
2745	Supervising Clerk	1	1.00	1	1.00	28,136	29,314
5221	Eligibility Technician	122	120.50	121	120.25	2,874,332	2,992,518
2757	Administrative Secretary II	0	.25	0	.25	6,562	6,743
2730	Senior Clerk	3	3.00	3	3.00	71,867	74,307
2756	Administrative Secretary I	2	1.75	2	1.75	39,490	40,842
2650	Stock Clerk	2	1.50	2	1.50	29,697	30,802
2700	Intermediate Clerk	29	28.50	36	32.00	591,075	688,228
4911	Social Services Aid II	3	2.50	2	1.50	48,458	30,085
9999	Extra Help	5	5.50	5	5.50	106,368	106,450
	Sub-Total	193	191.25	197	191.25	\$4,735,513	\$4,909,343
General Relief							
5289	Social Services Admin III	1	.75	1	.75	38,610	40,503
5288	Social Services Admin II	2	2.25	2	2.25	104,730	108,432
5222	Eligibility Supervisor	7	6.25	5	5.00	189,490	157,602

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2745	Supervising Clerk	1	.50	1	.50	14,068	14,657
5221	Eligibility Technician	38	38.25	34	33.50	972,025	833,675
2730	Senior Clerk	2	2.00	2	2.00	47,911	49,538
2756	Administrative Secretary I	1	.50	1	.50	11,283	11,669
2650	Stock Clerk	1	1.00	1	1.00	19,798	20,535
2700	Intermediate Clerk	12	11.50	12	11.50	238,504	247,332
2709	Department Clerk	2	1.50	2	1.50	24,450	25,852
9999	Extra Help	2	1.75	2	1.75	33,824	33,871
	Sub-Total	69	66.25	63	60.25	\$1,694,693	\$1,543,666
Medi-Cal Administration							
0360	Assistant Deputy Director	1	0.75	1	0.75	44,111	44,097
5289	Social Services Admin III	5	4.75	5	4.75	244,534	256,518
5288	Social Services Admin II	4	4.00	4	4.00	186,186	192,767
5287	Social Services Admin I	3	3.25	2	2.25	143,342	105,776
2412	Analyst II	1	1.00	1	1.00	34,938	43,137
5248	Program Assistant	6	6.25	6	6.25	246,970	257,478
5222	Eligibility Supervisor	63	61.25	60	58.25	1,857,002	1,836,053
2745	Supervising Clerk	2	2.25	2	2.25	63,307	65,956
5221	Eligibility Technician	436	435.00	386	383.25	10,351,514	9,537,475
2730	Senior Clerk	8	8.25	8	8.25	197,633	204,331
2757	Administrative Secretary II	0	0.25	0	0.25	6,562	6,743
2756	Administrative Secretary I	3	3.50	3	3.50	78,979	81,684
2650	Stock Clerk	2	2.75	2	2.75	54,445	56,473
2700	Intermediate Clerk	120	119.25	120	119.25	2,474,398	2,564,726
4911	Social Services Aid II	4	4.00	4	4.00	77,014	88,226
9999	Extra Help	3	2.50	3	2.50	48,366	48,386
	Sub-Total	661	659.00	607	603.25	\$16,109,301	\$15,389,826
Job Training							
5288	Soc Svcs Admin II	0	0.00	0	0.00	\$0	\$0
5270	SW Supervisor	1	1.00	1	1.00	39,364	40,542
5260	Social Worker III	5	5.00	5	5.00	168,361	173,140
5221	Eligibility Technician	1	1.00	1	1.00	24,673	25,401
2493	Intermediate Acct Clerk	1	1.00	1	1.00	21,422	22,069
2700	Intermediate Clerk	1	1.00	1	1.00	21,295	21,936
	Sub-Total	9	9.00	9	9.00	\$275,115	\$283,088
Food Stamp Employment & Training							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$47,558	\$48,991
5270	Social Work Supervisor	2	2.00	2	2.00	78,728	81,084
5260	Social Worker III	16	16.00	16	16.00	524,966	533,433
2700	Intermediate Clerk	4	4.00	4	4.00	84,351	87,612
	Sub-Total	23	23.00	23	23.00	\$735,603	\$751,120
GAIN Administration and Support							
0360	Asst Dep Dir, Soc Svcs	1	1.00	1	1.00	\$60,995	\$61,252
2300	Child Care Coordinator	1	1.00	1	1.00	46,186	47,570
2757	Admin Sec II	1	1.00	1	1.00	26,246	27,028
2413	Analyst III	3	3.00	2	2.00	142,674	97,982
5244	Program Specialist	4	4.00	4	4.00	172,436	177,636
5287	Soc Svcs Admin I	1	1.00	0	0.00	45,267	0
2412	Analyst II	2	2.00	0	0.00	86,218	0
2730	Senior Clerk	1	1.00	1	1.00	23,776	25,192
2700	Intermediate Clerk	4	4.00	3	3.00	82,335	63,707

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
5288	Soc Svcs Admin II	0	0.00	2	2.00	0	80,670
2367	Principal Admin Analyst	0	0.00	0	0.00	0	0
	Sub-Total	18	18.00	15	15.00	\$686,133	\$581,037
GAIN Operations							
0360	Asst Dep Dir, Soc Svcs	1	1.00	1	1.00	\$60,994	\$61,251
5221	Eligibility Technician	0	0.00	3	3.00	0	62,183
5287	Soc Svcs Admin I	5	5.00	0	0.00	226,287	0
5270	Soc Work Supv	16	16.00	20	20.00	622,092	777,244
5260	Soc Worker III	131	131.00	164	164.00	4,182,628	5,231,333
2757	Admin Sec II	1	1.00	1	1.00	26,246	27,028
2745	Supervising Clerk	1	1.00	1	1.00	27,287	29,447
2730	Senior Clerk	9	9.00	9	9.00	216,315	226,724
2493	Intermediate Acct Clk	12	12.00	12	12.00	245,701	259,017
2700	Intermediate Clerk	49	49.00	57	57.00	1,023,454	1,210,434
5288	Soc Svcs Admin II	0	0.00	5	5.00	0	201,675
	Sub-Total	225	225.00	273	273.00	\$6,631,004	\$8,086,336
Child Care Programs							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$47,558	\$40,336
5244	Program Specialist	2	2.00	2	2.00	79,712	88,818
5270	Social Work Supervisor	2	1.00	2	1.00	33,614	37,033
5260	Social Worker III	7	6.50	5	4.50	218,237	154,446
5222	Eligibility Supervisor	2	2.00	2	2.00	61,738	63,616
5221	Eligibility Technician	13	12.00	19	18.00	291,581	420,071
2700	Intermediate Clerk	8	8.00	8	8.00	164,666	170,278
2730	Senior Clerk	0	0.00	1	1.00	0	21,413
	Sub-Total	35	32.50	40	37.50	\$897,106	\$996,011
Cal Learn Program							
2412	Analyst II	1	1.00	0	0.00	\$43,109	\$0
5260	Social Worker III	1	1.00	1	1.00	33,925	34,950
2493	Intermediate Account Clerk	1	1.00	1	1.00	21,422	22,069
	Sub-Total	3	3.00	2	2.00	\$98,456	\$57,019
Total		2,233	2,214.75	2,153	2,129.00	\$56,198,427	\$56,062,660
Salary Adjustments:						(40,455)	(354,735)
Bilingual Pay:						185,914	185,914
Premium/Overtime Pay:						152,124	152,124
Employee Benefits:						20,822,236	21,883,815
Salary Savings:						(1,567,073)	(1,611,793)
VTO Reductions:						(328,434)	(329,694)
Total Adjustments						\$19,224,312	\$19,925,631
Program Totals		2,233	2,214.75	2,153	2,129.00	\$75,422,739	\$75,988,291

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$10,617,907	\$10,740,220	\$10,862,497	\$11,843,045	\$11,582,842	(2.2)
Services & Supplies	1,375,341	1,272,711	1,132,193	1,671,250	4,094,527	145.0
Contracts	0	0	0	0	332,500	
Fixed Assets	606,857	64,333	142,542	142,542	100,000	(29.8)
TOTAL DIRECT COST	\$12,600,105	\$12,077,264	\$12,137,232	\$13,656,837	\$16,109,869	18.0
PROGRAM REVENUE	(11,441,424)	(10,979,013)	(11,036,612)	(12,563,761)	(14,923,179)	18.8
NET GENERAL FUND CONTRIBUTION	\$1,158,681	\$1,098,251	\$1,100,620	\$1,093,076	\$1,186,690	8.6
STAFF YEARS	279.50	271.00	263.75	290.75	277.25	(4.6)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Salaries and Benefits are less than budget due to positions held vacant.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- o Exceeded the word processing goal by meeting 100% of court report deadlines. Processed 9,170 court reports.
- o Achieved the ITD time lines goal by completing 95% of automation service requests within established time frames. Completed 1,525 requests.
- o 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 216 claims.
- o Achieved the goal to train all newly hired staff to meet entry level competency. Trained 65 new Eligibility Technicians and 60 new Social Workers. The number of new employees trained declined due to the decline of cases.
- o Achieved the goal to conduct comprehensive pre-employment investigations on 100% of applicants offered employment. Conducted 749 background checks.
- o Provided 1,023 statements of aid to the District Attorney for the enforcement of child support payments.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Meet 99% of word processing deadlines for reports to the court.
 - a. Type 24,500 pages monthly.
2. Complete 95% of EDP service requests within requestor established timeframes.
 - a. Receive 1,503 service requests.

3. Complete State Administrative and Assistance Claims by the deadline 100% of the time.
 - a. Complete 204 claims.
4. Train annually all newly hired social worker and eligibility worker staff to meet entry level competency.
 - a. Train 170 new staff 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 750 candidates.
6. Prepare 1,000 statements of public assistance paid for District Attorney's use in child support activities.
 - a. Receive 1,200 requests from the District Attorney.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The increase in expenditures includes the transfer in of \$2.6 million in costs that were previously charged to the department through the A-87 Cost Plan. These department-wide internal service fund costs are budgeted in the Management Services Budget but fund services which apply to all of the Department's programs.

1. DSS Director's Office [4.00 SY; E = \$366,099; R = \$340,491] 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 = \$132,028; R = \$122,794] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for administration of the Bureau's activities.
3. Word Processing [42.00 SY; E = \$2,331,566; R = \$2,168,489] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for centralized word processing services at the Department's Viewridge, Levant, Mills Building, and Oceanside facilities.
 - o Decreased 11.5 SY due to productivity savings resulting from department automation projects:
 - 0.50 SY Word Processing Center Supervisors
 - 3.50 SY Senior Word Processing Operators
 - 6.50 SY Word Processing Operators
 - 1.00 SY Senior Transcriber Typist
4. Office Services [47.00 SY; E = \$2,105,415; R = \$1,878,555] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for inactive case record storage, printing services, forms management and distribution, purchasing, fixed asset inventory and moving services for all departmental programs.
 - o Deleted 1.00 SY Admin Assistant I, an overhead position. The savings were redirected to provide increased Public Assistance Fraud direct services.
5. Fiscal Services [75.00 SY; E = \$3,660,973; R = \$3,407,229] 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 1.00 SY Intermediate Account Clerk, an overhead position. The savings were re-directed to provide increased Public Assistance Fraud direct services.

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6. Personnel/Training/Internal Security [58.25 SY; E = \$3,546,313; R = \$3,300,993] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for department-wide personnel and payroll services, internal security activities, training coordination, New Beginnings program and providing in-house training for Eligibility Technicians and Social Worker staff.
 - o Deleted 1.00 SY Social Services Trainer, an overhead position. The savings were redirected to provide increased Public Assistance Fraud direct services.
7. Budget and Revenue [6.00 SY; E = \$578,916; R = \$538,425] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for preparing and monitoring the Department's Budget; analysis of State and Federal Budgets; performing other fiscal analysis as required.
8. Information Technology Division [37.00 SY; E = \$2,954,204; R = \$2,762,228] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for developing, coordinating and implementing Departmental automation activities, telephone and voice mail efforts.
 - o Increased 1.00 SY as follows:
 - Added 2.00 SY Department Systems Engineer and 1.00 SY Distributed Network Technician II to enhance departmentwide automation as a result of the Implementation Plan in response to the Social Services Advisory Board (SSAB), July 16, 1996 (#9).
 - Deleted 1.00 SY Departmental Systems Engineer II, 1.00 SY Department Computer Specialist III, and 2.00 SY Distributed Network Technician II to redirect savings to Public Assistance Fraud.
 - Added 2.00 SY Departmental LAN Analyst II to support the expansion of the Greater Avenues for Independence (GAIN), February 19, 1997 (#12).
 - o Expects to complete 1,503 automation service requests.
9. Evaluation and Contracting [6.00 SY; E = \$434,355; R = \$403,975] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for evaluating the Department's programs, providing centralized contracting-out services, and performing planning functions for Departmental programs.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Foster Home License Contracts	\$78,280	\$88,620	\$116,743	\$28,123
Adoptions Service Contract	189,340	193,842	395,710	201,868
Child Welfare Services (30% of NFS match required)*	1,993,454	2,675,891	3,619,939	944,048
County Services Block Grant (30% match required)	143,674	107,808	93,480	(14,328)
Job Training	44,036	33,377	44,361	10,984
AFDC Administration (15% match required)	2,455,354	2,650,003	3,128,817	478,814
Medi-Cal Program Administration	2,534,140	2,350,752	2,457,292	106,540
Food Stamp Program Admin. (15% match required)	914,700	1,015,661	1,312,628	296,967
Refugee Aid Administration	35,209	21,591	49,216	27,625
Child Care Programs	20,134	87,534	63,722	(23,812)
Food Stamp Employment & Trng (FSET) (match required)**	56,714	55,564	105,556	49,992
Greater Avenues to Independence (30% match of NFS Trust Fund match required)	362,633	604,878	912,794	307,916
Cal-Learn	162,542	162,542	24,059	(138,483)
Independent Living Skills Contract	22,912	21,677	21,098	(579)
Hospital Council Contract	34,743	53,978	45,571	(8,407)
Adoption Fees	12,663	20,017	9,330	(10,687)
TCC Administration	24,414	15,348	52,888	37,540
Family Preservation	131,972	92,081	119,624	27,543
Specialized Foster Care Grant	5,283	11,607	12,344	737
IHSS and PCSP Administration	347,456	367,951	532,059	164,108
Emergency Assistance	606,132	822,583	0	(822,583)
Medi-Cal TCM Admin. Claiming (formerly SB910)	34,743	47,398	45,152	(2,246)
Misc. (HRSA, SAVE, IRCA)	1,423	3,612	6,379	2,767
Automation Trust Fund	0	0	500,000	500,000
Health Trust	5,112	80,967	97,691	16,724
Social Service Trust Fund	819,549	978,479	1,156,726	178,247
Sub-Total	\$11,036,612	\$12,563,761	\$14,923,179	\$2,359,418
Total	\$11,036,612	\$12,563,761	\$14,923,179	\$2,359,418

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
REVENUE MATCH:				
Child Welfare Services	\$679,686	\$735,160	\$1,032,793	\$297,633
In Home Supportive Services Admin.	94,611	79,704	102,962	23,258
County Services Block Grant	39,880	35,268	32,565	(2,703)
AFDC Administration	528,833	489,268	613,551	124,283
Food Stamp Program	121,985	101,667	125,713	24,046
Food Stamp Employment & Training	22,138	27,059	45,838	18,779
Child Care Program	0	1,896	3,377	1,481
GAIN	67,418	88,288	87,899	(389)
Cal-Learn	3,272	3,272	3,222	(50)
Emergency Assistance	134,682	145,162	0	(145,162)
Match Met with Trust Fund Revenue	(819,549)	(978,479)	(1,156,726)	(178,247)
Sub-Total	\$872,956	\$728,265	\$891,194	\$162,929
GENERAL FUND SUPPORT COSTS:				
County Cost Programs	\$227,664	\$364,811	\$295,496	\$(69,315)
Sub-Total	\$227,664	\$364,811	\$295,496	\$(69,315)
Total	\$1,100,620	\$1,093,076	\$1,186,690	\$93,614

EXPLANATION/COMMENT ON PROGRAM REVENUES:

* NFS means Non-Federal Share of cost.

** FSET match: no match required for first \$506,673; 15% for next \$132,998; and 50% for the remaining expenditures.

The increase in FY 1997-98 Revenue is a result of the transfer of \$2.6 million in costs previously budgeted as reimbursements through the A-87 Cost Plan. The associated revenue has been added to this program to offset the transferred expenditures. Also included is the automation trust fund revenue. A Department of Social Services Automation Trust Fund was authorized by the Board on July 16, 1997 (#9).

FIXED ASSETS

Category	Total Cost
Automation Equipment	\$100,000
Total	\$100,000

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
WORD PROCESSING					
% OF RESOURCES: 10%					
<u>OUTCOME (Planned Result)</u>					
To meet 99% of the word processing deadlines for reports to the court	N/A N/A	99% 10,385	100% 9,170	99% 8,924	99% 7,228
<u>EFFECTIVENESS (Input/Outcome)</u>					
Timely reports per staff year	N/A	197	258	194	207
<u>OUTPUT (Service or Product)</u>					
*Number of pages typed monthly	N/A	36,585	30,284	33,212	24,500
<u>EFFICIENCY (Input/Output)</u>					
Pages per word processing operator per month	N/A	694	850	722	700
<u>COMMENTS</u>					

*Includes all pages word processed not just reports to the court.

In FY 1997-98, 11.50 SY were eliminated due to implementation of automation project savings. The type of work which Word Processing produces is also changing. There are fewer case narratives to process which has resulted in a decrease in pages per operator. This seemingly indicates less efficiency. However, the remaining court documents are more complex and require more time to produce.

ACTIVITY B:
INFORMATION TECHNOLOGY DIVISION (SERVICE REQUESTS)

% OF RESOURCES: 5%

OUTCOME (Planned Result)

Complete 95% of automation service requests submitted annually within requestor established timeframes	N/A N/A	95% 1,414	95% 1,525	95% 1,428	95% 1,428
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EFFECTIVENESS (Input/Outcome)

Automation service requests per staff year	N/A	107	108	108	108
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OUTPUT (Service or Product)

Number of automation requests received	N/A	1,488	1,597	1,503	1,503
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EFFICIENCY (Input/Output)

Average cost per automation service request	N/A	\$360	\$350	\$356	\$370
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COMMENTS

Costs are based on salaries and benefits only.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
SY per assistance claim	N/A	0.01	0.01	0.02	0.01
SY per administrative claim	N/A	0.41	0.16	0.75	0.75
<u>OUTPUT (Service or Product)</u>					
State Assistance Claims completed annually	N/A	257	196	204	204
State Administrative Claim completed annually	N/A	8	20	4	4
<u>EFFICIENCY (Input/Output)</u>					
Average cost per claim prepared	N/A	\$939	\$1,101	\$1,137	\$1,067

COMMENTS

The number of administrative claims was higher than budget due to the submission of revised claims.

**ACTIVITY D:
PERSONNEL (TRAINING)****% OF RESOURCES: 1%**OUTCOME (Planned Result)

As a result of initial training, 100% of the ETs and SWs hired will meet entry level competency

ETs trained	N/A	100%	100%	100%	100%
SWs trained	N/A	214	65	105	90
	N/A	128	60	80	80

EFFECTIVENESS (Input/Outcome)

*Instructor cost per staff trained:

Eligibility Technician	N/A	\$561	\$468	\$426	\$494
Social Worker	N/A	\$227	\$971	\$660	\$676

OUTPUT (Service or Product)

Eligibility Technician annual training hours	N/A	43,024	15,600	24,360	20,880
Social Worker annual training hours	N/A	21,008	11,712	13,440	13,440

EFFICIENCY (Input/Output)

*Instructor cost per training hour:

Eligibility Technician	N/A	\$2.79	\$1.95	\$1.84	\$2.13
Social Worker	N/A	\$1.38	\$4.97	\$3.93	\$4.02

COMMENTS

*Instructor salary & benefit costs only.

Fewer Social Workers and smaller classes resulted in higher costs per trainee during FY 1996-97.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY E:					
PERSONNEL (PRE-EMPLOYMENT BACKGROUND INVESTIGATIONS PROCESS)					
% OF RESOURCES: 0.6%					
<u>OUTCOME (Planned Result)</u>					
All newly hired and promoted employees shall meet the education experience, and character requirements of DSS	N/A	280	664	600	500
	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per permanent employee hired or promoted	N/A	\$171	\$115	\$124	\$134
<u>OUTPUT (Service or Product)</u>					
Pre-employment background investigations	N/A	554	749	900	750
<u>EFFICIENCY (Input/Output)</u>					
Investigations per staff year	N/A	340	405	400	405

ACTIVITY F:
FISCAL - STATEMENT**% OF RESOURCES: 0.4%**OUTCOME

Prepare statements of public assistance paid for District Attorney's use in child support activities	N/A	10,850	1,023	1,200	1,000
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EFFECTIVENESS

Statements prepared per staff year	N/A	1,447	565	800	667
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OUTPUT

Number of requests processed annually	N/A	10,258	1,106	1,200	1,200
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EFFICIENCY

Cost per statement processed	N/A	\$17	\$53	\$35	\$36
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COMMENTS

FY 95-96 Outcomes and Outputs are high 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 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.

In FY 96-97, the activity was automated and the DA is now able to access aid payment information on-line, with few exceptions. Statements now processed by the Claims Unit are more complex and therefore require more time to complete.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
<u>DSS Director's Office</u>							
2121	Director, Soc Svc	1	1.00	1	1.00	\$114,714	\$114,695
2225	Asst Dir, Soc Svc	1	1.00	1	1.00	94,114	94,088
2759	Admin Sec IV	1	1.00	1	1.00	34,140	35,160
2758	Admin Sec III	1	1.00	1	1.00	31,703	32,649
	Sub-Total	4	4.00	4	4.00	274,671	276,592
<u>Management Services Bureau Administration</u>							
2294	Deputy Dir, Soc Svc	1	1.00	1	1.00	\$66,191	\$66,166
2758	Admin Sec III	1	1.00	1	1.00	31,703	32,649
	Sub-Total	2	2.00	2	2.00	97,894	98,815
<u>Support Services Division</u>							
2369	Admin Svcs Manager II	1	1.00	1	1.00	\$56,397	\$58,094
2610	Buyer II	1	1.00	1	1.00	32,377	30,820
2413	Analyst III	1	1.00	1	1.00	47,558	48,991
3643	Assoc Mech Engineer	1	1.00	1	1.00	51,548	45,383
	Sub-Total	4	4.00	4	4.00	\$187,880	\$183,288
<u>Word Processing</u>							
2726	Principal Clerk II	1	1.00	1	1.00	\$35,987	\$37,054
3010	WP Center Supervisor	5	4.50	4	4.00	139,616	129,412
3008	Sr WP Operator	4	3.50	0	0.00	89,920	0
3009	WP Operator	35	34.50	28	28.00	841,985	705,236
2730	Sr Clerk	1	1.00	1	1.00	24,564	25,401
2724	Sr Trans Typist	8	8.00	7	7.00	206,307	190,804
2700	Intermediate Clerk Typist	1	1.00	1	1.00	21,251	21,016
	Sub-Total	55	53.50	42	42.00	\$1,359,630	\$1,108,923
<u>Office Services Section</u>							
2304	Admin Asst I	1	1.00	0	0.00	\$36,338	\$0
2745	Supervising Clerk	1	1.00	1	1.00	28,611	29,464
2730	Senior Clerk	3	3.00	3	3.00	74,019	72,214
3073	Sr Offset Equipment Oper	2	2.00	2	2.00	52,650	54,244
3050	Offset Equipment Oper	2	2.00	2	2.00	47,714	49,164
2650	Stock Clerk	1	1.00	1	1.00	20,409	21,016
2700	Intermediate Clerk Typist	27	27.00	27	27.00	563,283	565,320
5884	Building Maint Eng	2	2.00	2	2.00	64,444	66,366
7541	Construction & Svcs Wkr I	2	2.00	2	2.00	43,110	44,384
3051	Reprographics Tech	2	2.00	2	2.00	45,438	46,796
2658	Storekeeper II	1	1.00	1	1.00	21,974	23,752
	Sub-Total	44	44.00	43	43.00	\$997,990	\$972,720
<u>Fiscal Services Division</u>							
2535	Soc Svcs Finance Officer	1	1.00	1	1.00	\$56,963	\$58,670
2505	Senior Accountant	3	3.00	3	3.00	137,819	135,979
2425	Associate Accountant	6	6.00	6	6.00	211,056	221,086
2745	Supervising Clerk	1	1.00	1	1.00	28,611	29,464
2500	Jr Accountant	1	1.00	1	1.00	27,472	28,278
2403	Accounting Tech	6	6.00	6	6.00	161,686	167,658
2510	Sr Account Clerk	12	12.00	12	12.00	295,046	299,602
2493	Intermediate Account Clerk	42	42.00	41	41.00	857,922	864,579
2700	Intermediate Clerk Typist	3	3.00	3	3.00	60,524	60,528
3119	Dept Computer Spec II	1	1.00	1	1.00	36,338	30,789
	Sub-Total	76	76.00	75	75.00	\$1,873,437	\$1,896,633

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
<u>Personnel/Training Division</u>							
2378	Soc Svcs Personnel Mgr	1	1.00	1	1.00	60,770	\$62,589
2730	Senior Clerk	1	1.00	1	1.00	23,060	25,401
2757	Admin Secretary II	1	1.00	1	1.00	26,246	27,028
	Sub-Total	3	3.00	3	3.00	\$110,076	\$115,018
<u>Personnel Payroll & Internal Security Section</u>							
2328	Dept Personnel Officer II	6	6.00	6	6.00	\$245,197	\$285,208
2330	Dept Personnel Officer I	1	1.00	1	1.00	42,452	29,314
2363	Personnel Research Psych	1	1.00	1	1.00	53,735	43,234
0989	Manager, Collaboration Services	1	1.00	1	1.00	66,618	66,606
5221	Eligibility Technician	1	1.00	1	1.00	20,930	25,401
5248	Program Assistant	4	4.00	4	4.00	157,499	168,649
5258	Sr Protective Svcs Wkr	1	1.00	1	1.00	39,214	40,390
5287	Soc Svc Admin I	2	2.00	2	2.00	86,323	82,783
5288	Soc Svc Admin II	1	1.00	1	1.00	47,558	48,991
2757	Admin Secretary II	1	1.00	1	1.00	26,246	27,028
2730	Senior Clerk	1	1.00	1	1.00	23,060	25,401
2745	Supervising Clerk	1	1.00	1	1.00	28,611	29,464
2320	Personnel Aide	1	1.00	1	1.00	28,457	29,314
2511	Sr Payroll Clerk	5	5.00	5	5.00	129,075	132,880
2494	Payroll Clerk	5	5.00	5	5.00	110,104	111,865
2700	Intermediate Clerk Typist	4	4.00	4	4.00	81,108	85,686
9999	Temporary Extra Help	1	.25	1	.25	8,000	8,000
	Sub-Total	37	36.25	37	36.25	\$1,194,187	\$1,240,214
<u>Training Section</u>							
2308	Dept Training Admin	1	1.00	1	1.00	\$52,438	\$54,027
2365	Staff Devel Spec	3	3.00	3	3.00	129,327	133,227
5259	Protective Svcs Supervisor	4	4.00	4	4.00	164,394	178,937
2730	Senior Clerk	1	1.00	1	1.00	24,673	25,401
2700	Intermediate Clerk Typist	4	4.00	4	4.00	84,931	87,531
5234	Social Svc Trainer	7	7.00	6	6.00	222,681	196,835
	Sub-Total	20	20.00	19	19.00	\$678,444	\$675,958
<u>Budget and Revenue Division</u>							
2534	Chief, SS Rev & Budget	1	1.00	1	1.00	\$59,219	\$60,992
2413	Analyst III	4	4.00	4	4.00	178,361	186,800
2757	Admin Sec II	1	1.00	1	1.00	22,719	27,028
	Sub-Total	6	6.00	6	6.00	\$260,299	\$274,820
<u>Information Technology Division</u>							
2471	EDP Systems Manager	1	1.00	1	1.00	\$66,879	\$68,885
2499	Principal Systems Analyst	1	1.00	1	1.00	60,727	62,546
2525	Sr Systems Analyst	3	3.00	3	3.00	169,191	174,282
2488	Asst Manager, EDP Oper	1	1.00	1	1.00	56,397	58,094
2427	Associate Systems Analyst	9	9.00	9	9.00	447,203	465,082
2428	System Supp Analyst-Trne	1	1.00	1	1.00	30,628	29,807
2303	Administrative Assistant II	1	1.00	1	1.00	43,109	44,409
2461	Dept Systems Engineer II	0	0.00	1	1.00	0	43,363
2757	Administrative Secretary II	1	1.00	1	1.00	22,836	27,028
2485	Distrib Network Tech II	6	6.00	5	5.00	159,359	141,265
2486	Distrib Network Tech III	1	1.00	1	1.00	33,494	34,498
2832	Data Communications NS III	2	2.00	0	0.00	63,480	0
2833	Data Communications NS II	1	1.00	0	0.00	27,419	0
3119	Dept Computer Spec II	4	4.00	6	6.00	123,422	203,381
3120	Dept Computer Spec III	4	4.00	4	4.00	151,870	172,932
2452	Dept LAN Analyst II	0	0.00	2	2.00	0	86,726
	Sub-Total	36	36.00	37	37.00	\$1,456,014	\$1,612,298

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
<u>Evaluation and Contracting Division</u>							
2367	Principal Admin Analyst	1	1.00	1	1.00	\$53,735	\$55,336
2413	Analyst III	3	3.00	3	3.00	137,396	138,318
2757	Admin Sec II	1	1.00	1	1.00	26,246	22,794
5288	Soc Svc Admin II	1	1.00	1	1.00	41,533	48,991
	Sub-Total	6	6.00	6	6.00	\$258,910	\$265,439
Total		293	290.75	278	277.25	\$8,749,432	\$8,720,718
Salary Adjustments						78,747	(63,422)
Bilingual Pay:						191,213	191,213
Employee Benefits:						3,144,061	3,017,364
Salary Savings:						(277,517)	(239,735)
VTO Adjustment:						(42,891)	(43,296)
Total Adjustments						\$3,093,613	\$2,862,124
Program Totals		293	290.75	278	277.25	\$11,843,045	\$11,582,842

PROGRAM #: 21004
MANAGER: O. SMITHORGANIZATION #: 3900
REFERENCE: 1997-98 Proposed Budget - Pg. 21-53

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,959,935	\$2,135,273	\$1,934,427	\$2,201,932	\$2,245,902	2.0
Services & Supplies	233,593	239,514	211,103	234,597	247,299	5.4
TOTAL DIRECT COST	\$2,193,528	\$2,374,787	\$2,145,530	\$2,436,529	\$2,493,201	2.3
PROGRAM REVENUE	(1,870,457)	(2,027,097)	(1,832,287)	(2,086,348)	(2,134,430)	2.3
NET GENERAL FUND CONTRIBUTION	\$323,071	\$347,690	\$313,243	\$350,181	\$358,771	2.5
STAFF YEARS	49.00	51.00	46.00	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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Salaries and Benefits and Staff Years were less than budget due to delays in hiring staff.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- o Supported the County's action in 59.5% of State hearing issues.
- o Exceeded the goal by achieving a case review accuracy rate of 99.7%.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. To support the County's action in 70% of State hearing issues.
 - a. Review and investigate 13,692 client initiated hearing issues related to the denial or discontinuance of eligibility or the collection of an overpayment.
2. Maintain case review accuracy rate of 98% based on the number of audit findings upheld.
 - a. Conduct a combination of 12,732 full field and desk audits.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The increase in budgeted cost is a result of negotiated pay increases and a reallocation of Services and Supplies to more closely model the method used in the State Welfare Administrative Claim.

The activities of this program are summarized as follows:

1. Appeals [27.00 SY; E = \$1,454,233; R = \$1,244,969] including support personnel:
 - o Mandated Activity/Mandated Service Level.
 - o Section staff represents the County at client initiated State hearings regarding denial or discontinuance of assistance or the collection of an overpayment.

2. Quality Control [26.00 SY; E = \$1,038,968; R = \$889,461] 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
MISC:				
State AFDC Administrative Reimbursement (30% of NFS match required)*	\$333,584	\$445,047	\$465,094	\$20,047
Federal AFDC Administrative Reimbursement	476,548	635,782	664,420	28,638
State Food Stamp Reimbursement (30% of NFS match required)	245,654	220,375	220,375	0
Federal Food Stamp Reimbursement	350,934	314,821	314,821	0
State Medi-Cal Administrative Reimbursement	365,000	410,000	410,000	0
Health Trust Fund	60,567	60,323	59,720	(603)
Sub-Total	\$1,832,287	\$2,086,348	\$2,134,430	\$48,082
Total	\$1,832,287	\$2,086,348	\$2,134,430	\$48,082

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
REVENUE MATCH:				
AFDC Administration	\$142,964	\$190,735	\$199,325	\$8,590
Food Stamp Admin.	105,280	94,446	94,446	0
Sub-Total	\$248,244	\$285,181	\$293,771	\$8,590
GENERAL FUND SUPPORT COSTS:				
General Relief	\$64,999	\$65,000	\$65,000	0
Sub-Total	\$64,999	\$65,000	\$65,000	\$0
Total	\$313,243	\$350,181	\$358,771	\$8,590

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.

1996-97 ESTIMATED ACTUAL

Delayed hiring resulted in less reimbursement revenue than anticipated and also facilitated a General Fund Contribution savings.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: APPEALS					
% OF RESOURCES: 58%					
<u>OUTCOME (Planned Result)</u>					
Percent of hearing issues upheld in Appeals Hearings	N/A N/A	66.5% 8,898	59.5% 8,704	65.0% 8,892	70.0% 9,584
<u>EFFECTIVENESS (Input/Outcome)</u>					
Issues upheld per Appeals Officer	N/A	574	431	444	532
<u>OUTPUT (Service or Product)</u>					
Client initiated hearing issues (denial or discontinuance of benefits/ collection of an overpayment)	N/A	13,380	14,621	13,680	13,692
<u>EFFICIENCY (Input/Output)</u>					
Issues per Appeals Officer	N/A	863	724	760	761
Cost per Appeals Issue	N/A	\$91	\$77	\$94	\$95

**ACTIVITY B:
QUALITY CONTROL****% OF RESOURCES: 42%**OUTCOME (Planned Result)

Percent accuracy achieved based upon total errors cited	N/A	99%	99%	98%	98%
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EFFECTIVENESS (Input/Outcome)

Number of accurate error citations per QC Worker	N/A	610	466	656	656
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OUTPUT (Service or Product)

Number of full field and desk audits performed	N/A	14,834	10,173	12,732	12,732
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Number of audits challenged	N/A	132	93	120	92
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EFFICIENCY (Input/Output)

Full field and desk audits per QC worker	N/A	781	470	670	670
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Cost per full field and desk audits	\$N/A	\$62	\$82	\$72	\$74
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COMMENTS1996-97 ESTIMATED ACTUALS:

The recent changes in welfare programs have increased the number of Appeals being received. Emphasis on more complex and complete Quality Control reviews has reduced the number of audits and increased the Unit Costs.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
<u>Quality Control</u>							
5288	Soc Svcs Admin II	1	.50	1	.50	\$23,779	\$24,496
5233	Eligibility Control Supv	2	2.00	2	2.00	64,658	66,624
2756	Admin Secretary I	1	1.00	1	1.00	22,719	23,398
5225	Eligibility Control Worker	19	19.00	19	19.00	491,302	493,332
2493	Intermediate Account Clerk	1	1.00	1	1.00	21,295	21,936
2730	Senior Clerk	1	.50	1	.50	10,984	11,498
2700	Intermediate Clerk Typist	2	2.00	2	2.00	41,078	42,585
	Sub-Total	27	26.00	27	26.00	\$675,815	\$683,869
<u>Appeals</u>							
5288	Soc Svcs Admin II	0	.50	0	.50	\$23,779	\$24,495
5287	Soc Svcs Admin I	2	2.00	2	2.00	85,694	88,929
5248	Program Assistant	18	18.00	18	18.00	726,697	737,188
2730	Senior Clerk	1	.50	1	.50	10,984	11,497
2700	Intermediate Clerk Typist	6	6.00	6	6.00	123,235	127,754
	Sub-Total	27	27.00	27	27.00	\$970,389	\$989,863
	Total	54	53.00	54	53.00	\$1,646,204	\$1,673,732
Salary Adjustments:						8,526	758
Bilingual Pay:						0	8,526
Premium/Overtime Pay:						2,683	2,683
Employee Benefits:						599,126	611,631
Salary Savings:						(49,772)	(46,593)
VTO Reductions:						(4,835)	(4,835)
Total Adjustments						\$555,728	\$572,170
Program Totals		54	53.00	54	53.00	\$2,201,932	\$2,245,902

LAND USE & ENVIRONMENT GROUP

LAND USE AND ENVIRONMENT GROUP (*)

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Executive Office	\$0	\$0	\$405,163	\$0	\$513,149	\$513,149	100.0
Regional Urban Information System (RUIS)	0	0	0	0	445,659	445,659	100.0
Trade & Business Development	0	0	0	0	570,847	570,847	100.0
TOTAL DIRECT COST	\$0	\$0	\$405,163	\$0	\$1,529,655	\$1,529,655	100.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$0	\$0	\$405,163	\$0	\$1,529,655	\$1,529,655	100.0
STAFF YEARS	0.00	0.00	5.00	0.00	9.00	9.00	100.0

MISSION

To unify the County's efforts in environmental, consumer and public health protection, and land conservation, planning and development.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

To provide overall direction and support for the following activities within the Land Use and Environment Group of departments:

1. Implementation of zero-based budget and management audit recommendations in the Department of Public Works.
2. Expansion of customer service activities, techniques and training through the Group and the County.
3. Expansion of the Office of Trade and Business Development to focus on key market segments and expand job creation and market expansion opportunities.
4. Implementation of a Department of Parks and Recreation marketing plan to increase user access, visitor services and revenue.
5. Continued analysis and implementation of automation opportunities, internal and external overhead reduction opportunities, internal and external customer satisfaction opportunities and opportunities to repair infrastructure, address structural problems and enhance effectiveness through the creation and allocation of the Group management reserve.
6. Establish a coherent and comprehensive Land Use Policy including:
 - complete an update to the General Plan;
 - complete the multi species (MSCP) and other habitat plans;
 - complete the revision of all land use fee schedules to establish full cost recovery or reduce the burden on customers;
 - work to implement the County's approved high priority freeway projects;
 - support efforts to get sand for the County's beaches;
 - continue support of regionally significant parks and open space, including San Dieguito River Park and East County open space planning efforts;
 - continue the work on improvements to the Otay, Sweetwater and Tijuana river valleys by such actions as acquiring property in Otay, implementing meaningful useable portions of the Sweetwater park, and continuing cooperation with the International Boundary and Water Commission to stop renegade sewage in the Tijuana river valleys.

(*) The Land Use and Environment Group was created during FY 1996-97. The Executive Office was established based on a mid-year Board action transferring appropriations from the Chief Administrative Officer's (CAO) Central County Administration budget. FY 1996-97 estimated actuals reflect only these expenditures.

Estimated actuals for the Regional Urban Information System (RUIS) and the Office of Trade & Business Development are included in the CAO summary totals. Comprehensive program information for FY 1994-95, FY 1995-96 and FY 1996-97 is provided in this budget section for comparative purposes only.

LAND USE AND ENVIRONMENT GROUP

EXECUTIVE OFFICE	
Board Leadership: Support to Board of Supervisors	
	SY
Deputy Chief Admin. Office	1.0
CAO Staff Officers	3.0
Admin Secretary IV	<u>1.0</u>
Total	5.0

REGIONAL URBAN INFORMATION SYSTEM (RUIS)	
To provide a regional geographic data warehouse for the San Diego Region	
	SY
Total	-0-

TRADE AND BUSINESS DEVELOPMENT	
To assist with retention, expansion or attraction of businesses in San Diego County	
	SY
CAO Project Manager	1.0
CAO Staff Officers	2.0
Admin Secretary II	<u>1.0</u>
Total	4.0

PROGRAM: Executive Office

DEPARTMENT: LAND USE AND ENVIRONMENT GROUP

PROGRAM #: 00650
MANAGER: Robert R. Copper

ORGANIZATION #: 0650
REFERENCE: 1997-98 Proposed Budget - Pg. 22-3

AUTHORITY: County Charter Section 703 mandates the Chief Administrative Officer under the direction of the Board of Supervisors, to exercise administrative supervision over the affairs of the County. In an effort to maximize the efficiency in the delivery of services, the Chief Administrative Officer has reorganized his Office and in doing so has created the Land Use and Environment Group.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$402,430	\$0	\$407,075	100.0
Services & Supplies	0	0	2,733	0	106,074	100.0
TOTAL DIRECT COST	\$0	\$0	\$405,163	\$0	\$513,149	100.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$405,163	\$0	\$513,149	100.0
STAFF YEARS	0.00	0.00	5.00	0.00	5.00	100.0

PROGRAM MISSION

To unify the County's efforts in environmental, consumer and public health protection and land conservation, planning and development.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The 1996-97 estimate is based on a mid-year Board action moving appropriations from the CAO's budget to the Land Use and Environment Group to reflect the reorganization of the CAO's office. The 1996-97 budgeted amount is included in the CAO's program budget.

ACHIEVEMENT OF 1996-97 OBJECTIVES

N/A

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to Department Summary page.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0348	CAO Staff Officer	0	0.00	3	3.00	0	166,789
2104	Deputy Chief Admim. Officer	0	0.00	1	1.00	0	104,898
2759	Admin Secretary IV	0	0.00	1	1.00	0	35,160
Total		0	0.00	5	5.00	\$0	\$306,847
Salary Adjustments:						0	8,961
Premium/Overtime Pay:						0	0
Employee Benefits:						0	91,552
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	(285)
Total Adjustments						\$0	\$100,228
Program Totals		0	0.00	5	5.00	\$0	\$407,075

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 geographic information system that will provide improved productivity and service to the citizens of the City and the County.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	341,568	346,063	401,007	445,756	445,756	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$341,568	\$346,063	\$401,007	\$445,756	\$445,756	0.0
PROGRAM REVENUE	(0)	(0)	(37,079)	(82,059)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$341,568	\$346,063	\$363,928	\$363,697	\$445,756	22.6
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To establish, maintain and promote the use of a Regional Data Warehouse for the San Diego region and to assist in the development of shared geographic data and automated systems which use that data.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Reduced expenditures offset reduced program revenues.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Completed the conversion of the zoning map layer for the Department of Planning and Land Use.
2. Replaced Assessor's manual Tax Rate maps and provided digital information to create various agency boundaries, e.g., school and water districts, etc.
3. The design of Building Permit and Inspection System has taken place and the vendor has been selected. As directed by the Board of Supervisors, completion of the project is on hold pending an audit of the Building Division of the Department of Environmental Health.
4. Completed the conversion of the Jurisdictional Boundary Layer.
5. Added three new County departments that utilize RUIS/GIS.
6. Completed the development and implementation of the Enhanced Data Storage Management System.
7. Developed a new RUIS Strategic Plan.
8. Presented a RUIS Marketing Plan which was approved by the Board of Supervisors that will allow the JPA to enter into data sales agreements.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Continue implementation of state of the art Special Database Engine (SDE) technology which will serve as the RUIS data warehouse.
2. Continue implementation of public access to RUIS maps and data via the Internet.

3. Complete migration of the RUIS basemap from Map Library to Arc Storm.
4. Complete implementation of a Joint Powers Agreement between the County and the City of San Diego which will replace the RUIS Agreement.
5. Develop an application that will serve as a San Diego Regional Business Location.
6. Enter into data sharing agreements that will reduce the expense of maintenance of the landbase.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
MISCELLANEOUS:				
Other Miscellaneous-RUIS Data Sales	\$37,079	\$82,059	\$0	(82,059)
Sub-Total	\$37,079	\$82,059	\$0	(82,059)
Total	\$37,079	\$82,059	\$0	\$(82,059)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT:	\$363,928	\$363,697	\$445,756	\$82,059
Sub-Total	\$363,928	\$363,697	\$445,756	\$82,059
Total	\$363,928	\$363,697	\$445,756	\$82,059

EXPLANATION/COMMENT ON PROGRAM REVENUES:

With the expected approval of a JPA agreement between the County of San Diego and the City of San Diego, the revenue from sales of data will be returned to the JPA. The new JPA, known as the San Diego Geographic Information Source (SANGIS), will replace the current RUIS agreement.

PROGRAM: Trade & Business Development

DEPARTMENT: LAND USE AND ENVIRONMENT GROUP

PROGRAM #: 80103
MANAGER: Cindy Gopper-Graves

ORGANIZATION #: 0650
REFERENCE: 1997-98 Proposed Budget - Pg. 22-7

AUTHORITY: Board action on May 17, 1994 (14) established the Office of Trade and Business Development.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	-	\$97,371	\$103,583	\$98,769	\$268,005	171.3
Services & Supplies	-	10,625	16,461	48,317	177,842	268.1
Other Charges	-	0	0	0	125,000	-
TOTAL DIRECT COST	-	\$107,996	\$120,044	\$147,086	\$570,847	288.1
PROGRAM REVENUE	-	(0)	(5,515)	(10,000)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	-	\$107,996	\$114,529	\$137,086	\$570,847	316.4
STAFF YEARS	-	2.00	2.00	2.00	4.00	100.0

PROGRAM MISSION

To assist with the retention, expansion or attraction of businesses in the unincorporated and incorporated areas 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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Estimated actuals are within budgeted amounts.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Assisted a total of 200 existing and start-up businesses.
2. Assisted 6 potential applicants through the Early Assistance Program.
3. Distributed 100 marketing packages relaying business opportunities and industrial land in the unincorporated area.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Secure 9 letters of commitment from businesses for relocation into San Diego County or expansion of existing business.
2. Assist 150 existing or start-up businesses.
3. Assist 12 potential applicants through the Early Assistance Program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
INTERGOVERNMENTAL:				
FED AID-HUD CLTR/C DT-TFSC	\$5,515	\$10,000	\$0	\$(10,000)
Sub-Total	\$5,515	\$10,000	\$0	\$(10,000)
Total	\$5,515	\$10,000	\$0	\$(10,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT:	\$114,529	\$137,086	\$570,847	\$433,761
Sub-Total	\$114,529	\$137,086	\$570,847	\$433,761
Total	\$114,529	\$137,086	\$570,847	\$433,761

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The revenue reduction reflects the loss of grant funding in 1997-98.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
TRADE AND BUSINESS DEVELOPMENT					
% OF RESOURCES:					
<u>OUTCOME (Planned Result)</u>					
Business Retained/Expanded	N/A	4	5	5	9
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/business relocation/expansion	N/A	18,083	7,500	7,500	10,000
<u>OUTPUT (Service or Product)</u>					
Participate or conduct Early Assistance Meetings	N/A	5	6	6	12
<u>EFFICIENCY (Input/Output)</u>					
Cost/assisted applicant	N/A	1,350	1,350	1,350	3,000
<u>EFFICIENCY (Input/Output)</u>					
Cost/staff trained	N/A	281.30	0	0	750
Assisted businesses	N/A	101	200	50	150

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0347	CAO Project Manager	1	1.00	1	1.00	\$53,778	\$55,376
0348	CAO Staff Officer	0	0.00	2	2.00	0	107,986
2757	Administrative Secretary II	1	1.00	1	1.00	21,489	22,158
Total		2	2.00	4	4.00	\$75,267	\$185,520
Salary Adjustments:						0	23,126
Premium/Overtime Pay:						0	0
Employee Benefits:						25,973	61,883
Salary Savings:						(2,339)	(2,392)
VTO Reductions:						(132)	(132)
Total Adjustments						\$23,502	\$82,485
Program Totals		2	2.00	4	4.00	\$98,769	\$268,005

AGRICULTURE/WEIGHTS & MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Agriculture/Weights & Measures	\$5,726,797	\$5,905,112	\$6,345,253	\$5,921,758	\$6,098,201	176,443	3.0
Fish & Wildlife Fund	25,845	\$6,757	\$2,302	\$39,436	\$39,436	0	0.0
TOTAL DIRECT COST	\$5,752,642	\$5,911,869	\$6,347,555	\$5,961,194	\$6,137,637	\$176,443	3.0
PROGRAM REVENUE	(4,213,750)	(3,932,485)	(5,243,404)	(4,111,653)	(4,226,954)	(115,301)	2.8
NET GENERAL FUND COST	\$1,538,892	\$1,979,384	\$1,104,151	\$1,849,541	\$1,910,683	\$61,142	3.3
STAFF YEARS	115.95	114.54	111.00	118.08	113.08	(5.00)	(4.2)

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

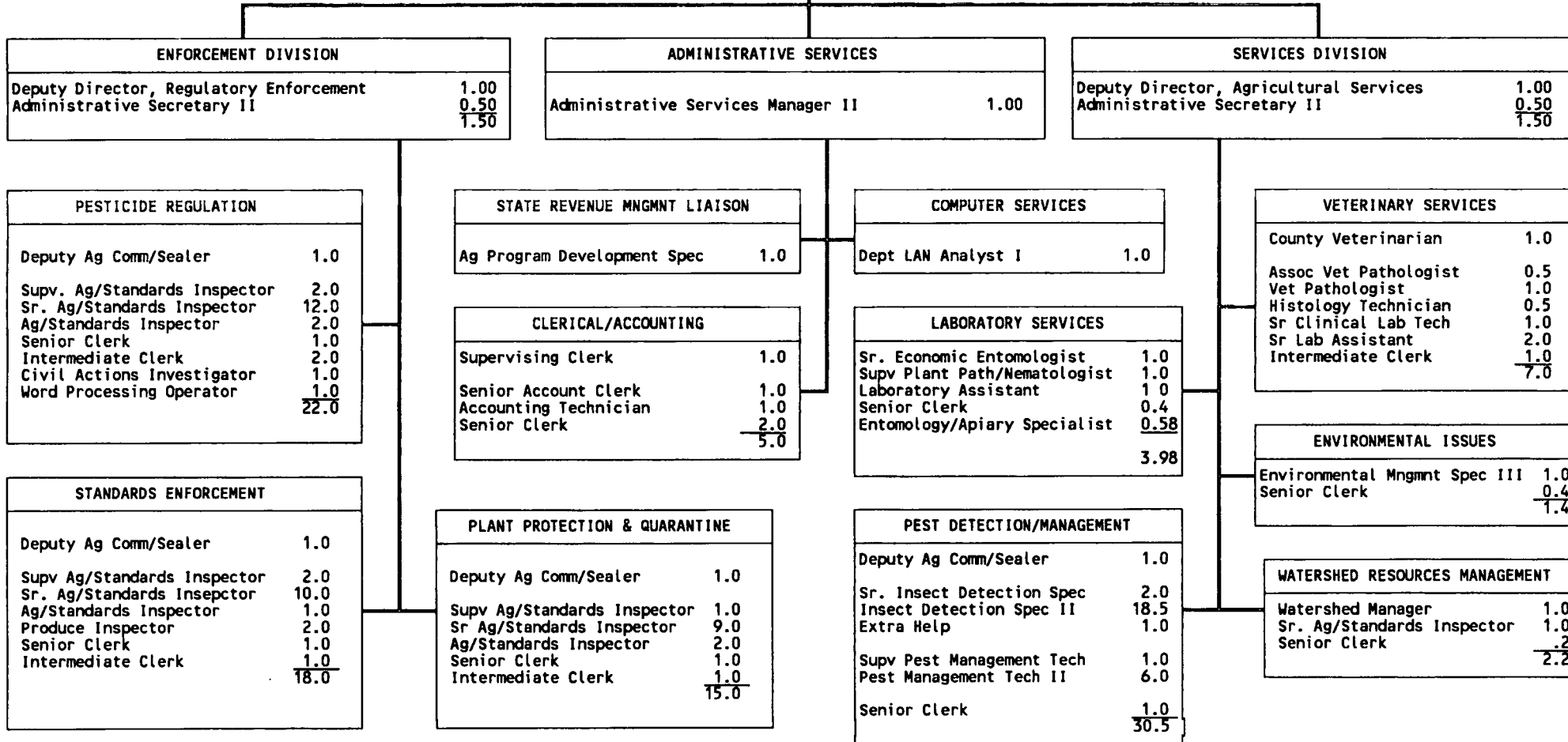
- ♦ Enhancing and promoting the preservation of agriculture and the environment while maintaining the health and safety of all.
- ♦ Assuring quality and equity in the marketplace through education and the enforcement of laws and regulations.
- ♦ Having a unified commitment to professionalism, expertise and integrity.

1997-98 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 400,000 cartons of locally grown eggs at the wholesale level.
 - 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

DEPARTMENT OF AGRICULTURE, WEIGHTS AND MEASURES	
EXECUTIVE OFFICE	
Agricultural Commissioner/Sealer	1.00
Administrative Secretary III	<u>1.00</u>
	2.00



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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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,034,419	\$5,199,834	\$5,378,585	\$5,398,276	\$5,443,842	0.8
Services & Supplies	512,459	612,274	632,843	454,482	599,309	31.9
Other Charges	134,428	31,557	26,067	69,000	55,050	(20.2)
Fixed Assets	47,253	61,447	307,758	0	0	0.0
Operating Transfers	(1,762)	0	0	0	0	0.0
TOTAL DIRECT COST	\$5,726,797	\$5,905,112	\$6,345,253	\$5,921,758	\$6,098,201	3.0
PROGRAM REVENUE	(4,187,905)	(3,925,728)	(5,241,102)	(4,072,217)	(4,187,518)	2.8
NET GENERAL FUND CONTRIBUTION	\$1,538,892	\$1,979,384	\$1,104,151	\$1,849,541	\$1,910,683	3.3
STAFF YEARS	115.95	114.54	111.00	118.08	113.08	(4.2)

PROGRAM MISSION

See departmental mission statement on the department summary sheet.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Estimated actual net county costs are lower than budgeted due to an increase in Unclaimed Gas Tax distribution for San Diego County based on new allocation methods and increased commodity inspections of imported produce at the Otay Mesa Border station. 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.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental outcome and output objectives on department summary sheet.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration/Technical/Clerical/Indirect Support [10.0 SY; E = \$572,684; R = \$122,838]
 - 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.
 - Added 1.00 SY Department LAN Analyst I
 - Deleted 1.00 SY Department Computer Specialist II
 - o Agriculture/Weights and Measures Enforcement support.

2. Enforcement Functions [55.50 SY; E = \$3,338,870; R = \$1,907,987]
 - o Mandated/Mandated Service Level.
 - o Pest exclusion activities.
 - o Pesticide use enforcement and worker health and safety programs.
 - o Seed, nursery, and apiary inspections.
 - o Enforcing fruit, nut, honey, egg and vegetable standards.
Eliminated inspection of imported produce at the Otay Mesa Border Station.
 - Deleted 1.00 SY Produce Inspector
 - Deleted 1.00 SY Senior Produce Inspector
 - Deleted 1.00 SY Deputy Sealer, Commodities Regulation
 - Deleted 2.00 SY Agricultural/Standards Inspector
 - o Device inspection and consumer protection programs.
 - Added 4.00 SY Senior Agricultural Standards Inspector
 - Deleted 4.00 SY Agricultural Standards Inspector

3. Agricultural Services[47.58 SY; E = \$2,186,647; R = \$2,156,693]
 - o Mandated/Discretionary Service Level.
 - o Pest detection/eradication/control (including structural pest control) activities.
 - Added 2.00 SY Insect Detection Specialist II for increased pest detection contract activities.
 - Deleted 1.00 SY Insect Detection Specialist I
 - Deleted 1.00 SY Senior Insect Detection Specialist
 - o Laboratory Services including entomology, nematology, plant pathology and virology functions.
 - Added .50 Sy Entomology/Apiary Specialist
 - Deleted .50 SY Agricultural Standards Inspector
 - 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
Pest Control Registration	\$13,366	\$7,100	\$11,350	4,250
Certified Producers	6,225	3,500	3,500	0
Farmers Market	880	400	400	0
Shipping Permit	163,936	136,000	136,000	0
AB 2187 Inventory Hazardous Materials	24,275	40,000	40,000	0
Imported Food Inspection	431,906	277,072	0	(277,072)
Vertebrate Bait Sales	30,426	55,000	55,000	0
Miscellaneous (Fines & Forfeitures/Other)	78,247	0	0	0
Organic Foods Law	10,585	3,000	8,000	5,000
Structural Pest Control Exams	5,755	2,500	2,500	0
Device Registration	316,045	316,310	316,310	0
Device Testing (Reinspections)	17,410	10,000	10,000	0
Sub-Meter Inspections	222,960	130,000	130,000	0
Veterinarian Service Fees	52,610	53,600	53,600	0
Animal Damage Control Program	0	27,073	0	(27,073)
Laboratory Fees	0	10,000	0	(10,000)
Multiple Species Conservation Grant	0	0	30,000	30,000
Miscellaneous	44,044	0	0	0
Sub-Total	\$1,418,670	\$1,071,555	\$796,660	\$(274,895)
OTHER:				
Road Fund (Plant Pests)	220,708	249,570	236,642	(12,928)
Airport Enterprise	48,941	12,000	12,000	0
Special Districts	17,507	3,300	3,300	0
Seed Agreement	3,324	2,500	2,500	0
Veterinarian Offset	259,000	259,000	259,000	0
Grazing Land Fund Offset	0	18,000	18,000	0
Watershed Management	109,084	47,950	47,950	0
Misc. Revenue Prior Year	128,824	0	0	0
Sub-Total	\$787,388	\$592,320	\$579,392	\$(12,928)
LOCAL ASSISTANCE:				
State Nursery Contract	\$65,166	\$62,634	\$62,634	0
State Egg Quality Control Contract	38,791	37,115	47,115	10,000
AB 3765 - Pesticide Use Enforcement	109,291	107,536	107,536	0
Detection Contract (Medfly, etc.)	894,707	903,000	936,250	33,250
100% Pesticide Use Reporting	65,000	65,000	65,000	0
100% Pesticide Application Reporting	31,687	20,000	20,000	0
Device Repairman	2,646	2,500	2,500	0
Petroleum Products Inspections	29,020	31,752	31,752	0
Weighmaster Petroleum Inspections	3,654	3,843	3,843	0
Sub-Total	1,239,962	1,233,380	1,276,630	43,250
SUBVENTION:				
Unclaimed Gas Tax Subvention	\$1,401,444	\$859,963	\$1,162,378	302,415
Pesticide Dealers Tax	1,450	1,825	1,825	0
Pesticide Enforcement Mil Subvention	385,588	306,574	364,033	57,459
Salary Subvention	6,600	6,600	6,600	0
Sub-Total	\$1,795,082	\$1,174,962	\$1,534,836	\$359,874
Total	5,241,102	4,072,217	4,187,518	115,301

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	1,104,151	1,849,541	1,910,683	61,142
Sub-Total	1,104,151	1,849,541	1,910,683	61,142
Total	1,104,151	1,849,541	1,910,683	61,142

EXPLANATION/COMMENT ON PROGRAM REVENUES

- ◆ The Imported Foods Inspection Program at the Otay Mesa Border Station has averaged a compliance rate of 99.25% since its inception. Based on this high industry compliance and new mandates for the Commodities Regulation Program, the close scrutiny now received at the border is no longer justified. Therefore, in order to better utilize existing resources, this program has been eliminated.
- ◆ 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. Therefore, these fees have been deleted from the budget and will not be implemented in the future.
- ◆ The California Department of Food and Agriculture, has reassessed allocation formulas used for the distribution of Unclaimed Gas Tax Revenues to the counties to offset agricultural programs. This, and ongoing efforts by the department to ensure proper allocation of direct cost to agricultural programs, has resulted in an increase in the overall base for unclaimed gas tax revenue to this county.
- ◆ The Pest Detection Trapping contract was increased to allow for seasonal hiring of Insect Detection specialists to accommodate an increased trapping protocol.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: AGRICULTURAL PROTECTION					
<u>OUTCOME (Planned Result)</u>					
*Receive reports of zero new infestations of exotic pests.	1	1	1	0	0
<u>EFFECTIVENESS (Input/Outcome)</u>					
** Program cost for zero new infestations of exotic pests.	\$1,405,900	\$1,476,923	\$1,465,000	\$1,463,000	\$1,475,000
<u>OUTPUT (Service or Product)</u>					
Packages Inspected at Points of Entry	727,799	985,252	850,000	830,000	850,000
Pest Detection Trap Servicing	257,047	241,535	240,000	260,000	260,000
Agricultural Laboratory Samples Analyzed***	7,090	7,984	7,000	6,500	6,500
Veterinary Laboratory Necropsies****	3,315	3,028	3,250	3,000	3,500
Nursery Acreage Inspected	7,289	6,382	6,000	5,500	5,500
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Package Inspected	\$.35	\$0.26	\$.30	\$.30	\$.30
Cost Per Trap Serviced	\$2.63	\$3.02	\$3.00	\$3.00	\$3.00
Cost Per Agric. Lab Sample Analyzed	\$22.72	\$22.07	\$22.00	\$22.00	\$22.00
Cost Per Veterinary Lab Necropsy	\$70.55	\$77.11	\$75.00	\$75.00	\$75.00
Cost Per Nursery Acre Inspected	\$11.00	\$12.79	\$12.00	\$12.00	\$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; **Sweet Potato Weevil** - February 1997.

** 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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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.	\$444,861	\$575,585	\$475,000	\$472,175	\$475,000
<u>OUTPUT (Service or Product)</u>					
Pre-Site Evaluation	124	149	175	175	175
Pesticide Inspections	3,223	3,428	2,000	2,000	2,000
Pesticide Investigations	180	147	200	200	200
Restricted Materials Permits Issued	652	535	600	600	500
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Pre-Site Evaluation	\$41.00	\$54.85	\$41.00	\$41.00	\$41.00
Cost Per Pesticide Inspection	\$67.00	\$101.89	\$100	\$100.00	\$100.00
Cost Per Pesticide Investigation	\$635.00	\$941.62	\$800	\$800.00	\$800.00
Cost Per Permit Issuance	\$168.00	\$149.00	\$175	\$175.00	\$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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY C: CONSUMER PROTECTION					
<u>OUTCOME (Planned Result)</u>					
95% Industry Compliance	91%	95%	99%	95%	95%
<u>EFFECTIVENESS (Input/Outcome)</u>					
* Program costs to achieve current industry compliance level.	\$769,645	\$607,467	\$680,000	\$512,700	\$475,000
<u>OUTPUT (Service/Product)</u>					
Cartons Inspected	20,672,244	28,929,064	36,075,000	20,000,000	**400,000
Devices Inspected	39,057	31,255	30,150	29,500	29,500
<u>EFFICIENCY (Input/Output)</u>					
Cost Per Carton Inspected	\$.02	\$.01	\$.01	\$.01	\$.09
Cost Per Device Inspected	\$9.12	\$10.18	\$14.43	\$10.60	\$14.00
ACTIVITY D: CUSTOMER SATISFACTION					
<u>OUTCOME (Planned Result)</u>					
Achieve 100% Customer Satisfaction rating as measured by annual surveys.	89.5%	91.8%	100	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
* Program costs to meet the highest possible satisfaction rating.	\$5,726,797	\$5,905,112	\$6,345,253	\$5,921,758	\$5,920,000
<u>OUTPUT (Service/Product)</u>					
Random Satisfaction Survey Mailings	2,319	2,158	2,000	2,000	2,000
Number of Satisfaction Surveys Analyzed	229	180	190	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	\$2.17	\$2.22	\$2.20	\$2.20	\$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.

** This number only reflects cartons of eggs produced at the wholesale level for FY 1997-98. Elimination of the Imported Foods Inspection Program requires the removal of that portion from this performance indicator. This action is also reflected in the cost of the program and the cost/carton inspected.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2102	Agr. Comm/Sealer, Wts. & Meas.	1	1.00	1	1.00	84,062	84,042
2120	County Veterinarian	1	1.00	1	1.00	56,019	60,470
2236	Dep. Dir, Agricultural Services	1	1.00	1	1.00	61,755	61,741
2237	Dep Dir Regulatory Enfcmnt	1	1.00	1	1.00	61,755	61,741
2369	Admin. Services Manager II	1	1.00	1	1.00	56,397	58,094
2403	Accounting Technician	1	1.00	1	1.00	25,815	23,827
2451	Departmental Lan Analyst I	0	0.00	1	1.00	0	37,456
2510	Senior Account Clerk	1	1.00	1	1.00	24,673	25,401
2700	Intermediate Clerk	5	5.00	5	5.00	100,377	106,240
2730	Senior Clerk	7	7.00	7	7.00	172,711	177,807
2745	Supervising Clerk	1	1.00	1	1.00	28,611	29,073
2757	Administrative Secretary II	1	1.00	1	1.00	23,709	25,587
2758	Administrative Secretary III	1	1.00	1	1.00	31,703	32,649
3009	Word Processor Operator	1	1.00	1	1.00	21,295	21,936
3119	Departmental Computer Spec II	1	1.00	0	0.00	36,338	0
3514	Environmental Mngmnt Spec III	1	1.00	1	1.00	47,558	48,991
3940	Ag Civil Actions Investigator	1	1.00	1	1.00	49,795	51,294
4210	Assoc Veterinary Pathologist	1	0.50	1	0.50	24,652	28,695
4230	Veterinary Pathologist	1	1.00	1	1.00	44,544	50,236
4318	Histology Technician	1	0.50	1	0.50	16,418	16,913
4321	Sr. Clinical Lab Tech	1	1.00	1	1.00	41,515	42,756
4330	Laboratory Assistant	1	1.00	1	1.00	22,930	23,613
4351	Senior Lab Assistant	3	2.00	3	2.00	52,501	54,372
5377	Produce Inspector	2	2.00	2	2.00	53,795	56,755
5378	Senior Produce Inspector	1	1.00	0	0.00	30,695	0
5379	Dep Sealer, Commodities Reg	1	1.00	0	0.00	43,646	0
5392	Agric. Standards Inspector	13	12.58	5	5.00	449,618	191,290
5393	Senior Agric. Standards Inspec	28	28.00	32	32.00	1,142,974	1,323,364
5394	Supv Agric. Standards Inspec	5	5.00	5	5.00	232,564	241,760
5396	Entomology/Apiary Specialist	0	0.00	1	0.58	0	14,275
5397	Senior Insect Detection Spec.	3	3.00	2	2.00	87,366	59,481
5399	Insect Detection Specialist II	28	17.00	30	18.50	372,423	413,061
5400	Insect Detection Specialist I	1	0.50	0	0.00	8,838	0
5402	Pest Management Tech II	6	6.00	6	6.00	166,254	173,228
5404	Supv Pest Management Tech	1	1.00	1	1.00	30,437	38,332
5409	Agric. Program Dev. Specialist	1	1.00	1	1.00	51,007	52,541
5410	Deputy Agric. Comm. & Sealer	4	4.00	4	4.00	205,888	212,040
5426	Senior Economic Entomologist	1	1.00	1	1.00	55,074	56,712
5450	Supv Plant Path/Nematologist	1	1.00	1	1.00	50,248	51,765
5453	Watershed Manager	1	1.00	1	1.00	43,646	44,943
9999	Extra Help	70	1.00	58	1.00	8,990	67,745
Total		201	118.08	184	113.08	\$4,118,596	\$4,120,226
Salary Adjustments:						3,373	36,794
Premium/Overtime Pay:						6,420	4,000
Employee Benefits:						1,400,627	1,415,749
Salary Savings:						(109,513)	(111,700)
VTO Reductions:						(21,227)	(21,227)
Total Adjustments						\$1,279,680	\$1,323,616
Program Totals		201	118.08	184	113.08	\$5,398,276	\$5,443,842

AUTHORITY: County Administrative Code Section 286 and Fish and Game Code Section 13100 et. seq.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Services & Supplies	0	\$113	\$45	\$4,000	\$4,000	0.0
Other Charges	25,845	\$6,644	\$2,257	\$35,436	\$35,436	0.0
TOTAL DIRECT COST	\$25,845	\$6,757	\$2,302	\$39,436	\$39,436	0.0
Fine & Miscellaneous Revenue	(16,457)	(25,410)	(21,689)	(16,250)	(16,250)	0.0
Fund Balance	(9,388)	18,653	19,387	(23,186)	(23,186)	0.0
NET GENERAL FUND CONTRIBUTION	\$25,845	\$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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

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.

1997-98 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.

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.). The Board of Supervisors is required to provide for the use of LAFCO the amount of money equal to either (a) the amount fixed by the Commission, (b) the amount appropriated in the prior fiscal year increased by the same percentage as the increase in the County's appropriations limit from the prior year, or (c) any additional amount the Board of Supervisors deems necessary (Government Code Section 56381).

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Contribution to LAFCO	\$220,943	\$311,687	\$331,163	\$331,163	\$372,940	12.6
TOTAL DIRECT COST	\$220,943	\$311,687	\$331,163	\$331,163	\$372,940	12.6
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$220,943	\$311,687	\$331,163	\$331,163	\$372,940	12.6
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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

LAFCO's estimated actual total costs are projected to be 8% below budget in FY 1996-97. The unspent funds will be transferred to a LAFCO contingency fund, which will be utilized to reduce LAFCO's reliance on appropriations from the County General Fund. LAFCO has operated within its FY 1996-97 budget because processing fee revenue approximated expected projection levels, and expenditures were contained. In particular, office automation and streamlining activities have enabled LAFCO to offset additional operating costs (e.g., mandated salary and benefit increases, annual salary step adjustments, workers compensation coverage increases, etc.). Additionally, processing fee revenue reached expected levels in FY 1996-97, which lowered LAFCO's net county cost. Cost-savings were achieved in salaries and benefits because two budgeted positions were not filled, and the staffing-year equivalent for a third position was reduced. Expenditure reductions were also made in travel, professional services, and office equipment maintenance.

ACHIEVEMENT OF 1996-97 OBJECTIVES

All 1996-97 objectives were achieved within LAFCO's adopted budget. Work product quality and proposal processing times continued to improve due to office streamlining, records management, and automation efforts.

1997-98 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 25 jurisdictional change proposals.
 - b. Approve jurisdictional changes that result in logical boundaries and cost-effective patterns of public service provision.
 - c. Conduct fire services consolidation survey.
 - d. Conduct a water agency reorganization study.
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.

ENVIRONMENTAL HEALTH

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Environmental Health	\$8,199,382	\$19,744,613	\$21,143,844	\$22,420,515	\$24,485,345	\$2,064,830	9.2
TOTAL DIRECT COST	\$8,199,382	\$19,744,613	\$21,143,844	\$22,420,515	\$24,485,345	\$2,064,830	9.2
PROGRAM REVENUE	(9,164,046)	(22,100,334)	(23,290,483)	(22,964,167)	(24,484,764)	(1,520,597)	6.6
NET GENERAL FUND COST	\$(964,664)	\$(2,355,721)	\$(2,146,639)	\$(543,652)	\$581	544,233	(100.1)
STAFF YEARS	147.50	357.26	356.33	384.83	394.83	10.00	2.6

Note: Program revenue excludes revenue associated with A-87 recovery (refer to revenue by source schedule).

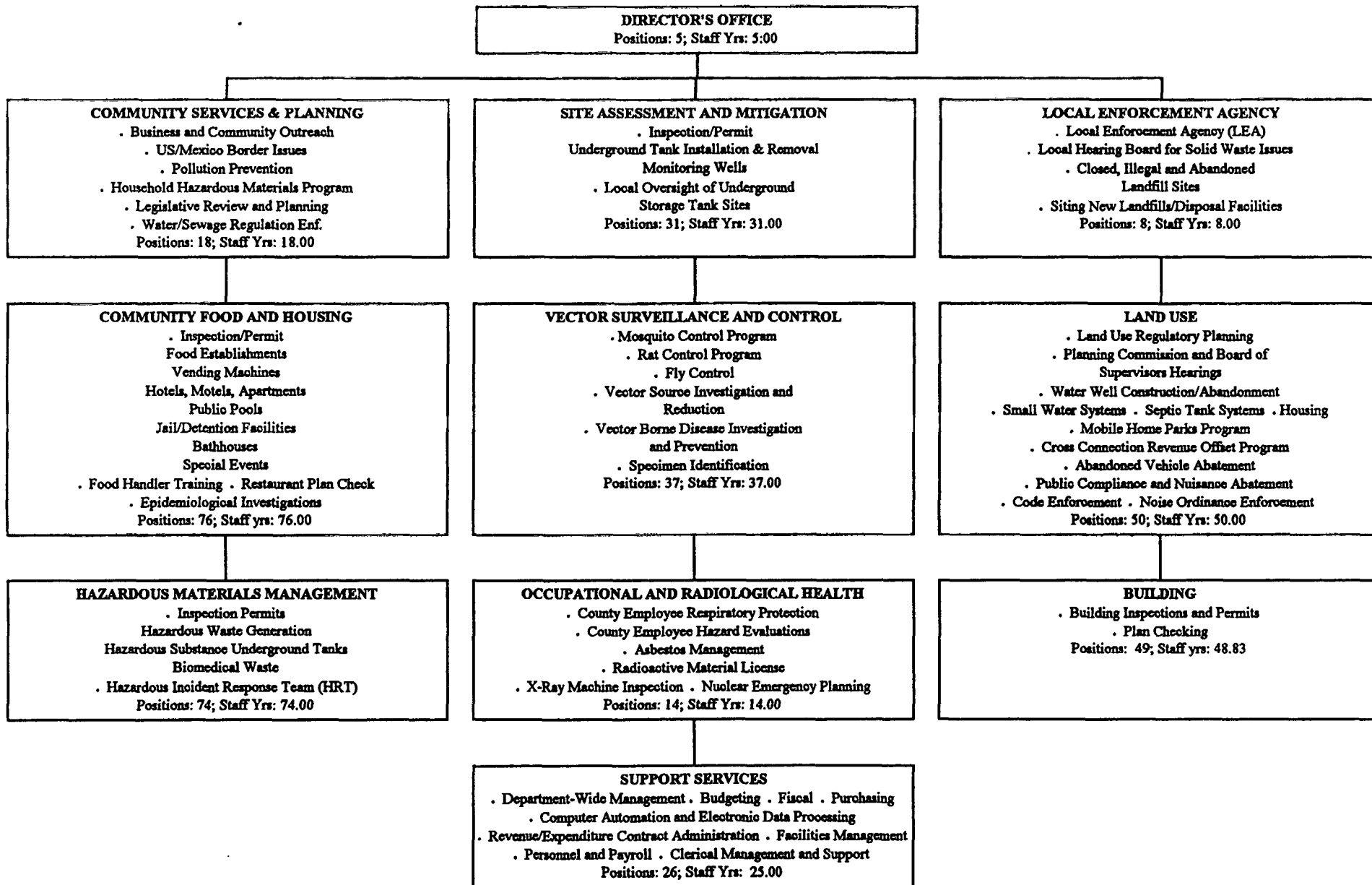
MISSION

Protect and promote environmental health for our community.

1997-98 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 54,600 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, 6,000 Hazardous Materials Inspections, 1,050 Medical Waste Inspections, and 750 Mini-Permit Inspections.
2. Protect unincorporated areas of the County from improper sewage disposal by reviewing 100% of submitted Land Use Projects requiring permit.
 - a. Process 3,000 Land Use Projects requiring permit.
3. Reduce human exposure to vector borne diseases, including malaria, encephalitis, bubonic plague, and lyme disease, by 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 45,000 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 3,500 workplace hazard evaluations and/or occupational/radiological health services.
5. Protect unincorporated areas of the County from unsafe construction practices and materials by completing 100% of all required building inspections.
 - a. Complete 28,000 inspection calls per year.

DEPARTMENT OF ENVIRONMENTAL HEALTH



26-2

*8.00 Staff Years/100 Positions of Extra Help are budgeted in DEH, but not reflected in the organization chart above.
(6200orgo.hb8)8/29/97

Permanent Positions: 388; Staff Years: 386.83
Extra Help Positions: 100; Staff Years: 8.00*
Total Positions: 488; Total Staff Years: 394.83

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,096,315	\$17,472,447	\$18,464,004	\$18,991,662	\$20,180,965	6.3
Services & Supplies	1,104,208	2,087,013	2,539,203	2,655,655	3,755,380	41.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	223,944	177,474	483,700	155,600	(67.8)
Vehicle/Comm. Equip.	0	0	0	203,900	393,400	92.9
Reimbursements	(1,141)	(38,791)	(36,837)	0	(0)	0.0
Reserve Designation	0	0	0	85,598	0	(100.0)
TOTAL DIRECT COST	\$8,199,382	\$19,744,613	\$21,143,844	\$22,420,515	\$24,485,345	9.2
PROGRAM REVENUE	(7,705,217)	(19,160,780)	(20,743,522)	(20,385,777)	(22,191,865)	8.9
NET GENERAL FUND CONTRIBUTION	\$494,165	\$ 583,833	\$400,322	\$2,034,738	\$2,293,480	12.7
STAFF YEARS	147.50	357.26	356.33	384.83	394.83	2.6

Note: Program revenue excludes revenue associated with A-87 recovery (refer to Program Revenue by Source schedule).

PROGRAM MISSION

Please refer to the Department Summary page.

1996-97 ESTIMATED ACTUAL TO 1996-97 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 1996-97 Estimated 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 \$203,900 are budgeted here, but after budgeting, appropriations were transferred to General Services where the actual expenditures were incurred.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Community Food and Housing Program [76.00 SY; E = \$4,240,793; R = \$4,103,377] 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 Deleting 3.00 Staff Years Environmental Health Specialist II to pay for negotiated salary increases.
 - o Adding 1.00 Staff Year Environmental Health Specialist II.

2. Land Use Program [50.00 SY; E = \$2,860,440; R = \$1,906,718] 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 Deleting 1.00 Staff Year Environmental Health Technician to pay for negotiated salary increases.
 - o Deleting 1.00 Staff Year Public Health Engineer.
 - o Adding 3.00 Staff Years Code Enforcement Officer II.

3. Hazardous Materials Management Program [74.00 SY; E = \$4,123,551; R = \$3,995,789] 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 6,000 Hazardous Materials Inspections, 1,050 Medical Waste Inspections and 750 Mini-Permit Inspections.

4. Vector Surveillance & Control Program [37.00 SY; E = \$2,225,022; R = \$2,225,022] including the control of disease-bearing rodents, and mosquito breeding, countywide is:
 - o Mandated/Discretionary Service Level.
 - o Able to provide 45,500 Vector Control Services.
 - o Deleting 3.00 Staff Years Vector Surveillance and Control Technician II to pay for seasonal Extra Help.

5. Occupational & Radiological Health Program [14.00 SY; E = \$955,271; R = \$955,271] 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 3,500 Occupational Health Services.

6. Building Services [48.83 SY; E = \$4,656,228; R = \$4,411,228] including Plan Check, Building Permits Counter, Building Inspection, and building permit code enforcement is:
 - o Mandated/Discretionary Service Level.
 - o Able to complete 28,000 Inspection calls per year.
 - o Increasing 5.00 Staff Years as follows: Addition of 1.00 Staff Year Senior Departmental Systems Engineer, 1.00 Staff Year Associate Structural Engineer, 1.00 Staff Year Plans Examiner, 1.00 staff Year Building Inspector II, 1.00 Staff Year Intermediate Clerk Typist; and 1.00 Staff Year Add/Delete Administrative Secretary II/Office Support Secretary.

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7. Community Services and Planning [18.00 SY; E = \$1,273,769; R = \$444,189] including disposal of household hazardous materials, Proposition 65 notifications, recreational/storm drain water monitoring, NPDES storm water permit compliance, 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 Recreational Water Quality and/or Proposition 65 notifications.
 - o Able to properly dispose of 223 tons (446,071 lbs.) annually of household hazardous materials.
 - o Able to implement the storm water program to ensure permit compliance.
 - o Adding 1.00 Staff Year Environmental Health Technician; 3.00 Staff Years Environmental Health Specialist II, 1.00 Staff Year Health Information Specialist II; and 1.00 Staff Year Environmental Health Specialist III.
8. Local Enforcement Agency (LEA) [8.00 SY; E = \$629,232; R = \$629,232] 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.
9. Site Assessment and Mitigation [31.00 SY; E = \$1,885,933; R = \$1,885,933] 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 Deleting 2.00 Staff Years Environmental Health Specialist II to pay for negotiated salary increases and offset loss of revenue agreement.
10. Administration and Support [38.00 SY; E = \$1,635,106; R = \$1,635,106] 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 \$23 million in revenues from permits, fees, contracts and subventions.
 - o Deleting 1.0 Staff Year Intermediate Clerk Typist to pay for negotiated salary increases.
11. DEH Reserve Designation Decrease for Building Services [0.00 SY; E = \$825,842; R = \$825,842] This revenue is being transferred from the DEH Building Reserve Designation account to revenue account 8999 for one-time purchases of services and supplies, fixed assets, and Extra Help.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
Bulk Asbestos Analysis Fee	\$4,650	\$6,146	\$6,146	0
Radiation Shielding	3,775	5,597	5,597	0
Pumper Truck Permit Fees	9,860	8,800	9,860	1,060
Construction Permits-Septic	215,300	218,342	216,004	(2,338)
Construction Permits-Grading	18,050	14,983	17,321	2,338
Construction Permits-Building	2,923,713	2,581,991	2,842,187	260,196
Monitoring Well Fees	464,258	514,210	450,065	(64,145)
Hazardous Materials Division Fees	257,061	278,268	278,268	0
Hazardous Materials Permit Fees	2,794,908	2,833,825	2,796,925	(36,900)
Base Permit Fee	1,294,687	1,200,719	1,237,619	36,900
Tank Installation Fees	193,209	129,102	185,504	56,402
Tank Closure Fees	139,916	121,345	137,931	16,586
Animal Permit Fees	2,470	7,769	7,769	0
Other Misc Permit Fees	8,920	3,589	3,589	0
Food Handling Establishment Fee	2,942,084	2,969,416	2,883,017	(86,399)
Food Plan Check Fees	391,800	374,827	391,260	16,433
Vending Vehicle Permit Fees	224,141	233,237	235,548	2,311
Housing Permit Fees	414,165	411,483	424,445	12,962
Water Permit Fees	87,872	91,957	91,957	0
Public Pool Permit Fees	818,602	804,869	825,095	20,226
Pool Plan Check Fees	68,650	20,426	66,716	46,290
Plan Check & Field Inspection-Land Use	491,886	510,213	510,213	0
Plan Check and Field Inspection-Building	1,436,904	1,359,132	1,388,225	29,093
Charges Air Pollution Control Dist.	2,063	2,500	2,500	0
Charges to Other Funds-Asbestos Analysis	32,970	5,800	5,800	0
Charges to Other Funds-Misc	18	0	0	0
Service to Property Owners-Grading	0	13,725	0	(13,725)
Mobile Home Parks	83,028	82,039	82,039	0
Solid Waste Tonnage Fees	29,715	0	173,040	173,040
Solid Waste Facility Permit Fees	445,858	0	506,700	506,700
Spec Dist/Local Boards-Code Enforcement	220,394	214,000	214,000	0
Sub-Total	\$16,020,927	\$15,018,310	\$15,995,340	\$977,030
CONTRACTS:				
Military Underground Tank Program	0	80,500	0	(80,500)
State-Radiation Control Program	404,447	429,153	429,153	0
State Toxic Substances	86,517	62,000	110,799	48,799
Housing/Community Development	6,057	0	0	0
Aid from Housing Authority (Acct 9745)	885	0	0	0
Unified Disaster Council-H.I.R.T.	330,641	330,641	330,641	0
Office of Disaster Preparedness	9,026	10,000	10,000	0
State - Leaking Underground Tanks	1,400,000	1,400,000	1,400,000	0
County DPW-Solid Waste Enforcement	245,466	408,338	0	(408,338)
County/DPW-Household Toxics	280,429	270,370	270,370	0
City (San Diego)-Solid Waste	75,168	125,000	0	(125,000)
City SD Misc Enforce Svcs	2,632	2,665	2,665	0
City SD Mission Bay Water Monitor	6,577	13,628	13,628	0
Gregory Canyon EIR Report	40,178	200,000	200,000	0
Sweetwater Cross Conn Control	62,000	62,000	62,000	0
City (Escondido) Noise Control	0	1,000	1,000	0
City (Escondido) Industrial Hygiene	6,195	0	14,162	14,162
City (Oceanside) Noise	320	1,000	1,000	0
City (Vista)-Noise Control	8,730	9,000	9,000	0
City (Chula Vista) Industrial Hygiene	0	1,700	10,000	8,300
City (Del Mar) Noise Control	473	1,000	1,000	0
City (Encinitas) Noise Control	9,500	9,500	9,500	0
City (La Mesa) Industrial Hygiene	628	1,500	5,000	3,500
City (Solana Beach) Noise Control	2,864	3,000	3,000	0
Helix Water District Industrial Hygiene	1,921	2,274	2,274	0
San Diego City Industrial Hygiene	61,745	23,100	49,033	25,933
City (San Diego) Water Utilities Vector Control	6,135	20,762	20,762	0
Unified Port Dist Rodent Ctr	24,843	34,472	34,472	0
Cost Recovery Solid Waste Camp Pendleton	8,160	0	0	0
Sub-Total	\$3,081,537	\$3,502,603	\$2,989,459	\$(513,144)

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GRANTS:				
State Small Water Systems	\$45,766	\$0	\$40,568	40,568
State Grant CIWMB	47,991	48,000	48,000	0
Sub-Total	\$93,757	\$48,000	\$88,568	\$40,568
OTHER:				
Fines and Penalties	240,753	\$224,924	\$249,274	\$24,350
Jury or Witness Fee	1,632	0	1,692	1,692
Other Miscellaneous Revenue	73,714	349,501	0	(349,501)
Returned Check Fee	4,025	4,858	4,858	0
Sanitation Other Govt-Vector Control Dist.	2,211,536	2,400,000	2,565,000	165,000
Misc. Revenue Prior Year	0	0	0	0
Recovered Expenditures	353,807	25,576	374,336	348,760
Reserve Designation Decrease	0	0	825,842	825,842
Cellular Phone Employee Reimbursement	800	0	0	0
Interest on Deposits	1,972	0	0	0
Asbestos Removal at Las Colinas	997	0	0	0
Environmental Review/Safety Plans-Airport Enterprise Fund	1,857	0	0	0
Building Electrical Inspections-Airport Enterprise Fund	54	0	0	0
Road Widening Projects (LUD)-Charge in Road Fund	9,010	0	0	0
Hazardous Materials Site Studies (SAM)-Charge in Road Fund	135	0	0	0
Property Acquisitions, Asbestos Abatement, Lead Analysis Site Assessments-Charge in Road Fund	42,106	0	0	0
Property Acquisition Tijuana River-Liq.Waste Enterprise Fund	148	0	0	0
Asbestos Abatement/Air Sampling-Charge in Library Fund	1,150	0	0	0
HazMat Testing for Property Acq.-Charge in Asset Forf. Funds	567	0	0	0
Work Auth - Excess Cost	(1,808)	0	0	0
Other Revenue-SAM Settlement Trust Fund for Training	3,924	0	0	0
Sub-Total	\$2,946,379	\$3,004,859	\$4,021,002	\$1,016,143
REALIGNMENT:				
Health Account-Vehicle License Fees (Req. Match 13.2%)	\$1,147,883	\$1,390,395	\$1,390,395	\$0
Sub-Total	\$1,147,883	\$1,390,395	\$1,390,395	\$0
Total Direct Program Revenue	\$23,290,483	\$22,964,167	\$24,484,764	\$1,520,597
County External Overhead Allocation:	\$(2,546,961)	\$(2,578,390)	\$(2,292,899)	285,491
Total	\$20,743,522	\$20,385,777	\$22,191,865	\$1,806,088

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 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:				
	\$216,426	\$1,850,842	\$2,109,584	\$258,742
Sub-Total	\$216,426	\$1,850,842	\$2,109,584	\$258,742
Total	\$400,322	\$2,034,738	\$2,293,480	\$258,742

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 1997-98 this translates to a match percent of 13.2%.

In addition to the revenue budgeted in Environmental Health, and detailed above; in FY 1997-98, DEH has budgeted \$172,353 in revenue with the Department of Health Services to pay for lab and epidemiological services.

As shown above, the total Direct Program Revenue of \$24,484,764 is reduced by \$2,292,899 to pay for external overheads (A-87) in DEH's full cost recovery programs. This leaves \$22,191,865 in revenue to offset Direct Costs.

The General Fund Contribution of \$2,293,480 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; a Storm Water Program; and Code Enforcement Programs, including Solid Waste Public Compliance/ Nuisance Abatement and Grading Enforcement. Note: The General Fund Contribution variance from FY 1996-97 to FY 1997-98 is due to the revenue offsetting Fund Balance Reserve Designation appropriations which were not budgeted in line item worksheets in FY 1996-97, whereas they are in FY 1997-98.

FIXED ASSETS

Category	Total Cost
Office Equipment General	30,000
Data Processing Equipment	125,600
Total	\$155,600

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Transportation Equipment	393,400
Total	\$393,400

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: BUSINESS COMPLIANCE					
% OF RESOURCES: 32%					
<u>OUTCOME (Planned Result)</u>					
Complete inspections of health regulated businesses	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to complete all inspections	\$8,544,381	\$8,195,719	\$8,279,397	\$8,886,156	\$8,527,779
<u>OUTPUT (Service or Product)</u>					
Inspect health regulated businesses	54,357	58,900	55,495	55,100	54,600
<u>EFFICIENCY (Input/Output)</u>					
Average cost per inspection	\$157.19	\$138.93	\$149.19	\$161.27	\$156.19
ACTIVITY B: LAND USE PROJECT REVIEW					
% OF RESOURCES: 3%					
<u>OUTCOME (Planned Result)</u>					
Complete review of land use projects requiring permit	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to review all projects submitted	\$918,359	\$889,935	\$573,281	\$955,093	\$683,920
<u>OUTPUT (Service or Product)</u>					
Review land use projects	2,779	2,639	2,639	3,000	3,000
<u>EFFICIENCY (Input/Output)</u>					
Average cost per project processed	\$330.46	\$337.22	\$217.23	\$318.36	\$227.97
ACTIVITY C: VECTOR CONTROL					
% OF RESOURCES: 10%					
<u>OUTCOME (Planned Result)</u>					
Complete evaluation/treatment of vector sites/complaints	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to address all sites/complaints	\$2,530,087	\$2,237,359	\$2,255,143	\$2,631,290	\$2,690,810
<u>OUTPUT (Service or Product)</u>					
Respond to identified vector problems (a)	N/A	70,694	51,315	60,500	45,000
<u>EFFICIENCY (Input/Output)</u>					
Average cost per service unit (a)	N/A	\$31.65	\$43.95	\$43.49	\$59.80

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY D: OCCUPATIONAL HEALTH SERVICES					
% OF RESOURCES: 3%					
<u>OUTCOME (Planned Result)</u>					
Complete workplace hazard evaluations on request	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to complete all hazard evaluations	\$812,560	\$652,068	\$672,928	\$744,779	\$680,973
<u>OUTPUT (Service or Product)</u>					
Perform evaluations, provide information	5,900	3,597	3,386	2,500	3,500
<u>EFFICIENCY (Input/Output)</u>					
Average cost per service unit	\$137.72	\$181.28	\$200.19	\$297.91	\$194.56
ACTIVITY E: BUILDING INSPECTIONS					
% OF RESOURCES: 13%					
<u>OUTCOME (Planned Result)</u>					
Complete all required building inspections	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to provide all building inspections (b)	N/A	2,066,075	2,382,848	\$2,128,058	\$3,424,687
<u>OUTPUT (Service or Product)</u>					
Complete building inspections	N/A	28,402	32,364	27,000	28,000
<u>EFFICIENCY (Input/Output)</u>					
Average cost per inspection (b)	N/A	\$72.74	\$73.63	\$72.90	\$122.31

(a) In FY 1997-98 the method of calculating production units has been changed.

(b) Cost is increasing in FY 1997-98 due to \$825,842 in one time purchases funded from the Building Reserve Designation.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0958	CHIEF, ENVIRON HEALTH	9	9.00	10	10.00	532,676	608,352
0971	INFORMATION SYSTEMS MANAGER	0	0.00	1	1.00	0	61,219
2122	DIR, ENVIRON HEALTH	1	1.00	1	1.00	87,372	96,092
2260	ASST DIR, ENVIRON HLTH	1	1.00	1	1.00	75,975	72,785
2302	ADMIN ASST III	3	3.00	3	3.00	135,499	142,391
2303	ADMIN ASST II	4	4.00	4	4.00	149,341	162,346
2304	ADMIN ASST I	3	3.00	3	3.00	104,061	96,885
2307	DEPTL PERSONNEL OFFCR	1	1.00	1	1.00	47,558	55,336
2403	ACCOUNTING TECH	0	0.00	1	1.00	0	23,834
2405	ASST ACCOUNTANT	1	1.00	1	1.00	30,825	35,808
2413	ANALYST III	1	1.00	1	1.00	47,558	40,336
2425	ASSOC ACCOUNTANT	2	2.00	2	2.00	69,073	75,207
2427	ASSOC SYSTEMS ANALYST	1	1.00	1	1.00	51,179	52,714
2430	CASHIER	4	4.00	4	4.00	85,850	94,532
2460	DEPTL SYSTEMS ENGINEER I	2	2.00	2	2.00	72,692	81,831
2461	DEPTL SYSTEMS ENGINEER II	2	2.00	2	2.00	84,232	105,428
2462	SR DEPTL SYSTEMS ENGINEER	1	1.00	1	1.00	46,403	47,797
2493	INTERMEDIATE ACCT CLK	3	3.00	2	2.00	62,429	43,872
2494	PAYROLL CLERK	1	1.00	1	1.00	22,418	23,096
2505	SENIOR ACCOUNTANT	1	1.00	1	1.00	46,442	47,826
2510	SENIOR ACCOUNT CLERK	1	1.00	1	1.00	24,673	25,401
2511	SENIOR PAYROLL CLERK	1	1.00	1	1.00	25,815	26,576
2537	DEPARMTAL BUDGET MGR	1	1.00	0	0.00	59,219	0
2700	INTERMEDIATE CLK TYPST	42	42.00	43	42.00	873,762	897,482
2726	PRINCIPAL CLERK II	1	1.00	1	1.00	32,610	31,258
2729	OFFICE SUP SECRETARY	2	2.00	1	1.00	46,120	22,307
2730	SENIOR CLERK	12	12.00	12	12.00	289,034	294,949
2745	SUPERVISING CLERK	3	3.00	3	3.00	85,833	88,392
2756	ADMIN SECRETARY I	3	3.00	3	3.00	68,157	67,814
2757	ADMIN SECRETARY II	10	10.00	11	11.00	247,035	290,599
2758	ADMIN SECRETARY III	1	1.00	0	0.00	31,703	0
2759	ADMIN SECRETARY IV	0	0.00	1	1.00	0	29,652
3008	SR WORD PROCESSOR OP	1	1.00	1	1.00	26,373	27,168
3009	WORD PROCESSOR OP	1	1.00	1	1.00	24,455	25,187
3119	DEPTL COMPTR SPEC II	1	1.00	1	1.00	30,852	32,373
3120	DEPTL COMPTR SPEC III	1	1.00	1	1.00	43,109	44,409
3161	SUPV INDUSTRIAL HYGST	1	1.00	1	1.00	56,357	58,046
3588	CODE ENFORCEMENT OFF II	7	7.00	10	10.00	242,288	374,229
3590	SUPV CODE ENFORCMNT OFF	2	2.00	2	2.00	76,376	86,160
3615	ASST ENGINEER	1	1.00	1	1.00	45,239	46,603
3650	ASSOC STRUCTURAL ENGR	5	5.00	6	6.00	254,537	314,539
3661	BUILDING INSPECTOR II	16	16.00	17	17.00	658,315	698,497
3664	PLANS EXAMINER	3	3.00	4	4.00	125,436	176,207
3671	CHIEF FIRE INSPECTOR	0	0.00	1	1.00	0	38,651
3673	CHIEF ELECTRICAL INSP	1	1.00	1	1.00	44,504	45,852
3691	SR HYDROGEOLOGIST	1	1.00	1	1.00	50,751	62,000
3710	PUBLIC HEALTH ENGINEER	1	1.00	0	0.00	58,884	0
3715	SUPV BUILDING INSPECTOR	3	3.00	3	3.00	137,391	140,184
3735	SR STRUCTURAL ENGINEER	1	1.00	1	1.00	52,895	56,131
3833	LAND USE TECH III	2	2.00	2	2.00	66,516	71,050
3834	LAND USE TECH SUPV	2	2.00	2	2.00	72,475	74,177
3835	LAND USE TECH II	3	3.00	3	3.00	95,439	65,722
3838	PERMIT PROCESS COORD	1	0.83	1	0.83	36,831	37,966
3857	INDUSTRIAL HYGST II	5	5.00	5	5.00	255,600	263,220
4701	SENIOR HLTH PHYSICIST	1	1.00	1	1.00	56,104	57,785
4707	ENVIRON HLTH TECH	4	4.00	4	4.00	86,156	87,418
4722	ENVIRON HEALTH SPEC II	116	116.00	114	114.00	4,878,612	5,014,134
4723	ENVIRON HEALTH SPEC III	39	39.00	41	41.00	1,846,884	1,985,034
4724	DEP CHIEF ENVIR HEALTH	8	8.00	7	7.00	417,408	380,730
4750	RADIATION MGMT SPEC II	1	1.00	1	1.00	39,410	49,075
4757	RADIATION MGMT SPEC I	2	2.00	2	2.00	86,472	89,074
4761	VECTOR CONTROL TECH II	22	22.00	19	19.00	681,679	625,673
4762	VECTOR CONTROL TECH III	4	4.00	4	4.00	136,700	135,638
4766	VECTOR CONTROL TECH IV	4	4.00	4	4.00	152,168	155,637
4767	SR VECTOR ECOLOGIST	2	2.00	2	2.00	103,061	108,780

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
4769	VECTOR SURV & CTRL MGR	1	1.00	1	1.00	55,074	56,712
4816	HEALTH INFORMATION SPECIALIST II	0	0.00	1	1.00	0	35,301
4829	ENVIRONMENTAL HLTH EDUCATOR	1	1.00	1	1.00	40,473	49,438
8888	DEPUTY CHIEF, CODES ENFCMNT	0	0.00	1	1.00	0	57,087
9999	Extra Help	36	3.00	100	8.00	135,559	350,302
Total		418	384.83	488	394.83	\$14,705,927	\$15,718,286
Salary Adjustments:						\$87,844	\$(10,902)
Premium/Overtime Pay:						100,000	100,000
Employee Benefits:						4,669,133	4,961,870
Salary Savings:						(487,453)	(504,500)
VTO Reductions:						(83,789)	(83,789)
Total Adjustments						\$4,285,735	\$4,462,679
Program Totals		418	384.83	488	394.83	\$18,991,662	\$20,180,965

FARM AND HOME ADVISOR

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Farm & Home Advisor	\$229,251	\$244,061	\$261,184	\$255,562	\$280,042	24,480	9.6
TOTAL DIRECT COST	\$229,251	\$244,061	\$261,184	\$255,562	\$280,042	\$24,480	9.6
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$229,251	\$244,061	\$261,184	\$255,562	\$280,042	\$24,480	9.6
STAFF YEARS	5.96	6.00	6.25	6.25	6.50	0.25	4.0

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.

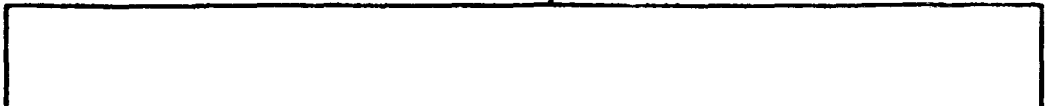
1996-97 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

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.

DEPARTMENT OF FARM AND HOME ADVISOR

(Headquarters Location: County Operations Center)

FARM AND HOME ADVISOR #5050		
County Director (University of California funded)	<u>POS</u> 1	<u>SY</u> 1.00



SUPPORT STAFF #5050 (COUNTY)		
	<u>POS</u>	<u>SY</u>
Admin Assistant I	1	0.25
Admin Secretary III	1	1.00
Farm Advisor Field Asst	1	1.00
Admin Secretary I	4	4.00
Temporary Extra Help	0	0.25
Permanent Employees	7	6.50
Total Employees	7	6.50

UNIVERSITY OF CALIFORNIA				
Direct Funding			Grant/Special Funding	
	<u>POS</u>	<u>SY</u>	<u>POS</u>	<u>SY</u>
ADVISORS				
Farm/Environmental Advisors	0	0.00		
Marine Advisor	1	1.00		
Home Advisor	1	1.00		
Youth Advisory	2	2.00		
ADULT EFNEP				
Admin Assistant	1	1.00		
Secretary	1.5	1.50		
Aides	5	5.00		
YOUTH EFNEP				
Staff Assistants	1	1.00		
Secretary	1	.50		
CLERICAL				
Secretary Small Farms		.00		
Secretary Marine Science	1	.50		
Total	22	20.50	Total	42.85

	<u>POS</u>	<u>SY</u>
YOUTH AT RISK		
Site Coordinators	37	30
Para-professionals	3	3
Clerical	2	1.10
RECLAIM WATER	3	2.50
PEST CONTROL	1	.75
NON-POINT WATER POLLUTION	2	2.00
SUMMER INTERNS	2	2.00
BLIND READER SERVICE	1	1.00
AG RESEARCH ASSOC.	1	.50

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$205,310	\$214,487	\$230,436	\$231,891	\$242,295	4.5
Services & Supplies	23,941	29,574	30,748	23,671	37,747	59.5
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$229,251	\$244,061	\$261,184	\$ 255,562	\$280,042	9.6
PROGRAM REVENUE	(0)	(0)	0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$229,251	\$244,061	\$261,184	\$255,562	\$280,042	9.6
STAFF YEARS	5.96	6.00	6.25	6.25	6.50	4.0

PROGRAM MISSION

Please refer to Mission Statement on Budget Summary page.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Actual expenditures are \$5,622 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 \$6,870 less that budget -- a 3% savings.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Maintained the Cooperative Agreement with the University of California for County cost of 9% of the total cost of the programs provided.

- a. With the provided 4.25 staff years, in accordance with the County/University agreement, 405,000 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.

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, composting Ag and urban for homeowners; c) youth development (4-H and youth at risk) and in nutrition and consumer education.

2. Delivered a 4-H and Youth Development program to 9,699 youth countywide with cooperation from 1,110 volunteers.

- a. County support provided for 1.00 clerical staff year for administration of this program.

4-H programming includes delinquency prevention programs, Ag in the classroom teacher training, model programming in coalition building in Chula Vista providing educational workshops, resource development and facilitation, Africanized honeybee curriculum K-12, was developed and distributed countywide.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administrative and Support Services [SY 5.25; E = \$208,710; 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 = \$33,585; 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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
General Office Support					
% OF RESOURCES: 85%					
<u>OUTCOME (Planned Result)</u>					
University Extension Services received	2,086,790	2,086,790	0	\$2,086,790	\$2,086,790
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per dollar of service received	0.10	0.10	0	\$0.09	\$0.12
<u>OUTPUT (Service or Product)</u>					
Clerical and field service support for Cooperative Agreement	5.50	5.50	0	5.25	5.25
<u>EFFICIENCY (Input/Output)</u>					
Cost per Staff year	\$37,941	\$37,941	0	\$37,555	\$37,947
ACTIVITY B:					
4-H Program					
% OF RESOURCES: 15%					
<u>OUTCOME (Planned Result)</u>					
Youth in a 4-H Program	8,950	8,950	0	8,994	8,994
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per youth	\$3.34	\$3.73	\$0	\$3.86	\$3.90
<u>OUTPUT (Service or Product)</u>					
Staff years of clerical support	1	1	0	1	1
<u>EFFICIENCY (Input/Output)</u>					
Per output cost	\$30,000	\$30,000	\$34,725	\$34,725	\$35,148

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2758	Administrative Secretary III	1	1.00	1	1.00	28,619	31,860
2304	Administrative Assistant I	1	0.25	1	0.25	8,040	7,983
2757	Administrative Secretary II	0	0.00	0	0.00	0	0
2756	Administrative Secretary I	4	4.00	4	4.00	90,876	89,926
7510	Farm Advisor Field Assistant	1	1.00	1	1.00	24,174	24,904
9999	Temporary Extra Help	0	0.00	0	0.25	1,483	2,966
Total		7	6.25	7	6.50	\$153,192	\$157,639
Salary Adjustments:						1	
Employee Benefits:						79,617	85,575
Salary Savings:						(919)	(919)
Total Adjustments						\$78,699	\$84,656
Program Totals		7	6.25	7	6.50	\$231,891	\$242,295

PARKS AND RECREATION

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Parks and Recreation	\$6,183,536	\$6,383,776	\$6,544,948	\$7,245,460	\$8,067,310	821,850	11.3
ParkLand Dedication Fund	1,609,740	1,386,831	1,994,427	7,820,890	5,230,510	(2,590,380)	(33.1)
TOTAL DIRECT COST	\$7,793,276	\$7,770,607	\$8,539,375	\$15,066,350	\$13,297,820	\$(1,768,530)	(11.7)
PROGRAM REVENUE	(4,765,776)	(4,561,943)	(4,965,923)	10,728,388)	(8,216,571)	2,511,817	(23.4)
NET COST ALL FUNDS	\$3,027,500	\$3,208,664	\$3,573,452	\$4,337,962	\$5,081,249	\$743,287	17.1
STAFF YEARS	113.97	118.43	123.05	126.67	128.67	2.00	1.6

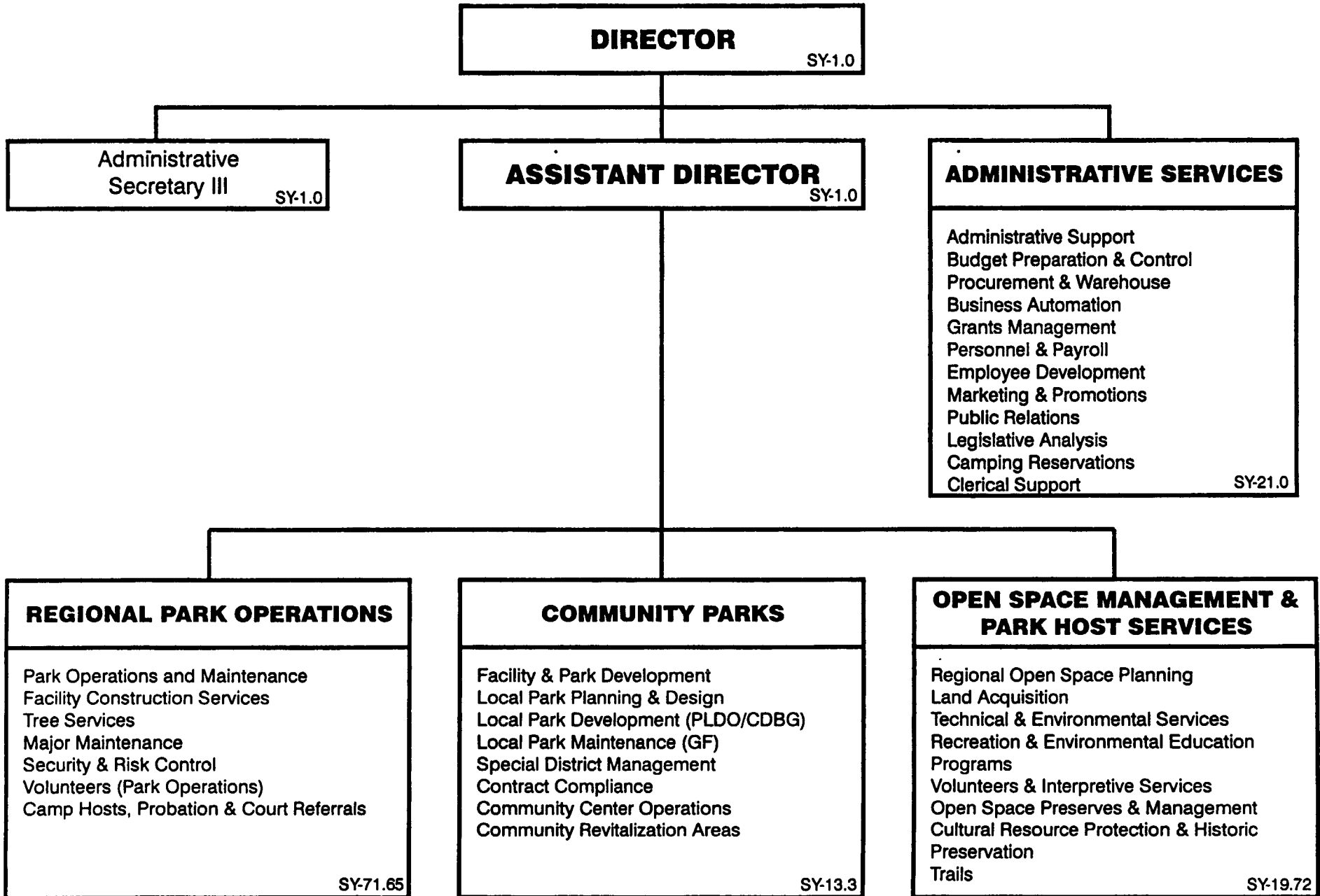
MISSION

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.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Generate no less than \$1,300,000 in park user fee revenue.
 - a. Process no less than 11,800 reservations for overnight camping.
 - b. Complete installation of an automated Reservation system by June, 1998.
 - c. Extend reservation desk hours one day per week to 7:00 p.m.
 - d. Accept Bank of America Visa and Master Card by September, 1997.
2. Increase participation in youth diversion events by 25%.
 - a. Offer 9 special youth diversion events.
 - b. Make 2,000 direct youth interventions.
3. Maintain non-paid staff years at 76.2 which is 38% of the Department's total work force.
 - a. Recruit one hundred additional volunteers.
5. Complete 100% of funded park development projects within budget and on time.
 - a. Complete ten (10) park development projects by June, 1998.

SAN DIEGO COUNTY DEPARTMENT OF PARKS AND RECREATION



28-2

AUTHORITY: Administrative Code Section 430

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,060,631	\$5,261,928	\$5,391,068	\$5,764,196	\$5,968,400	3.5
Services & Supplies	1,025,273	994,978	1,113,409	1,082,041	1,797,227	66.1
Other Charges	37,635	18,238	20,787	399,223	287,183	(28.1)
Fixed Assets	59,997	108,632	19,684	0	8,500	100.0
Vehicle/Comm. Equip.	0	0	0	0	6,000	100.0
Less Reimbursements	0	0	0	0	0	0.0
Reserves	0	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$6,183,536	\$6,383,776	\$6,544,948	\$7,245,460	\$8,067,310	11.3
PROGRAM REVENUE	(3,156,036)	(3,175,112)	(2,971,495)	(2,907,498)	(2,986,061)	2.7
NET GENERAL FUND COST	\$3,027,500	\$3,208,664	\$3,573,453	\$4,337,962	\$5,081,249	17.1
STAFF YEARS	113.97	118.43	123.05	126.67	128.67	1.6

PROGRAM MISSION

(SEE DEPARTMENTAL MISSION)

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Estimated actual Department Salaries and Benefits are less than budgeted due to staff vacancies, and assignment of the former Director to the Chief Administrative Office. Services and Supplies are higher than budgeted because of prior year funding expended during the current year and funds transferred from "Other Charges" by Board of Supervisors action to Services and Supplies and Fixed Assets.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. The Department exceeded 1996-97 objectives by generating \$1,194,749 in park user revenue; processing 15,154 camping reservations; and operating, maintaining and renting 637 individual campsites, 12 group areas and 12 cabins. Funds for the purchase of the automated Reservation system have been approved by the Board of Supervisors and a request for proposal is being prepared.

2. The Department exceeded 1996-97 objectives for the youth diversion program by offering 10 special youth diversion events. The program had 1144 participants, which was almost three times the number projected, with 41,073 youth contact hours. Other recreational activities resulted in an additional 34,800 contacts.

One contract was awarded for the operation of recreation programs at Spring Valley Community Center and the Department has assumed the operation of the program at Lindo Lake Community Center.

3. Non-paid staff years increased from 76.2 to 80.5 and represent 36% of the Department's total work force. Twenty-five full time active docents were recruited and trained to lead tours, provide maintenance and assist with building security at Guajome Adobe.

4. The goal of completing 15 funded park development projects within budget and on time was accomplished.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(SEE DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES)

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The Department of Parks and Recreation is divided into four divisions: Administrative Services, Regional Park Operations, Community Parks, and Open Space Management & Park Host Services. 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. REGIONAL PARK OPERATIONS [71.65 SY; E = \$4,493,492; R = \$1,305,244] including support personnel is:

o Discretionary/Mandated Service Level

ACTIVITIES:

- | | |
|-----------------------------------|----------------------------------|
| o Park Operations and Maintenance | o Facility Construction Services |
| o Tree Services | o Major Maintenance |
| o Security and Risk Control | o Volunteers (Park Operations) |
| o Camp Hosts | o Probation and Court Referrals |

2. COMMUNITY PARKS [13.3 SY; E = \$839,010; R = \$963,480] including support personnel is:

o Discretionary/Mandated Service Level

ACTIVITIES:

- | | |
|--------------------------------------|----------------------------------|
| o Facility and Park Development | o Local Park Planning and Design |
| o Local Park Development (PLDO/CDGB) | o Local Park Maintenance (GF) |
| o Special District Management | o Contract Compliance |
| o Community Center Operations | o Community Revitalization Areas |

3. OPEN SPACE MANAGEMENT & PARK HOSTS SERVICES [19.72 SY; E = \$1,234,298; R = \$669,170] including support personnel is:

o Discretionary/Mandated Service Level

ACTIVITIES:

- | | |
|--|---|
| o Regional Open Space Planning | o Land Acquisition |
| o Technical and Environmental Services | o Recreation and Environmental Education Programs |
| o Volunteers and Interpretive Services | o Open Space Preserves and Management |
| o Cultural Resource Protection and Historic Preservation | o Trails |

4. ADMINISTRATIVE SERVICES [24.00 SY; E = \$1,500,510; R = \$48,167] including support personnel is:

o Discretionary/Mandated Service Level

ACTIVITIES:

- | | |
|----------------------------------|-----------------------------|
| o Executive Staff | o Administrative Support |
| o Budget Preparation and Control | o Procurement and Warehouse |
| o Business Automation | o Grants Management |
| o Personnel and Payroll | o Employment Development |
| o Marketing and Promotions | o Public Relations |
| o Legislative Analysis | o Camping Reservations |
| o Clerical Support | |

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
Rents and Concessions	\$309,142	\$317,643	\$317,643	0
Plan Review Charges	0	8,200	8,200	0
Inter-Fund Charges, Capital Outlay Fund	206,533	259,471	224,602	(34,869)
Inter-Fund Charges, PLDO Fund	44,853	21,000	21,000	0
Inter-Fund Charges, Special Districts	257,527	199,294	199,294	0
Inter-Fund Charges, Other	(10,765)	0	0	0
User Fees, Park and Camping	1,194,864	1,107,180	1,305,244	198,064
Park Fees, Other Government	8,000	0	0	0
Sub-Total	\$2,010,154	\$1,912,788	\$2,075,983	\$163,195
OTHER:				
Inter-Fund Transfer, Parkland Dedication Fund	\$933,710	\$933,710	\$633,710	(300,000)
Miscellaneous	15,026	0	0	0
Sub-Total	\$948,736	\$933,710	\$633,710	\$(300,000)
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	(69,717)	0	129,162	129,162
Grants - Other Services	37,323	0	86,206	86,206
Sub-Total	\$12,606	\$61,000	\$276,368	\$215,368
Total	\$2,971,496	\$2,907,498	\$2,986,061	\$78,563

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Net County Cost	\$3,573,452	\$4,337,962	\$5,081,249	743,287
Sub-Total	\$3,573,452	\$4,337,962	\$5,081,249	\$743,287
Total	\$3,573,452	\$4,337,962	\$5,081,249	\$743,287

EXPLANATION/COMMENT ON PROGRAM REVENUES

User Fees, Park and Camping will increase due to higher charges for camping and day use to align fees competitive to what other agencies charge. Inter-fund transfers of Parkland Dedication Ordinance interest funds have been reduced.

FIXED ASSETS

Category	Total Cost
Electronic Equipment - Audio/Video	\$8,500
Total	\$8,500

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Transportation Equipment - Enclosed Trailer	\$6,000
Total	\$6,000

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY					
Campsite Reservations					
% OF RESOURCES: 15%					
<u>OUTCOME (Planned Result)</u>					
% of Customer/User Satisfaction	0	97%	97%	97%	97%
<u>OUTPUT (Service/Product)</u>					
Number of Camping Reservations Processed	0	13,188	15,154	13,188	13,188
<u>INPUT (Resources)</u>					
Reservation Desk Staff Years	0	2.71	3.0	3.0	3.0
<u>EFFICIENCY (Output/Input)</u>					
Reservations/Staff Years	0	4,866	5051	4,396	4,300
ACTIVITY					
Recreation Program - Youth Diversion (New Program)*					
% OF RESOURCES: 03%					
<u>OUTCOME (Planned Result)</u>					
Total Number of Participants	0	1,500	36,479	3,500	40,000
<u>OUTPUT (Service/Product)</u>					
Total Number of Event Days	0	37	104	70	442
<u>INPUT (Resources)</u>					
Total Cost of Program	\$0	\$44,448	\$123,789	\$77,457	\$141,488
<u>EFFICIENCY (Output/Input)</u>					
Cost per Event Day	\$0	\$ 1,201	\$1,190	\$ 1,106	\$ 320
Cost per Participant	\$0	\$ 27	\$3.39	\$ 22	\$ 3.54

*The Recreation Program is a new program started in FY1995-96. Costs will increase in FY1997-98 due to proposed increases in staffing and services and supplies. Cost per participant and event will be reduced over time as programs are added and participation increases.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2131	Director, Parks and Rec.	1	1.00	1	1.00	\$91,144	\$81,456
2215	Asst. Dir., Parks and Rec.	1	1.00	1	1.00	76,299	61,118
2302	Administrative Asst. III	1	1.00	1	1.00	47,558	48,991
2303	Administrative Asst. II	2	2.00	1	1.00	79,447	37,422
2337	Public Info. Specialist	1	1.00	1	1.00	39,111	40,278
2369	Administrative Svcs. Mgr II	1	1.00	1	1.00	56,397	58,094
2466	DIS LAN Administrator I	0	0.00	1	1.00	0	43,363
2511	Payroll Clerk	1	1.00	1	1.00	20,127	21,784
2655	Storekeeper III	1	1.00	1	1.00	29,533	30,431
2660	Storekeeper I	1	1.00	1	1.00	23,169	23,853
2700	Intermediate Clk Typist	6	6.00	5	5.00	127,770	108,465
2745	Supervising Clerk	1	1.00	1	1.00	28,611	28,697
2758	Administrative Secretary III	1	1.00	1	1.00	31,703	27,520
3009	Word Processor Operator	1	1.00	2	2.00	24,455	49,989
3118	Dept. Computer Specialist I	1	1.00	1	1.00	30,628	31,547
3528	Chief, Park Development	1	1.00	1	1.00	56,397	58,094
3801	Drafting Tech. II	1	1.00	1	1.00	31,424	32,364
4000	Historian	1	.50	1	.50	15,765	16,494
5920	Electrician	1	1.00	1	1.00	30,907	33,404
5950	Plumber	1	1.00	1	1.00	33,297	35,996
6032	Equip. Operator I	2	2.00	2	2.00	60,874	62,708
6301	Chief, Park Special Ops	1	1.00	1	1.00	56,397	47,798
6304	Chief, Park Services & Maint.	1	1.00	1	1.00	56,397	58,094
6324	Park Project Manager	9	9.00	9	9.00	377,734	390,585
6325	Senior Park Project Mgr.	3	3.00	3	3.00	140,340	148,148
6327	District Park Manager	5	5.00	5	5.00	221,465	228,085
6332	Park Ranger	25	25.00	25	25.00	731,401	753,432
6636	Recreational Supervisor	1	1.00	1	1.00	29,685	32,982
6337	Recreation Program Manager	1	1.00	1	1.00	36,627	45,617
6342	Senior Park Ranger	11	11.00	11	11.00	361,570	364,030
6343	Supervising Park Ranger	18	18.00	18	18.00	641,998	654,288
6345	Senior Park Maint Worker	1	1.00	1	1.00	30,759	31,677
6346	Coord, Volunteer & Pub Serv	1	1.00	1	1.00	44,293	45,617
6347	Park Maintenance Worker	14	14.00	14	14.00	377,143	389,267
8802	Community Center Director	0	0.00	1	1.00	0	26,934
0735	Park Attendant	19	1.59	19	1.59	27,501	28,865
9999	Temporary Workers	0	7.58	0	8.58	163,959	194,105
Total		137	126.67	138	128.67	\$4,231,885	\$4,371,592
Salary Adjustments:						1,915	2,364
Premium/Overtime Pay:						52,818	52,818
Night Duty Differential:						102,341	102,341
Employee Benefits:						1,468,011	1,533,599
Uniform Allowance:						21,000	21,000
Salary Savings:						(92,508)	(94,048)
VTO Reductions:						(21,266)	(21,266)
Total Adjustments						\$1,532,311	\$1,596,808
Program Totals		137	126.67	138	128.67	\$5,764,196	\$5,968,400

PROGRAM: Park Land Dedication

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 45500
MANAGER: Michael G. Kemp

ORGANIZATION #: 5400
REFERENCE: 1997-98 Proposed Budget - Pg. 26-8

AUTHORITY: County Code of Regulatory Ordinances (820-202)

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Other Charges	\$4,793	\$14,004	\$89,447	\$6,887,180	\$4,596,800	(33.3)
Operating Transfers	1,604,947	1,372,827	1,904,980	933,710	633,710	(32.1)
TOTAL DIRECT COST	\$1,609,740	\$1,386,831	\$1,994,427	\$7,820,890	\$5,230,510	(33.1)
Fees	\$(567,896)	(754,599)	(730,859)	(667,176)	(440,600)	(34.0)
Other Revenue	(440,476)	(365,580)	(314,243)	(320,672)	(220,000)	(31.4)
Fund Balance	(601,368)	(266,652)	(949,325)	(6,833,042)	(4,569,910)	(33.1)
TOTAL FUNDING	\$(1,609,740)	\$(1,386,831)	\$(1,994,427)	\$(7,820,890)	\$(5,230,510)	(32.8)
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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The PLDO Fund is fully appropriated each year, but actual costs reflect expenditures in the capital projects and department activities that the PLDO Fund is financing.

ACHIEVEMENT OF 1996-97 OBJECTIVES

During Fiscal Year 1996-97 PLDO funds were appropriated to begin or complete several local park development projects including: Sweetwater Lane Park, Steele Canyon Park and San Dieguito Local Park.

1997-98 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.

DEPARTMENT OF PLANNING AND LAND USE

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
PLANNING	8,847,026	5,495,815	5,095,865	5,589,244	6,230,040	640,796	11.5
TOTAL DIRECT COST	\$8,847,026	\$5,495,815	\$5,095,865	\$5,589,244	\$6,230,040	\$640,796	11.5
FUND BALANCE	(0)	(155,000)	(192,085)	(192,085)	(0)	192,085	(100.0)
PROGRAM REVENUE	(7,874,563)	(3,035,515)	(2,505,037)	(2,715,100)	(2,622,600)	92,500	(3.4)
NET GENERAL FUND COST	\$972,463	\$2,305,300	\$2,398,743	\$2,682,059	\$3,607,440	\$925,381	34.5
STAFF YEARS	135.67	80.2	70.70	76.00	78.30	2.30	3.0

MISSION

It is the mission of the Department of Planning and Land Use to maintain public health, safety and welfare, and the quality of life for county residents by maintaining a comprehensive plan as required by statute and administration of codes and ordinances. Provide professional and technical services to enable the community to make informed decisions on matters pertaining to growth and development.

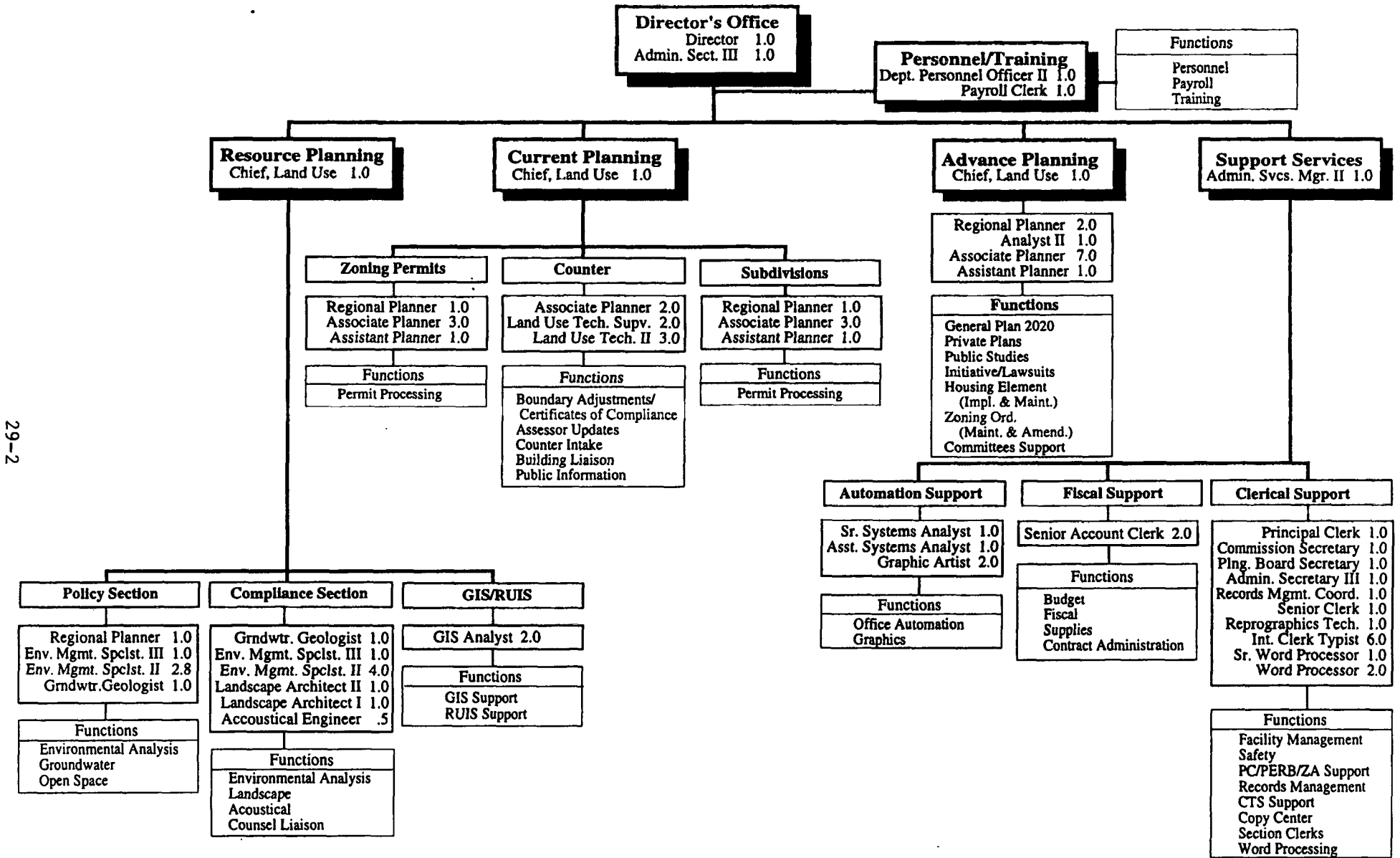
1997-98 DEPARTMENTAL OBJECTIVES

1. Comply with statutory and Board set time lines for permit processing.
2. Implement Board approved General Fund Work Program Activities.
3. Maintain responsiveness to customers measured through annual Customer Service Surveys.
4. Implement Chief Administrative Officer Budget and Financial Goals.
5. Implement standard rate structure for permit processing fees.
6. Implement capital equipment replacement plan.

1997-98 DEPARTMENTAL OUTCOMES

1. Analyze 23 permit processes (Flow Charts - 30/30 Project). Implement Phase I of streamlining based on analysis.
2. Customer satisfaction. Maintain a 90% Good or Very Good customer satisfaction rating in the following areas:
 - a. Courtesy and friendliness
 - b. Timely telephone response
 - c. Overall Knowledge of subject matter
 - d. Effectiveness and efficiency of systems and processes
3. Maintain a 5% management reserve in the FY 97-98 Budget.
4. Maintain an internal overhead rate of 24% for FY 97-98.
5. Revise permit processing fee ordinance.
6. Replace 20% of capital equipment in FY 97-98.

**DEPARTMENT OF PLANNING AND LAND USE
FUNCTIONAL ORGANIZATION
FY 97-98**



29-2

- Deletion of 3 overhead positions:
Assistant Director; Chief, Land Use and Analyst IV.
- Combining of the Special Services section with Advance Planning.

> Total Staff Years = 78.3*
* 4.0 Extra help not shown.

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,418,566	\$4,447,499	\$3,837,021	\$4,116,492	\$4,126,399	0.2
Services & Supplies	1,400,030	1,024,135	1,243,664	1,472,752	2,103,641	42.8
Other Charges	0	3,650	0	0	0	0.0
Fixed Assets	28,430	20,531	15,180	0	0	0.0
TOTAL DIRECT COST	\$8,847,026	\$5,495,815	\$5,095,865	\$5,589,244	\$6,230,040	11.5
FUND BALANCE	(0)	(155,000)	(192,085)	(192,085)	(0)	(100.0)
PROGRAM REVENUE	(7,874,563)	(3,035,515)	(2,505,037)	(2,715,100)	(2,622,600)	(3.4)
NET GENERAL FUND CONTRIBUTION	\$972,463	\$2,305,300	\$2,398,743	\$2,682,059	\$3,607,440	34.5
STAFF YEARS	135.67	80.20	70.70	76.00	78.30	3.0

PROGRAM MISSION

It is the mission of the Department of Planning and Land Use to maintain public health, safety and welfare, and the quality of life for county residents by maintaining a comprehensive plan as required by statute and administration of codes and ordinances. Provide professional and technical services to enable the community to make informed decisions on matters pertaining to growth and development.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The net projected impact on the General Fund for FY96-97 is (\$283,316). This estimated savings in the General Fund was achieved through management efforts focusing on balancing expenditures and revenues and meeting a 5% Management Reserve target.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Implemented General Fund Work Program tracking system to monitor time lines and staff resources.
2. Completed Customer Service Satisfaction Survey.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Develop tracking system to monitor compliance related to meeting statutory and Board set time lines.
2. Analyze 23 permit processes (Flow Chart 30/30 Project). Implement Phase I of streamlining based on analysis.
3. Customer satisfaction. Maintain a 90% Good or Very Good customer satisfaction rating in the following areas:
 - a. Courtesy and friendliness
 - b. Timely telephone response
 - c. Overall Knowledge of subject matter
 - d. Effectiveness and efficiency of systems and processes
4. Maintain a 5% management reserve in the FY 97-98 Budget.
5. Maintain an internal overhead rate of 24% for FY 97-98.
6. Revise permit processing fee ordinance.
7. Replace 20% of capital equipment in FY 97-98.

1997-98 ADOPTED SUB-PROGRAM ACTIVITIES

1. Planning and Land Use [78.3 SY; E = \$6,230,040; R = \$2,622,600] is:

- o Mandated/Discretionary Service Level.
- o This program is 42.0% offset by program revenues.
- o The changes to this program are:
 - FY97-98 reduction target of \$240,000 as follows: Deletion of 2 Overhead Positions, (1.0) Chief, Land Use, and (1.0) Analyst IV and increased program revenues by \$90,000 related to Planner Review Fees previously collected in the Department of Environmental Health.
 - Staffing adjustments to meet workload needs as follows: Deleted (1.0) Assistant Director, (1.0) Analyst III, (1.0) Accounting Technician and (\$54,000) in Extra Help. Added +2.0 Assistant Planners, +1.0 Senior Account Clerk, +1.0 Environmental Mgt. Spec. II. Funding adjustments are as follows: +1.0 Administrative Services Manager II; +0.5 Landscape Architect II; (0.5) Landscape Architect I; and +0.5 Environmental Mgt. Spec. II. Anticipated reclassification of 1.0 Department Personnel Ofc I to a II.
 - Reduction of \$200,000 in program revenues related to implementation of proposed fee revision in FY 97-98.
 - Allocation of fuel, mail, records microfilming and storage appropriations to DPLU related to newly established Internal Service Funds.
 - Addition of the following General Fund Work Program Activities:
 - General Plan 2020 - \$549,500; 1.0 Assistant Planner
 - Landmark Historic/Cultural Resource Ordinance - \$34,100; 0.8 Envir Mgt Spec II
 - Procedural Modification (30/30) - \$0; 0.0 Staff Years
- o The functions within Planning are outlined below: Due to the deletion of (2.0) Overhead positions, the Special Services function has been merged into Advance Planning.

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. 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
FUND BALANCE DESIGNATION:	\$192,085	\$192,085	\$0	(192,085)
CHARGES FOR CURRENT SERVICES:				
Services to Property Owners	\$1,775,671	\$2,395,100	\$2,285,100	(110,000)
Fees	30,912	25,000	25,000	0
Sub-Total	\$1,998,668	\$2,612,185	\$2,310,100	\$(302,085)
TOTAL INTERGOVERNMENTAL REVENUE:				
Aid from other Governmental Agencies/CDBG	\$451,624	\$225,000	\$242,500	17,500
Road Fund	39,870	10,000	10,000	0
Fed Aid-HUD	0	0	0	0
Charges in Spec Dist/Other	206,960	60,000	60,000	0
Sub-Total	\$698,454	\$295,000	\$312,500	\$17,500
Total	\$2,697,122	\$2,907,185	\$2,622,600	\$(284,585)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$2,398,743	\$2,682,059	\$3,607,440	\$925,381
Sub-Total	\$2,398,743	\$2,682,059	\$3,607,440	\$925,381
Total	\$2,398,743	\$2,682,059	\$3,607,440	\$925,381

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 97-98 CAO Proposed Budget revenues are based on FY 96-97 with a reduction of (\$200,000) related to implementation of a proposed fee revision and an increase of \$90,000 for Planner Review fees previously collected in the Department of Environmental Health.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
PLANNING AND LAND USE					
% OF RESOURCES: %					
<u>OUTCOME (Planned Result)</u>					
1. # OF PROCESSES ANALYZED (FLOW CHARTS)	0	0	0	0	23
2. % CUSTOMER RATING OF GOOD OR VERY GOOD MET FOR:	0		0		
COURTESY AND FRIENDLINESS	0	87%	86%	80%	90%
TIMELY TELEPHONE RESPONSE	0	61%	0	0	90%
OVERALL KNOWLEDGE OF SUBJECT MATTER	0	70%	72%	80%	90%
EFFECTIVENESS & EFFICIENCY OF SYS & PROCESSES	0	76%	0	0	90%
3. % MANAGEMENT RESERVE	0	0	5.1%	5%	5%
4. % INTERNAL OVERHEAD RATE	0	0	25.71%	26%	24%
5. % CAPITAL EQUIPMENT REPLACED	0	0	0	0	20%

EFFECTIVENESS (Input/Outcome)OUTPUT (Service or Product)EFFICIENCY (Input/Output)

PLANNING AND LAND USE IS CONTINUING TO DEVELOP AND REFINE PERFORMANCE MEASURES.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0968	Chief, Land Use	4	4.00	3	3.00	278,828	211,304
2137	Director	1	1.00	1	1.00	95,699	93,293
2268	Assistant Director	1	1.00	0	0.00	80,412	0
2328	Dept Personnel Ofcr II	0	0.00	1	1.00	0	40,335
2330	Dept Personnel Ofcr I	1	1.00	0	0.00	43,109	0
2369	Admin Services Mgr II	0	0.00	1	1.00	0	47,797
2403	Accounting Technician	1	1.00	0	0.00	21,422	0
2412	Analyst II	1	1.00	1	1.00	43,109	44,409
2413	Analyst III	1	1.00	0	0.00	40,383	0
2414	Analyst IV	1	1.00	0	0.00	53,735	0
2426	Asst Systems Analyst	1	1.00	1	1.00	38,100	39,744
2494	Payroll Clerk	1	1.00	1	1.00	22,418	23,096
2510	Senior Account Clerk	1	1.00	2	2.00	24,673	46,814
2525	Senior Systems Analyst	1	1.00	1	1.00	56,397	58,094
2700	Inter Clerk Typist	6	6.00	6	6.00	126,302	127,682
2725	Principal Clerk	1	1.00	1	1.00	32,419	33,401
2730	Senior Clerk	1	1.00	1	1.00	24,673	25,401
2740	Records Management Coord	1	1.00	1	1.00	28,611	32,323
2752	Planning Board Secretary	1	1.00	1	1.00	31,703	32,649
2758	Admin Secretary III	2	2.00	2	2.00	59,283	62,764
2769	Commission Secretary	1	1.00	1	1.00	34,140	35,160
3008	Senior Word Processor	1	1.00	1	1.00	26,373	27,168
3009	Word Processor Operator	2	2.00	2	2.00	48,910	50,374
3051	Reprograhics Technician	1	1.00	1	1.00	22,719	23,398
3504	Landscape Architect I	2	1.50	1	1.00	60,166	41,356
3505	Landscape Architect II	1	0.50	1	1.00	21,386	44,222
3507	Assistant Planner	0	0.00	3	3.00	0	92,597
3508	Associate Planner	15	15.00	15	15.00	587,348	615,942
3509	Geographpic Info Sys Analyst	2	2.00	2	2.00	82,310	84,782
3514	Environmental Mgt Spec III	2	2.00	2	2.00	95,116	97,982
3515	Environmental Mgt Spec. II	5	4.50	7	6.80	185,434	270,262
3551	Regional Planner	5	5.00	5	5.00	266,840	274,870
3690	Groundwater Geologist	2	2.00	2	2.00	120,378	124,000
3711	Accoustical Engineer	1	0.50	1	0.50	26,033	26,812
3817	Graphic Artist	2	2.00	2	2.00	67,364	69,378
3834	Land Use Tech. Supervisor	2	2.00	2	2.00	77,524	73,587
3835	Land Use Technician II	3	3.00	3	3.00	99,774	102,777
9008	Plg Cmn & Brd of Plg & Zng Apls	0	0.00	0	0.00	43,300	43,300
9999	Extra-Help	4	4.00	4	4.00	203,530	195,512
Total		78	76.00	79	78.30	\$3,169,921	\$3,212,585
Salary Adjustments:						25,809	(39,141)
Premium/Overtime Pay:						0	0
Employee Benefits:						1,007,234	1,010,427
Salary Savings:						(80,000)	(51,000)
VTO Reductions:						(6,472)	(6,472)
Total Adjustments						\$946,571	\$913,814
Program Totals		78	76.00	79	78.30	\$4,116,492	\$4,126,399

PUBLIC WORKS

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
ROADS	\$22,596,403	\$21,570,843	\$21,394,604	\$23,153,182	\$23,690,255	537,073	2.3
LAND DEVELOPMENT	5,948,280	6,624,703	6,423,368	7,431,163	6,744,669	(686,494)	(9.2)
ENGINEERING SERVICES	20,625,641	29,221,172	25,267,094	69,380,180	51,728,131	(17,652,049)	(25.4)
MANAGEMENT SERVICES	9,454,188	9,089,126	8,224,116	10,984,511	10,749,551	(234,960)	(2.1)
PUBLIC SERVICES	893,861	854,843	1,273,528	1,477,437	2,234,638	757,201	51.3
GENERAL FUND ACTIVITIES	1,382,610	1,334,993	1,093,548	1,515,325	1,664,305	148,980	9.8
TOTAL DIRECT COST	\$60,900,983	\$68,695,680	\$63,676,258	\$113,941,798	\$96,811,549	\$(17,130,249)	(15.0)
PROGRAM REVENUE	(60,212,043)	(68,163,751)	(63,276,709)	(113,525,289)	(96,306,993)	17,218,296	(15.2)
NET GENERAL FUND COST	\$688,940	\$531,929	\$399,549	\$416,509	\$504,556	\$32,047	7.7
STAFF YEARS	508.00	518.00	483.25	518.00	512.50	(5.50)	(1.1)

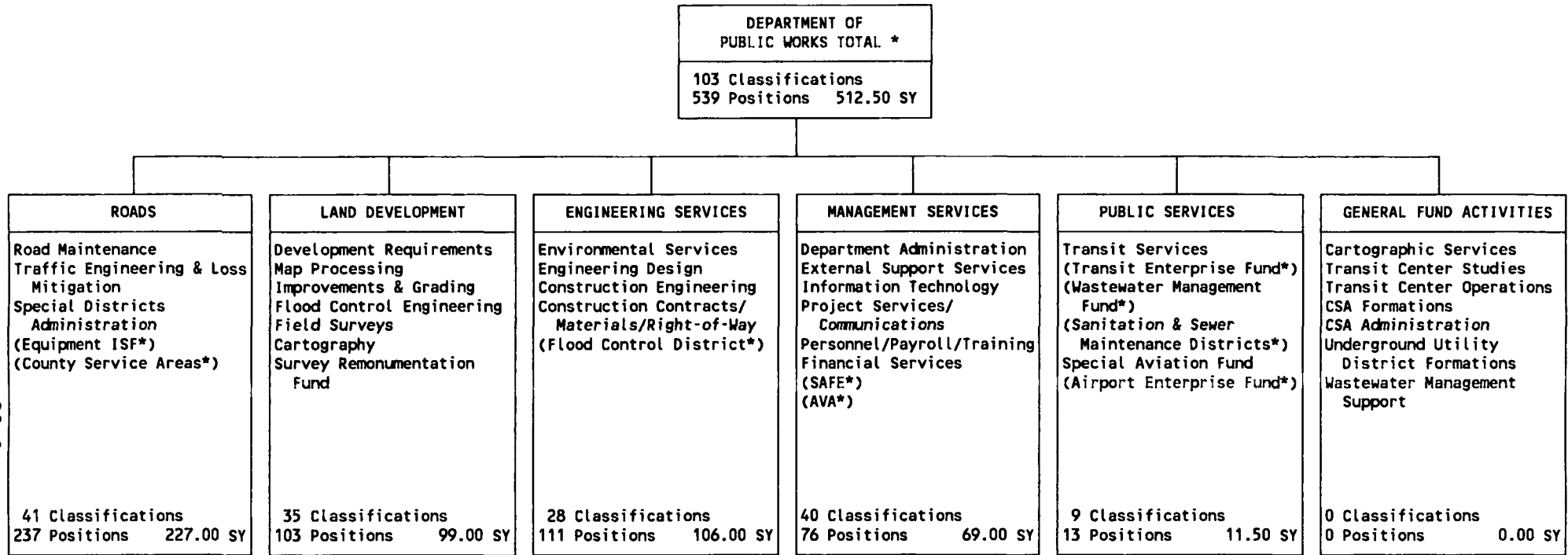
MISSION

To protect, maintain, and enhance the quality of life in San Diego County; and to protect the health and ensure the public safety, through implementation of various public works and through the provision of services in the areas of waste management, highway safety, airports, land development, road operations, engineering design, flood control, and transit. These services are provided either directly, or through community service areas or other special districts, or through contracts with the private sector, as directed by the Board of Supervisors, or as required by State or Federal law.

1997-98 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 Major Subdivision permits within 90 work days.
 - a. Process 62 Major Subdivision permits.
3. Advertise 100% of assigned major road and bridge construction contracts.
 - a. Process 41 major construction contracts.
4. Increase public transit ridership on the San Diego County Transit System by 5%.
 - a. Monitor 33 bus contracts for transit services.
 - b. Monitor 16 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 1997-98 COUNTY FAMILY OF FUNDS PROGRAM BUDGETS *



30-2

* The Department of Public Works (DPW) County Family of Funds Adopted Program Budget for FY 1997-98 includes Road Fund, Survey Remonumentation Fund, Special Aviation Fund, and Public Works General Fund. Eight (8) additional program budgets, prepared and administered by DPW, are included in the Special Districts, Enterprise Funds and Internal Service Funds Proposed Program Budget Book for FY 1997-98. These program budgets are comprised of Airports, Wastewater Management, County Transit, Solid Waste, County Service Districts, Flood Control District, Sanitation and Sewer Maintenance Districts, and Equipment Internal Service Fund (ISF). Staff Years for the Enterprise Funds - Airports, Wastewater Management and Solid Waste (Total of 217.50 SY, 226 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 143 Employee Classifications, 765 Positions, and 730.00 SY.

The Equipment ISF is 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.

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).

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$11,026,902	\$10,709,724	\$10,497,560	\$11,024,378	\$11,199,732	1.6
Services & Supplies	11,348,787	10,673,176	10,771,720	12,016,224	12,437,523	3.5
Fixed Assets	147,359	129,600	122,385	112,580	53,000	(52.9)
Operating Transfers	73,355	58,343	2,939	0	0	0.0
TOTAL DIRECT COST	\$22,596,403	\$21,570,843	\$21,394,604	\$23,153,182	\$23,690,255	2.3
PROGRAM REVENUE	(22,596,403)	(21,570,843)	(21,394,604)	(23,153,182)	(23,690,255)	2.3
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	235.00	223.00	215.75	226.50	227.00	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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

FY 1996-97 actual expenditures for Salaries & Benefits will be under budget by \$526,818 due primarily to unfilled positions. Services and Supplies will be under budget by \$1,244,504 primarily due to a reduction in equipment changes in Field Operations, and postponing expenditures in the Valley Center Sewer Assessment District.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Achieved the goal to maintain 85% or more of County road miles in fair to very good condition as a result of routine maintenance by maintaining 90.4% of 1,876 miles of roads in the County Maintained System in fair to very good condition.

Achieved the goal to respond to 100% of Traffic service requests within 10 workdays by processing 100% of 392 service requests within 10 work days.

Achieved the goal to budget and monitor 100% of Special Districts managed by preparing 100% of 78 Special District budgets.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain 85% or more 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. Respond to 100% of Traffic service requests within ten work days.
 - a. Investigate and process 450 public requests for service.
3. Budget and monitor 100% of Special Districts.
 - a. Prepare 80 County Service Area and zone budgets providing for road and landscape maintenance, fire protection, street lighting and facilities planning.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Road Maintenance [184.50 SY; E = \$18,541,711; R = \$18,541,711] 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.
 - Unchanged with respect to staffing.
 - Decreasing \$40,231 in total expenditures.

There is no Net General Fund Contribution in this activity.
2. Traffic Engineering and Loss Mitigation [32.50 SY; E = \$2,913,192; R = \$2,913,192] 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.
 - Unchanged with respect to staffing.
 - Increasing \$82,599 in total expenditures.

There is no Net General Fund Contribution in this activity.
3. Special Districts Administration [10.00 SY; E = \$2,235,352; R = \$2,235,352] 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.
 - Increasing 0.50 staff year for temporary extra help.
 - Increasing \$494,705 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
TAXES:				
TransNet Exchange	\$32,079	\$12,000	\$10,000	\$(2,000)
TransNet	114,796	0	0	0
Sales/Use Tax - TDA	3,967	0	0	0
Sub-Total	\$150,842	\$12,000	\$10,000	\$(2,000)
USE OF MONEY & PROPERTY:				
Rents & Concessions	\$73,090	\$100,000	\$100,000	\$0
Sub-Total	\$73,090	\$100,000	\$100,000	\$0
INTERGOVERNMENTAL REVENUES:				
State Highway Users Tax (2104)	\$23,930,324	\$24,800,000	\$24,800,000	\$0
State Highway Users Tax (2106)	2,113,998	2,000,000	2,200,000	200,000
Highway Use Tax-10 Yr. (2105)	11,250,543	11,200,000	11,500,000	300,000
Federal Aid - Highway	0	2,631	0	(2,631)
Federal Aid Hazard Elim/Safety	0	23,421	0	(23,421)
Federal Aid - Rain Damage	207,698	0	0	0
Federal Forest Reserve	54,150	50,000	50,000	0
State Grants - Other	122,159	0	0	0
Other Federal/State Agencies	0	100,000	0	(100,000)
CDBG	1,024	0	0	0
Sub-Total	\$37,679,896	\$38,176,052	\$38,550,000	\$373,948
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$468,897	\$1,545,288	\$2,043,222	\$497,934
Other County Departments & Funds	1,201,802	1,607,307	1,632,890	25,583
Enterprise Funds	593,913	294,205	293,496	(709)
Sub-Total	\$2,264,612	\$3,446,800	\$3,969,608	\$522,808
OTHER REVENUE/FUNDING SOURCES:				
Miscellaneous Revenue	\$10,571	\$2,500	\$9,899	\$7,399
Allocated Road Fund Revenues	(18,784,407)	(18,584,170)	(18,949,252)	(365,082)
Sub-Total	\$(18,773,836)	\$(18,581,670)	\$(18,939,353)	\$(357,683)
Total	\$21,394,604	\$23,153,182	\$23,690,255	\$537,073

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Total revenues will increase in FY 1997-98 by \$537,073 primarily due to increases in gas taxes and Charges for Current Services related to the Valley Center Sewer Project.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$5,000
Data Processing Equipment - General	33,000
Specialized Departmental & Safety Equipment	15,000
<hr/> Total	<hr/> \$53,000

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: ROAD MAINTENANCE					
% OF RESOURCES: 78.3%					
OUTCOME (Planned Result)					
% of the County road miles maintained in fair to very good condition	91.2%	91.2%	90.4%	85%	85%
EFFECTIVENESS (Outcome/Input)					
Cost to maintain 85% of County road miles in fair to very good condition	\$14,737,905	\$15,039,084	\$17,205,111	\$14,513,622	\$16,418,108
OUTPUT (Service or Product)					
Number of miles of road maintained	1,874	1,876	1,876	1,876	1,876
EFFICIENCY (Output/Input)					
Cost per mile of road maintained	\$7,745	\$8,016	\$9,171	\$7,735	\$8,751
ACTIVITY B: TRAFFIC ENGINEERING					
% OF RESOURCES: 12.3%					
OUTCOME (Planned Result)					
% of service requests responded to within 10 work days	N/A	79%	100%	100%	100%
EFFECTIVENESS (Outcome/Input)					
Cost to process 100% of service requests within 10 work days	\$123,874	\$262,147	\$233,881	\$318,000	\$288,000
OUTPUT (Service or Product)					
Number of service requests processed	291	494	392	600	450
EFFICIENCY (Output/Input)					
Cost per service request processed	\$426	\$531	\$597	\$530	\$640
ACTIVITY C: SPECIAL DISTRICTS					
% OF RESOURCES: 9.4%					
OUTCOME (Planned Result)					
% of Special Districts budgeted and monitored	100%	99%	100%	100%	100%
EFFECTIVENESS (Outcome/Input)					
Cost to budget and monitor 100% of Special Districts	\$561,023	\$463,753	\$535,750	\$517,763	\$703,921
OUTPUT (Service or Product)					
Number of Special Districts budgets prepared	99	99	78	78	80
EFFICIENCY (Output/Input)					
Cost per Special District budget prepared	\$368	\$219	\$366	\$325	\$330

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2210	Deputy Director, Public Works	1	1.00	1	1.00	\$82,452	\$73,684
2302	Administrative Assistant III	1	1.00	1	1.00	47,558	48,991
2303	Administrative Assistant II	3	3.00	2	2.00	128,592	88,818
2304	Administrative Assistant I	1	1.00	1	1.00	31,610	31,551
2412	Analyst II	1	1.00	1	1.00	36,603	44,409
2413	Analyst III	0	0.00	1	1.00	0	48,991
2700	Intermediate Clerk Typist	0	0.00	2	2.00	0	39,863
2730	Senior Clerk	4	4.00	3	3.00	95,314	76,203
2756	Administrative Secretary I	1	1.00	0	0.00	19,787	0
2757	Administrative Secretary II	1	1.00	1	1.00	26,246	27,028
3555	Chief, Special Districts Admin	1	1.00	1	1.00	62,208	62,546
3615	Assistant Engineer	5	5.00	5	5.00	226,644	235,797
3635	Civil Engineer	7	7.00	7	7.00	365,384	376,310
3695	Junior Engineer	2	2.00	2	2.00	67,543	70,595
3699	Chief, Safety & Loss Mitigation	1	1.00	1	1.00	61,692	69,873
3700	Principal Civil Engineer	2	2.00	2	2.00	142,436	150,391
3720	Senior Civil Engineer	3	3.00	3	3.00	185,076	190,653
3780	Assistant Surveyor	1	1.00	1	1.00	45,239	46,603
3795	Construction Technician	1	1.00	1	1.00	52,267	53,829
3810	Engineering Aide	1	1.00	1	1.00	27,085	23,534
3812	Engineering Technician III	5	5.00	5	5.00	200,232	212,050
3813	Engineering Technician II	4	4.00	4	4.00	135,629	146,352
3814	Engineering Technician I	1	1.00	1	1.00	31,424	32,364
3814	Land Development Processing Super	1	1.00	1	1.00	45,239	46,603
3930	Litigation Investigator	1	1.00	1	1.00	48,230	49,682
5761	Traffic Safety Investigator	2	2.00	2	2.00	96,460	99,364
5920	Electrician	1	1.00	1	1.00	34,587	35,614
5970	Sign Painter	1	1.00	1	1.00	32,803	33,788
5999	Assistant Division Road Super.	2	2.00	2	2.00	106,002	109,165
6005	Division Road Superintendent	2	2.00	2	2.00	115,648	119,098
6007	Road Maintenance Superintendent	1	1.00	1	1.00	66,820	69,848
6018	Preventative Maintenance Coord.	1	1.00	1	1.00	42,203	43,469
6019	Road Crew Supervisor	18	18.00	18	18.00	740,808	748,344
6023	Road Maintenance Worker	6	6.00	16	16.00	132,570	368,563
6026	Road Structures Worker II	4	4.00	4	4.00	143,773	148,119
6027	Road Structures Worker III	1	1.00	1	1.00	38,588	39,744
6028	Road Structures Supervisor	1	1.00	1	1.00	41,455	42,693
6035	Equipment Operator	107	107.00	96	96.00	3,398,369	3,269,297
6036	Senior Equipment Operator	20	20.00	20	20.00	718,441	743,440
6164	Traffic Signal Technician III	1	1.00	1	1.00	39,388	40,561
7543	Public Services Worker III	0	0.00	1	1.00	0	20,430
9999	Extra Help	19	9.50	20	10.00	252,484	280,779
Total		236	226.50	237	227.00	\$8,164,889	\$8,459,036
Salary Adjustments:						\$312,885	\$87,326
Premium/Overtime Pay:						265,557	274,500
Employee Benefits:						2,534,030	2,650,805
Salary Savings:						(208,636)	(228,145)
VTO Reductions:						(44,347)	(43,790)
Total Adjustments						\$2,859,489	\$2,740,696
Program Totals		236	226.50	237	227.00	\$11,024,378	\$11,199,732

PROGRAM: Land Development

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 20000
MANAGER: Dwight G. Smith

ORGANIZATION #: 5750
REFERENCE: 1997-98 Proposed Budget - Pg. 28-9

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).

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,074,121	\$5,591,727	\$5,288,418	\$5,550,679	\$5,413,712	(2.5)
Services & Supplies	709,816	846,637	867,794	1,476,924	1,147,657	(22.3)
Fixed Assets	52,861	116,234	194,756	213,560	83,300	(61.0)
Operating Transfers	111,482	70,105	72,400	190,000	100,000	(47.4)
TOTAL DIRECT COST	\$5,948,280	\$6,624,703	\$6,423,368	\$7,431,163	\$6,744,669	(9.2)
PROGRAM REVENUE	(5,948,280)	(6,624,703)	(6,423,368)	(7,431,163)	(6,744,669)	(9.2)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	97.75	107.50	97.25	102.00	99.00	(2.9)

PROGRAM MISSION

To process discretionary permits by reviewing and conditioning maps and plans; process map and plan checks by reviewing major and minor subdivisions, records of survey for conformance with engineering standards, and 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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

FY 1996-97 estimated actual expenditures will be \$1,007,795 under budget due primarily to vacant positions, a reduction in Services and Supplies costs, and a reduction in Operating Transfers from the Survey Remonumentation Fund.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Achieved the goal to process 100% of land development discretionary permits within 90 work days by processing 55 tentative maps (TM), 947 tentative parcel maps (TPM), and 35 Major Use Permits (MUP), all within 90 work days.

Achieved the goal to process 100% of land development map checks within 20 work days by processing 115 major subdivision maps, 166 minor subdivision maps, and 629 records of survey, all within 20 work days.

Achieved the goal to process 100% of land development plan checks within 20 work days by processing 214 major subdivision plans, 279 minor subdivision plans, and 964 grading plans, all within 20 work days.

Achieved the goal to provide flood control services to citizens in 100% of the unincorporated area by monitoring 129 storm data stations, 267 miles of flood plain/alluvial fans, and 25 dry weather testing stations.

Achieved the goal to complete 100% of survey units budgeted by surveying 63 miles, setting 464 aerial targets, and 1,217 survey monuments.

Achieved the goal to complete 75% of requests for cartography services within three work days by processing 12,853 requests for cartography services, all within three work days.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Process 100% of Major Subdivision permits within 90 work days.
 - a. Process 62 Major Subdivision permits.
2. Process 100% of Major Subdivision map checks within 20 work days.
 - a. Process 120 Major Subdivision maps.
3. Process 100% of Major Subdivision plan checks within 20 work days.
 - a. Process 173 Major Subdivision plans.
4. Provide flood control services to citizens in 100% of the unincorporated area.
 - a. Monitor 316 miles of floodplains/alluvial fans.
 - b. Monitor 25 stormwater quality dry weather testing stations.

1997-98 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 [14.00 SY; E = \$982,174; R = \$982,174] 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 3.00 staff years due to vacant positions being dropped.
 - Decreasing \$308,739 in total expenditures.

There is no Net General Fund Contribution in this activity.

2. Map Processing [9.50 SY; E = \$928,888; R = \$928,888] including map processing of major and minor subdivision and Record of Survey Maps for conformance with the State Subdivision Map Act, State Land Surveyors Act, San Diego County Subdivision Ordinance and the project conditions of approval; providing public/professional information regarding the land development process and general questions regarding land surveying; and providing staffing support to the General Fund Activity Program. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Decreasing 1.50 staff years.
 - Decreasing \$90,724 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Improvements and Grading [18.00 SY; E = \$1,085,605; R = \$1,085,605] 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.
 - Increasing 1.00 staff year due to position transfer.
 - Increasing \$16,952 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Flood Control Engineering [9.00 SY; E = \$620,027; R = \$620,027] 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; coordinating the department's effort in meeting Stormwater Quality Program requirements, 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 to support the expanded Stormwater Quality Program.
 - Increasing \$32,516 in total expenditures.

There is no Net General Fund Contribution in this activity.

5. Field Surveys [20.50 SY; E = \$1,286,151; R = \$1,286,151] 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.
 - Decreasing 1.00 staff year.
 - Decreasing \$229,478 in total expenditures.

There is no Net General Fund Contribution in this activity.

6. Cartography [28.00 SY; E = \$1,741,824; R = \$1,741,824] 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.
 - Increasing 1.00 staff year for temporary extra help.
 - Decreasing \$17,021 in total expenditures.

There is no Net General Fund Contribution in this activity.

7. Survey Remonumentation Fund [0.00 SY; E = \$100,000; R = \$100,000] including preserving and maintaining boundary control monumentation in the County. This activity is:
- Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Decreasing \$90,000 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
TAXES:				
Sales and Use Tax - TDA	\$55,393	\$108,000	\$60,000	\$(48,000)
TransNet Sales Tax	506,949	856,658	150,000	(706,658)
TransNet Exchange	18,937	38,400	40,000	1,600
Sub-Total	\$581,279	\$1,003,058	\$250,000	\$(753,058)
PERMITS & USE OF MONEY:				
Road Permits	\$30,355	\$0	\$23,900	\$23,900
Interest on Developer's Deposits	238,329	500,000	175,000	(325,000)
Road Fund Interest	288,387	350,000	150,000	(200,000)
Sub-Total	\$557,071	\$850,000	\$348,900	\$(501,100)
INTERGOVERNMENTAL REVENUE:				
Federal Aid - Bridges/FHWA	\$1,528	\$27,102	\$16,878	\$(10,224)
Federal Construction - Other	0	2,839	0	(2,839)
CDBG	93,987	142,400	30,000	(112,400)
Other Government Agencies	138,227	0	0	0
Sub-Total	\$233,742	\$172,341	\$46,878	\$(125,463)
CHARGES FOR SERVICES:				
Fees/Services to Property Owners	\$1,173,375	\$1,375,303	\$1,620,000	\$244,697
Survey Monument Preservation Fee	111,520	100,000	100,000	0
Other County Departments & Funds	1,313,590	1,725,743	1,442,500	(283,243)
Enterprise Funds	348,503	596,464	485,360	(111,104)
Sub-Total	\$2,946,988	\$3,797,510	\$3,647,860	\$(149,650)
OTHER REVENUE/FUNDING SOURCES:				
Operating Transfers (SRF)	\$72,400	\$190,000	\$100,000	\$(90,000)
Taxable Sales/Miscellaneous	4,573	6,800	3,000	(3,800)
Fund Balance (Survey Remonumentation Fund)	(39,120)	90,000	0	(90,000)
Allocated Road Fund Revenues	2,066,435	1,321,454	2,348,031	1,026,577
Sub-Total	\$2,104,288	\$1,608,254	\$2,451,031	\$842,777
Total	\$6,423,368	\$7,431,163	\$6,744,669	\$(686,494)

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1997-98 program revenues will decrease by \$686,494 overall. Revenue from the Road Fund Detailed Work Program has decreased significantly and Charges for Service will decrease due to fewer and smaller private projects. Program expenditures for FY 1997-98 are decreasing proportionally. 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	\$15,000
Data Processing Equipment - General	68,300
Total	\$83,300

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: DEVELOPMENT REQUIREMENTS					
% OF RESOURCES: 14.6%					
<u>OUTCOME (Planned Result)</u>					
% of Major Subdivision permits processed within 90 work days	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process 100% of Major Subdivision permits within 90 work days	N/A	\$231,485	\$156,090	\$241,800	\$241,800
<u>OUTPUT (Service or Product)</u>					
Number of Major Subdivision permits processed	55	67	55	62	62
<u>EFFICIENCY (Output/Input)</u>					
Cost per Major Subdivision permit processed	\$3,832	\$3,455	\$2,838	\$3,900	\$3,900
ACTIVITY B: MAP PROCESSING					
% OF RESOURCES: 13.8%					
<u>OUTCOME (Planned Result)</u>					
% of Major Subdivision map checks processed within 20 work days	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process 100% of Major Subdivision map checks within 20 work days	N/A	\$251,136	\$277,890	\$300,000	\$300,000
<u>OUTPUT (Service or Product)</u>					
Number of Major Subdivision map checks processed	97	128	118	120	120
<u>EFFICIENCY (Output/Input)</u>					
Cost per Major Subdivision map check processed	\$2,054	\$1,962	\$2,355	\$2,500	\$2,500
ACTIVITY C: IMPROVEMENTS AND GRADING					
% OF RESOURCES: 16.1%					
<u>OUTCOME (Planned Result)</u>					
% of Major Subdivision plan checks processed within 20 work days	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process 100% of Major Subdivision plan checks within 20 work days	N/A	\$102,589	\$81,320	\$83,250	\$129,750

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
<u>OUTPUT (Service or Product)</u>					
Number of Major Subdivision plan checks processed	112	173	214	111	173
<u>EFFICIENCY (Output/Input)</u>					
Cost per Major Subdivision plan check processed	\$734	\$593	\$380	\$750	\$750
ACTIVITY D: FLOOD CONTROL ENGINEERING					
<u>% OF RESOURCES:</u> 9.2%					
<u>OUTCOME (Planned Result)</u>					
% of the unincorporated area in which flood control services are provided	N/A	100%	100%	100%	100%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to provide 100% of the unincorporated area with flood control services	N/A	\$148,828	\$121,300	\$196,000	\$151,000
<u>OUTPUT (Service or Product)</u>					
Number of miles of floodplains/alluvial fans monitored	N/A	267	267	267	316
<u>EFFICIENCY (Output/Input)</u>					
Cost per mile of floodplain monitored	N/A	\$516	\$411	\$667	\$420
<u>OUTPUT (Service or Product)</u>					
Number of stormwater quality dry weather testing stations monitored	N/A	25	25	25	25
<u>EFFICIENCY (Output/Input)</u>					
Cost per stormwater quality dry weather testing station monitored	N/A	\$149	\$151	\$240	\$240

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2210	Deputy Director, Public Works	1	1.00	1	1.00	\$82,452	\$82,432
2303	Administrative Assistant II	2	2.00	1	1.00	79,447	44,409
2304	Administrative Assistant I	0	0.00	1	1.00	0	37,422
2357	Photo Audio-Visual Specialist	1	1.00	1	1.00	41,001	42,241
2700	Intermediate Clerk Typist	2	2.00	2	2.00	40,633	41,854
2730	Senior Clerk	1	1.00	1	1.00	23,706	25,401
2757	Administrative Secretary II	1	1.00	1	1.00	26,246	27,028
3009	Word Processor Operator	1	1.00	1	1.00	21,274	25,187
3518	Cartographer	1	1.00	1	1.00	49,947	51,443
3586	Chief, Mapping Section	1	1.00	1	1.00	55,006	56,647
3615	Assistant Engineer	8	8.00	6	6.00	373,187	288,918
3635	Civil Engineer	6	6.00	7	7.00	313,602	376,803
3650	Associate Structural Engineer	1	1.00	1	1.00	52,267	53,829
3655	Associate Transportation Spec.	3	3.00	3	3.00	155,346	160,008
3695	Junior Engineer	0	0.00	1	1.00	0	34,017
3700	Principal Civil Engineer	2	2.00	2	2.00	142,436	146,710
3705	Principal Land Surveyor	1	1.00	1	1.00	71,218	73,355
3720	Senior Civil Engineer	4	4.00	4	4.00	246,768	254,204
3728	Senior Land Surveyor	2	2.00	2	2.00	120,973	127,102
3779	Junior Surveyor	9	9.00	7	7.00	349,216	288,343
3780	Assistant Surveyor	9	9.00	9	9.00	420,681	423,746
3785	Land Surveyor	5	5.00	4	4.00	254,537	215,316
3800	Drafting Technician III	4	4.00	4	4.00	137,452	140,622
3801	Drafting Technician II	9	9.00	8	8.00	282,816	258,912
3802	Drafting Technician I	0	0.00	1	1.00	0	27,915
3803	Hydrographic Instrument Tech	1	1.00	1	1.00	41,178	42,410
3805	Cartographic Reproduction Tech.	2	2.00	2	2.00	62,848	64,728
3810	Engineering Aide	3	3.00	4	4.00	78,178	108,433
3812	Engineering Technician III	2	2.00	2	2.00	82,356	84,820
3813	Engineering Technician II	5	5.00	2	2.00	157,826	73,176
3814	Engineering Technician I	5	5.00	6	6.00	144,739	185,266
3817	Graphic Artist	3	3.00	3	3.00	101,046	104,067
3818	Graphic Supervisor	1	1.00	0	0.00	37,038	0
3819	Mapping Supervisor	2	2.00	3	3.00	82,388	120,659
5970	Sign Painter	1	1.00	1	1.00	32,803	33,788
9999	Extra Help	6	3.00	8	4.00	73,704	101,144
Total		105	102.00	103	99.00	\$4,234,315	\$4,222,355
Salary Adjustments:						\$163,259	\$38,575
Premium/Overtime Pay:						9,600	7,000
Employee Benefits:						1,274,524	1,281,398
Salary Savings:						(107,445)	(113,656)
VTO Reductions:						(23,574)	(21,960)
Total Adjustments						\$1,316,364	\$1,191,357
Program Totals		105	102.00	103	99.00	\$5,550,679	\$5,413,712

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).

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,887,799	\$6,243,479	\$5,885,344	\$6,444,310	\$6,387,270	(0.9)
Services & Supplies	12,989,448	19,688,682	15,282,771	50,086,269	34,907,961	(30.3)
Other Charges	1,665,806	3,030,840	4,000,754	12,715,650	10,388,500	(18.3)
Fixed Assets	80,224	151,487	98,102	133,951	44,400	(66.9)
Cost Applied	0	(6,925)	0	0	0	0.0
Operating Transfers	2,364	113,609	123	0	0	0.0
TOTAL DIRECT COST	\$20,625,641	\$29,221,172	\$25,267,094	\$69,380,180	\$51,728,131	(25.4)
PROGRAM REVENUE	(20,625,641)	(29,221,172)	(25,267,094)	(69,380,180)	(51,728,131)	(25.4)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	102.25	108.50	99.50	109.00	106.00	(2.8)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

FY 1996-97 estimated actual expenditures will be \$44,113,086 less than budget primarily due to construction contracts (\$34,803,498) and right-of-way acquisition projects not awarded during the year. There will be \$16,630,690 in contract carryovers encumbered at year end.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Partially achieved the goal to advertise 100% of assigned major road and bridge construction projects by advertising 32 contracts for bid, 57% of planned projects.

Achieved the goal to inspect 100% of assigned road and bridge construction projects by inspecting an average of 21 road and bridge projects per month.

Achieved the goal to respond to 100% of assigned road project environmental service requests by completing 63 assigned road project environment service requests, or 100% of assigned projects.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Advertise 100% of assigned major road and bridge construction contracts.
 - a. Process 41 major construction contracts for bid.
2. Inspect 100% of assigned road and bridge construction projects.
 - a. Inspect an average of 19 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.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Environmental Services [13.50 SY; E = \$882,335; R = \$882,335] 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.
 - Decreasing 1.00 staff year.
 - Decreasing \$28,240 in total expenditures.

There is no Net General Fund Contribution in this activity.

2. Engineering Design [42.50 SY; E = \$2,886,904; R = \$2,886,904] 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.
 - Unchanged with respect to staffing.
 - Decreasing \$90,486 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Construction Engineering [50.00 SY; E = \$3,447,892; R = \$3,447,892] 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 2.00 staff years.
 - Decreasing \$84,173 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Construction Contracts/Materials/Right-of-Way [0.00 SY; E = \$44,511,000; R = \$44,511,000] 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.
 - Decreasing \$17,449,150 in total project expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
TAXES:				
Sales and Use Tax-TDA	\$439,347	\$1,529,000	\$1,147,000	\$(382,000)
TransNet Sales Tax	10,413,184	34,003,153	15,856,750	(18,146,403)
TransNet Exchange	1,297,219	5,310,000	5,948,000	638,000
Sub-Total	\$12,149,750	\$40,842,153	\$22,951,750	\$(17,890,403)
LICENSES, PERMITS & USE OF PROPERTY:				
Licenses & Permits	\$18,246	\$44,000	\$20,400	\$(23,600)
Sub-Total	\$18,246	\$44,000	\$20,400	\$(23,600)
INTERGOVERNMENTAL REVENUE:				
Federal Aid - Highways	\$0	\$140,854	\$0	\$(140,854)
Federal Aid - Bridges/FHWA	438,901	8,174,799	8,154,104	(20,695)
Federal Aid - Rain Damage	6,696	0	0	0
Federal Construction - Other	0	32,050	0	(32,050)
Federal Construction - Hazard Elimination/Safety	0	1,049,401	232,000	(817,401)
State Grants - Other	415,624	0	0	0
Other Governmental Agencies	266,880	33,314	300,000	266,686
Aid from Other Cities	25,000	0	0	0
CDBG	900,065	1,265,000	1,330,898	65,898
Sub-Total	\$2,053,166	\$10,695,418	\$10,017,002	\$(678,416)
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$2,944,217	\$4,879,578	\$2,324,853	\$(2,554,725)
Other County Departments & Funds	1,206,147	875,598	879,669	4,071
Enterprise Funds	603,807	439,248	532,875	93,627
Sub-Total	\$4,754,171	\$6,194,424	\$3,737,397	\$(2,457,027)
OTHER REVENUE/FUNDING SOURCES:				
Other Revenues	\$33,691	\$0	\$0	\$0
Allocated Road Fund Revenues	6,258,070	11,604,185	15,001,582	3,397,397
Sub-Total	\$6,291,761	\$11,604,185	\$15,001,582	\$3,397,397
Total	\$25,267,094	\$69,380,180	\$51,728,131	\$(17,652,049)

* No County General Fund match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Total budgeted revenues for FY 1997-98 will be \$17,652,049 less than the FY 1996-97 budget. The decrease is due primarily to the budgeting of fewer revenue offset construction projects in the Road Fund Detailed Work Program, based upon a more realistic projection for the actual start of construction for planned projects.

FIXED ASSETS

Category	Total Cost
Engineering/Industrial Equipment	\$8,500
Laboratory/Medical/Institutional Instruments	35,900
Total	\$44,400

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: ENGINEERING DESIGN					
% OF RESOURCES: 5.6%					
OUTCOME (Planned Result)					
% of major road and bridge construction contracts advertised	N/A	57.1%	57.1%	100%	100%
EFFECTIVENESS (Outcome/Input)					
Cost to advertise 100% of major road and bridge construction contracts	N/A	\$261,819	\$284,006	\$220,364	\$279,597
OUTPUT (Service or Product)					
Number of major construction contracts processed	N/A	32	32	56	41
EFFICIENCY (Output/Input)					
Cost per major construction contract processed	N/A	\$8,181	\$8,875	\$3,935	\$6,819
ACTIVITY B: CONSTRUCTION ENGINEERING					
% OF RESOURCES: 6.7%					
OUTCOME (Planned Result)					
% of road and bridge construction projects inspected	100%	100%	100%	100%	100%
EFFECTIVENESS (Outcome/Input)					
Cost to inspect 100% of road and bridge construction projects	\$1,701,697	\$2,315,598	\$2,235,330	\$2,032,020	\$2,303,294
OUTPUT (Service or Product)					
Average number of road and bridge construction projects inspected per month	19	17	21	18	19
EFFICIENCY (Output/Input)					
Median cost per road and bridge project constructed	\$720,475	\$1,289,421	\$672,037	\$1,180,115	\$672,037
ACTIVITY C: ENVIRONMENTAL SERVICES					
% OF RESOURCES: 1.7%					
OUTCOME (Planned Result)					
% of assigned road project requests serviced	90%	132%	100%	100%	100%
EFFECTIVENESS (Outcome/Input)					
Cost to service 100% of assigned road project requests	\$662,283	\$559,373	\$494,831	\$630,000	\$630,000

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
<u>OUTPUT (Service or Product)</u>					
Number of road project service requests completed	63	69	63	70	70
<u>EFFICIENCY (Output/Input)</u>					
Cost per road project service request completed	\$10,520	\$8,106	\$7,854	\$9,000	\$9,000

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2210	Deputy Director, Public Works	1	1.00	1	1.00	\$82,452	\$82,432
2303	Administrative Assistant II	2	2.00	2	2.00	71,037	73,971
2412	Analyst II	2	2.00	2	2.00	79,447	81,831
2700	Intermediate Clerk Typist	2	2.00	2	2.00	42,590	43,872
2730	Senior Clerk	4	4.00	4	4.00	98,692	101,604
2745	Supervising Clerk	1	1.00	1	1.00	28,611	29,464
2756	Administrative Secretary I	1	1.00	1	1.00	19,908	21,538
2757	Administrative Secretary II	1	1.00	1	1.00	26,246	27,028
3514	Environmental Mgmt. Spec. III	1	1.00	1	1.00	47,558	48,991
3515	Environmental Mgmt. Spec. II	6	6.00	6	6.00	229,749	242,145
3516	Environmental Mgmt. Spec. I	1	1.00	1	1.00	33,495	32,242
3517	Environmental Mgmt. Coordinator	1	1.00	1	1.00	53,368	54,974
3615	Assistant Engineer	16	16.00	14	14.00	729,639	661,411
3635	Civil Engineer	14	14.00	14	14.00	726,965	745,160
3695	Junior Engineer	3	3.00	3	3.00	103,200	108,341
3700	Principal Civil Engineer	4	4.00	4	4.00	284,872	293,420
3720	Senior Civil Engineer	11	11.00	10	10.00	661,151	625,533
3735	Senior Structural Engineer	1	1.00	1	1.00	64,617	66,562
3750	Public Works Program Coord. II	1	1.00	1	1.00	56,397	58,094
3795	Construction Technician	6	6.00	7	7.00	313,602	368,368
3801	Drafting Technician II	1	1.00	1	1.00	31,424	32,364
3812	Engineering Technician III	12	12.00	12	12.00	494,113	497,530
3813	Engineering Technician II	6	6.00	4	4.00	199,768	143,189
3814	Engineering Technician I	3	3.00	4	4.00	90,185	124,381
5524	Assistant Real Property Agent	1	1.00	1	1.00	29,320	32,998
5585	Supervising Real Property Agent	1	1.00	1	1.00	52,775	58,070
6003	Right-of-Way/Utility Coordinator	1	1.00	1	1.00	58,750	60,523
9999	Extra Help	10	5.00	10	5.00	172,191	150,108
Total		114	109.00	111	106.00	\$4,882,122	\$4,866,144
Salary Adjustments:						\$192,414	\$146,320
Premium/Overtime Pay:						95,000	100,000
Employee Benefits:						1,423,388	1,431,840
Salary Savings:						(121,956)	(131,845)
VTO Reductions:						(26,658)	(25,189)
Total Adjustments						\$1,562,188	\$1,521,126
Program Totals		114	109.00	111	106.00	\$6,444,310	\$6,387,270

PROGRAM: Management Services

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 40000
MANAGER: Douglas M. Isbell

ORGANIZATION #: 5750
REFERENCE: 1997-98 Proposed Budget - Pg. 28-24

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); 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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,043,793	\$3,372,308	\$3,267,594	\$3,676,586	\$3,646,574	(0.8)
Services & Supplies	6,283,154	5,358,575	4,851,940	7,167,825	6,970,977	(2.7)
Fixed Assets	80,023	356,511	104,582	140,100	132,000	(5.8)
Operating Transfers	47,218	1,732	0	0	0	0.0
TOTAL DIRECT COST	\$9,454,188	\$9,089,126	\$8,224,116	\$10,984,511	\$10,749,551	(2.1)
PROGRAM REVENUE	(9,454,188)	(9,089,126)	(8,224,116)	(10,984,511)	(10,749,551)	(2.1)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	61.00	67.75	61.75	69.50	69.00	(0.7)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Total FY 1996-97 estimated actual expenditures will be under budget by \$2,760,395. Salaries and Benefits will be under budget by \$408,992 due to vacant and under-filled positions. Services and Supplies will be under budget by \$2,315,885 due to savings in liability insurance payments and other A-87 External Support Costs. Fixed assets will be under budget by \$35,518 due to savings and encumbrances not expended in the current year.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Department Administration and External Support [18.50 SY; E = \$6,746,262; R = \$6,746,262] including responsibilities for departmental administration and management, payments from the Road Fund to General Fund Departments included in the A-87 Cost Allocation Plan, and providing supply and printing functions. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Increasing 0.50 staff years.
 - Decreasing \$309,959 in total expenditures.
 - Responsible for A-87 External Cost Allocation Plan payments to the General Fund and General Fund Departments, and External Cost payments to the Insurance Internal Service Fund (ISF), the Postage/Records ISF, and Rents and Leases ISF as follows:

A-87 AND ISF EXTERNAL COST ITEMS *	1996-97	1996-97	1997-98
	Estimated Actual	Budget	CAO Proposed
Equipment Usage	\$ 152	\$ 76	\$ 76
Space Costs	96,481	48,727	48,546
EOMD	14,343	14,343	14,555
CAO Executive	25,112	33,483	40,760
Civil Service Commission	11,259	11,259	11,051
A-87 Roll Forward	386,878	181,285	713,556
GS Real Property	500,000	674,455	713,191
GS Fleet Service	0	0	126,471
DIS Communications	76,662	43,563	79,010
Auditor & Controller	458,205	471,656	533,941
Purchasing	154,525	154,525	168,062
GS Facilities Services/Maintenance	535,435	718,512	521,033
GS Records Management	23,307	86,536	0
Telephone Services/Utilities	691,950	747,629	621,724
DIS Data Processing	532,273	256,031	62,271
Human Resources	105,622	105,622	101,355
County Counsel	240,780	358,780	407,867
Rents and Leases	277,553	277,342	0
Liability Insurance Premium (ISF)	1,972,768	2,760,825	2,573,935
Postage & Mail Delivery (ISF)	0	0	48,713
Records Management (ISF)	0	0	72,482
Rents & Leases (ISF)	0	0	243,799
Total	\$6,103,305	\$6,944,649	\$7,102,398

* All Budgeted A-87 and External ISF costs are shown here. Some A-87 and External ISF costs are expended in other Road Fund programs as either direct or indirect costs.

There is no Net General Fund Contribution in this activity.

2. Information Technology Services [17.00 SY; E = \$2,006,247; R = \$2,006,247] 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.
- Unchanged with respect to staffing.
- Increasing \$155,609 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Project Services/Communications [17.50 SY; E = \$437,706; R = \$437,706] including development and preparation of the departmental Capital Improvement Program; development and long-range financial planning for the County's Regional Transportation Improvement Program; responding to inquiries from the CAO, Board of Supervisors, and the public; preparing reports and special studies; developing and maintaining the DPW Project Tracking system; providing staff support to several standing and ad hoc advisory groups; providing legislative analysis coordination, public information, multi-media materials, newsletters and presentations; coordinating Board Policy sunset review; maintaining department policy manual; and Board agenda information processing and review. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Unchanged with respect to staffing.
- Decreasing \$32,843 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Personnel/Payroll/Training [14.00 SY; E = \$888,580; R = \$888,580] including department-wide personnel, payroll, training, and safety functions. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Decreasing 1.00 staff year.
- Decreasing \$41,431 in total expenditures.

There is no Net General Fund Contribution in this activity.

5. Financial Services [12.00 SY; E = \$670,756; R = \$670,756] including department-wide 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 \$6,336 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
FINES AND FORFEITURES:				
Vehicle Code Fines	\$10,807	\$11,000	\$11,000	\$0
Sub-Total	\$10,807	\$11,000	\$11,000	\$0
INTERGOVERNMENTAL REVENUE:				
Aid From Other Governments	\$259,278	\$8,815	\$0	\$(8,815)
Sub-Total	\$259,278	\$8,815	\$0	\$(8,815)
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$150,430	\$176,452	\$186,781	\$10,329
Other County Departments & Funds	58,335	15,000	10,000	(5,000)
Enterprise Funds	1,277,976	1,320,445	1,782,373	461,928
Sub-Total	\$1,486,741	\$1,511,897	\$1,979,154	\$467,257
OTHER REVENUE/FUNDING SOURCES:				
Other Taxable Sales/Miscellaneous	\$402,301	\$0	\$0	\$0
Fund Balance required (Road Fund)	(4,422,945)	3,718,385	6,946,161	3,227,776
Allocated Road Fund Revenues	10,487,934	5,734,414	1,813,236	(3,921,178)
Sub-Total	\$6,467,290	\$9,452,799	\$8,759,397	\$(693,402)
Total	\$8,224,116	\$10,984,511	\$10,749,551	\$(234,960)

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

There is a decrease of \$234,960 in the FY 1997-98 Adopted Budget from the FY 1996-97 Budget due primarily to a decrease in allocated Road Fund revenues as a result of decreased expenditures.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$10,000
Modular Furniture & Equipment	5,000
Data Processing Equipment - General	117,000
Total	\$132,000

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2113	Director, Public Works	1	1.00	1	1.00	\$103,057	\$103,044
2211	Assistant Director, Public Works	1	1.00	1	1.00	92,390	92,370
2303	Administrative Assistant II	2	2.00	2	2.00	86,218	80,956
2312	Departl Personnel & Trng Admin	1	1.00	1	1.00	59,219	50,192
2320	Personnel Aide	1	1.00	2	2.00	28,457	54,027
2328	Dept. Personnel Officer II	1	1.00	1	1.00	47,558	48,991
2331	Loss Prevention Analyst	1	1.00	1	1.00	32,795	41,227
2337	Public Information Specialist	3	3.00	2	2.00	112,236	75,529
2338	Departmental Safety Coordinator	1	1.00	1	1.00	43,109	44,409
2364	Senior Personnel Analyst	1	1.00	1	1.00	47,558	48,991
2367	Principal Admin. Analyst	2	2.00	2	2.00	101,293	116,328
2405	Assistant Accountant	1	1.00	1	1.00	34,761	35,808
2411	Analyst I	1	1.00	1	1.00	36,338	37,422
2412	Analyst II	3	3.00	4	4.00	122,556	162,787
2413	Analyst III	3	3.00	3	3.00	135,499	149,425
2424	Public Works Program Coord. I	4	4.00	3	3.00	222,926	163,986
2425	Associate Accountant	1	1.00	1	1.00	38,248	39,399
2426	Assistant Systems Analyst	1	1.00	1	1.00	38,651	41,815
2427	Associate Systems Analyst	5	5.00	5	5.00	254,084	263,570
2452	Dept. LAN Analyst II	0	0.00	2	2.00	0	86,726
2453	Dept. LAN Analyst III	0	0.00	1	1.00	0	47,797
2461	Departmental Sys Engineer II	2	2.00	2	2.00	81,738	105,428
2468	Departmental LAN Sys Supervisor	1	1.00	0	0.00	48,512	0
2471	EDP Systems Manager	1	1.00	1	1.00	66,879	68,885
2484	Distributed Network Tech I	0	0.00	1	1.00	0	21,617
2485	Distributed Network Tech II	1	1.00	1	1.00	28,935	29,785
2510	Senior Account Clerk	1	1.00	1	1.00	19,913	21,491
2511	Senior Payroll Clerk	2	2.00	2	2.00	48,281	53,152
2525	Senior Systems Analyst	2	2.00	2	2.00	112,794	116,188
2550	Chief, Public Works Rev & Budget	1	1.00	1	1.00	59,219	60,992
2658	Storekeeper II	1	1.00	1	1.00	25,530	26,305
2660	Storekeeper I	1	1.00	1	1.00	23,169	23,853
2700	Intermediate Clerk Typist	4	4.00	3	3.00	76,971	62,203
2725	Principal Clerk I	1	1.00	1	1.00	32,419	33,401
2730	Senior Clerk	1	1.00	1	1.00	23,616	25,401
2745	Supervising Clerk	1	1.00	0	0.00	25,815	0
2757	Administrative Secretary II	2	2.00	2	2.00	52,492	53,993
2758	Administrative Secretary III	2	2.00	2	2.00	63,406	65,298
2759	Administrative Secretary IV	1	1.00	1	1.00	34,140	35,160
3009	Word Processor Operator	1	1.00	1	1.00	24,455	25,187
3050	Offset Equipment Operator	1	1.00	1	1.00	23,857	24,582
3120	Departmental Computer Spec III	2	2.00	0	0.00	79,981	0
9999	Extra Help	13	6.50	14	7.00	222,778	253,193
Total		76	69.50	76	69.00	\$2,811,853	\$2,890,913
Salary Adjustments:						\$93,639	\$(59,852)
Premium/Overtime Pay:						20,000	50,500
Employee Benefits:						829,871	853,051
Salary Savings:						(67,922)	(73,552)
VTO Reductions:						(10,855)	(14,486)
Total Adjustments						\$864,733	\$755,661
Program Totals		76	69.50	76	69.00	\$3,676,586	\$3,646,574

PROGRAM: Public Services

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 45000
MANAGER: Lawrence A. Watt

ORGANIZATION #: 5750
REFERENCE: 1997-98 Proposed Budget - Pg. 28-29

AUTHORITY: This program was developed for the purpose of complying with the provisions of the following California statutes and authorities: Public Utilities Code, Section 21684 (Special Aviation Fund); 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).

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$715,156	\$665,840	\$566,410	\$694,861	\$704,276	1.4
Services & Supplies	129,997	174,706	707,118	782,576	1,510,362	93.0
Fixed Assets - Equipment	48,708	14,297	0	0	20,000	100.0
TOTAL DIRECT COST	\$893,861	\$854,843	\$1,273,528	\$1,477,437	\$2,234,638	51.3
PROGRAM REVENUE	(893,861)	(854,843)	(1,273,528)	(1,477,437)	(2,234,638)	51.3
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	12.00	11.25	9.00	11.00	11.50	4.5

PROGRAM MISSION

To provide transit services through operations of bus routes and development of transit centers by planning, writing, awarding, managing, and monitoring contracts.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

FY 1996-97 estimated actual Salaries and Benefits will be lower than budget due to two staff vacancies throughout the year. Services and Supplies will be lower than budget as a County-wide promotional cost was not expended.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Achieved the goal to increase public transit ridership by 5% on the San Diego County Transit System by reaching an actual increase of 8.3%. Fifty four bus contracts for transit services and 19 transit center contracts were monitored.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Increase public transit ridership on the San Diego County Transit System by 5%.
 - a. Monitor 33 bus contracts for transit services.
 - b. Monitor 16 transit center contracts.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Transit Services [11.50 SY; E = \$806,029; R = \$806,029] 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.
 - Increasing 0.50 staff years.
 - Increasing \$4,801 in total expenditures.

There is no Net General Fund Contribution in this activity.

2. Special Aviation Fund [0.00 SY; E = 1,428,609; R = \$1,428,609] facilitates a pass through of State funds and grants for airport and aviation purposes at County airports to the Airport Enterprise Fund. Funds are expended for rehabilitation contracts, operations, and maintenance purposes. This activity is:

- Mandated/Discretionary Service Level.
- Offset 100% by program revenue.
- Affected by changes in availability of State Funds and Grants.
- Increasing \$752,400 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
TAXES:				
TransNet Sales Tax	\$5,760	\$55,588	\$26,095	\$(29,493)
Sub-Total	\$5,760	\$55,588	\$26,095	\$(29,493)
INTERGOVERNMENTAL REVENUES:				
State Aid for Aviation	\$225,000	\$495,920	\$1,316,120	\$820,200
Federal Aid - Airports (ADAP)	0	68,400	0	(68,400)
Sub-Total	\$225,000	\$564,320	\$1,316,120	\$751,800
CHARGES FOR CURRENT SERVICES:				
Other County Departments & Funds	\$89,575	\$260,437	\$205,737	\$(54,700)
Enterprise Funds	562,451	637,766	791,794	154,028
Sub-Total	\$652,026	\$898,203	\$997,531	\$99,328
OTHER REVENUE/FUNDING SOURCES:				
Allocated Road Fund Revenues	\$(28,032)	\$(75,883)	\$(213,597)	\$(137,714)
Interest (Special Aviation Fund)	4,707	23,423	12,190	(11,233)
Fund Balance Required (Special Aviation Fund)	414,067	11,786	96,299	84,513
Sub-Total	\$390,742	\$(40,674)	\$(105,108)	\$(64,434)
Total	\$1,273,528	\$1,477,437	\$2,234,638	\$757,201

* No County General Fund match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

TransNet Sales Tax revenue is reduced for FY 1997-98 as there will be a reduction in staff time on the Employee Transportation Coordinator project. State Aid for Aviation is increased in FY 1997-98 by a loan from that fund for airport hangar construction. Charges for Current Services in FY 1997-98 are increased by staff services transferred from the TransNet project and new staff services budgeted.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment - General	\$20,000
Total	\$20,000

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY 1.: TRANSIT SERVICES					
% OF RESOURCES: 36.1%					
<u>OUTCOME (Planned Result)</u>					
% increase in public transit ridership	8.5%	8.2%	8.3%	5.0%	5.0%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to administer public transit service	\$598,087	\$611,239	\$553,612	\$581,992	\$787,794
<u>OUTPUT (Service or Product)</u>					
Number of bus contracts monitored	35	46	54	29	33
<u>EFFICIENCY (Output/Input)</u>					
Cost per bus contract monitored	\$17,918	\$13,288	\$10,252	\$13,475	\$23,873
<u>OUTPUT (Service or Product)</u>					
Number of transit center contracts monitored	22	21	19	17	16
<u>EFFICIENCY (Output/Input)</u>					
Cost per transit center contract monitored	\$11,599	\$9,841	\$4,611	\$15,900	\$12,859

STAFFING SCHEDULE

Class	Title	1996-97	1996-97	1997-98	1997-98	1996-97	1997-98
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
2303	Administrative Assistant II	1	1.00	1	1.00	\$36,603	\$44,409
2412	Analyst II	1	1.00	1	1.00	43,109	44,409
2756	Administrative Secretary I	1	1.00	1	1.00	22,719	21,903
3654	Assistant Transportation Spec.	1	1.00	1	1.00	44,699	46,044
3655	Associate Transportation Spec.	3	3.00	3	3.00	155,346	160,008
3700	Principal Civil Engineer	1	1.00	1	1.00	71,218	60,381
3740	Senior Transportation Spec.	2	2.00	2	2.00	123,384	133,424
3814	Engineering Technician I	0	0.00	1	1.00	0	27,295
9999	Extra Help	2	1.00	1	0.50	34,441	15,008
Total		12	11.00	12	11.50	\$531,519	\$552,881
Salary Adjustments:						\$19,028	\$(4,065)
Premium/Overtime Pay:						10,000	10,000
Employee Benefits:						149,750	163,156
Salary Savings:						(12,579)	(14,830)
VTO Reductions:						(2,857)	(2,866)
Total Adjustments						\$163,342	\$151,395
Program Totals		12	11.00	12	11.50	\$694,861	\$704,276

COMMUNITY SERVICES GROUP

COMMUNITY SERVICES GROUP(*)

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Executive Office	\$0	\$0	\$340,966	\$0	\$421,657	421,657	100.0
TOTAL DIRECT COST	\$0	\$0	\$340,966	\$0	\$421,657	\$421,657	100.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$0	\$0	\$340,966	\$0	\$421,657	\$421,657	100.0
STAFF YEARS	0.00	0.00	3.90	0.00	4.00	4.00	100.0

MISSION

The Community Services Group was established by the Chief Administrative Officer to provide policy and fiscal oversight and direction for the following County departments: Animal Control, Housing and Community Development, County Library, Public Administrator/Guardian, Registrar of Voters and support departments including General Services, Major Maintenance, Equipment Acquisition, Utilities and Capital. The mission of the Group is to provide effective, cost competitive services which meet the needs of the County's citizens in the areas of: animal care and regulation, housing assistance and community development funding, community libraries, conservatorship and decedent estates administration and voter registration and the conduct of elections. In addition, through the Department of General Services and its associated budgets, the Group's mission is to support County departments by providing for: the development, management and maintenance of County facilities and property; the acquisition, maintenance and operations of vehicles and other equipment; and, mail, printing and management of official records.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Identify actual budget reductions and/or permanent revenue enhancements in the budgets of the Group's departments for FY 1998-99 as this Group's share of the second year of the two year effort to resolve the County's fiscal imbalance. In addition to these reductions/revenue enhancements, determine other actions, permanent or temporary, which will yield the group a \$250,000 management reserve to be used for one time costs which reward departmental performance with funding for training and/or equipment.
2. Complete the zero based budget review of the Department of Animal Control and implement the resulting departmental reorganization. The goal of the zero based budgeting process is to reduce overheads and increase direct services to the citizens and animals affected by the Department.
3. Initiate zero base budgeting for a second department within the group for implementation in the 1998-99 budget cycle.
4. Review overheads in all departments within the Group with the goal of having all departments, and the Group as a whole, realize combined internal and external overhead rates of between 20 and 25%.
5. Based upon baseline customer satisfaction surveys completed in 1996-97, design a group plan for measuring and increasing customer satisfaction ratings in all departments by 15%.
6. Complete the policies and administrative guidelines needed to annually update the 5 year Capital Improvement Plan.

(*) The Community Services Group budget unit was created during FY 1996-97. The Executive Office was established based on mid-year Board action transferring appropriations from the Chief Administrative Officer's (CAO) budget. In previous fiscal years, this office was within the CAO - Central County Administration.

COMMUNITY SERVICES GROUP
FY 1997-98 ADOPTED BUDGET

EXECUTIVE OFFICE

Provides Community Services Group leadership and support
to Board of Supervisors

Deputy Chief Administrative Officer	1.0
CAO Staff Officer	2.0
Administrative Secretary IV	1.0
TOTAL	4.0

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).

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Services & Supplies	\$1,382,610	\$1,288,564	\$1,066,732	\$1,473,425	\$1,664,305	13.0
Fixed Assets	0	46,429	26,816	41,900	0	(100.0)
TOTAL DIRECT COST	\$1,382,610	\$1,334,993	\$1,093,548	\$1,515,325	\$1,664,305	9.8
PROGRAM REVENUE	(693,670)	(803,064)	(693,999)	(1,098,816)	(1,159,749)	5.5
NET GENERAL FUND CONTRIBUTION	\$688,940	\$531,929	\$399,549	\$416,509	\$504,556	21.1
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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Total FY 1996-97 estimated actual expenditures will be approximately \$421,777 under budget primarily due to the underspending of revenue offset appropriations relating to transit services and studies. The Net General Fund Contribution is estimated to be under budget by \$16,960.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Achieved the goal to respond to 95% of initial requests for special district formations within five work days by processing 100% of 17 formation requests within five work days.

Achieved the goal to respond to 97% of initial requests for cartography services within one work day by processing 98% of 12,853 public requests within one work day.

Achieved the goal to operate sewer line systems at detention facilities with a spillage rate of less than two spills per year by maintaining sewer lines with zero spills.

Achieved the goal to operate sewer treatment facilities at detention facilities with a treatable constituent permit violation rate of less than five violations per year by operating sewer treatment facilities with one treatable constituent permit violation.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Respond to 95% of initial requests for special district formations within five work days.
 - a. Process 20 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 20,000 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.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Roads Support [0.00 SY; E = \$200,769; R = \$113,409] 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; replacement of hydrant markers for fire protection districts on County roads; and Board directed improvements/studies for two private roads. This activity is:
 - Discretionary/Mandated Service Level.
 - Offset 56.5% by program revenue.
 - Increasing \$85,192 in total expenditures and increasing \$51,192 in total revenues.
 - Decreasing 0.05 in Road Fund SY equivalents for Roads support to the General Fund.

There is a Net General Fund Contribution of \$87,360 in this activity, an increase of \$34,000 from the \$53,360 Net General Fund Contribution budgeted in FY 1996-97.

2. Land Development Support [0.00 SY; E = \$208,386; R = \$154,339] including maps, mapping and cartographic services to all County Departments and the public; preparation of parcel map completion notices; purchase of replacement ALERT Storm/Data gauges and Stormwater Quality monitoring equipment; payment for the shift of A-87 External Cost plan allocations for services of Postage, Mail Distribution, Microfilming and Vault Storage from General Services to a new Internal Service Fund (ISF); and Board directed improvements for an equestrian trail. This activity is:
 - Discretionary/Discretionary Service Level.
 - Offset 74.1% by program revenue.
 - Increasing \$34,811 in total expenditures and decreasing \$19,236 in total revenues.
 - Decreasing 0.35 in Road Fund SY equivalents for Land Development support to the General Fund.

There is a Net General Fund Contribution of \$54,047 in this activity, an increase of \$54,047 from the \$0 Net General Fund Contribution budgeted in FY 1996-97.

3. Public Services Support [0.00 SY; E = \$887,001; R = \$887,001] 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 \$28,977 in total expenditures and increasing \$28,977 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 1996-97.

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 revenues.
 - Decreasing 0.52 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, unchanged from the \$363,149 Net General Fund Contribution budgeted in FY 1996-97.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
TAXES AND USE OF PROPERTY:				
Sales & Use Tax - TDA	\$454,260	\$748,024	\$812,001	\$63,977
Rents & Concessions	58,451	100,000	65,000	(35,000)
Sub-Total	\$512,711	\$848,024	\$877,001	\$28,977
CHARGES FOR CURRENT SERVICES:				
Fees & Services to Property Owners	\$32,066	\$45,000	\$48,839	\$3,839
Other County Departments & Funds	48,866	89,117	73,199	(15,918)
Sub-Total	\$80,932	\$134,117	\$122,038	\$(12,079)
OTHER REVENUE/FUNDING SOURCES:				
Other Sales - Taxable	\$100,356	\$116,675	\$106,000	\$(10,675)
Other Miscellaneous	0	0	10,000	10,000
Operating Transfer	0	0	44,710	44,710
Sub-Total	\$100,356	\$116,675	\$160,710	\$44,035
Total	\$693,999	\$1,098,816	\$1,159,749	\$60,933

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$399,549	\$416,509	\$504,556	\$88,047
Total	\$399,549	\$416,509	\$504,556	\$88,047

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1997-98 budgeted revenues are increasing \$60,933 over FY 1996-97. The Net General Fund Contribution is increasing \$88,047 due to expenditure increases from the transfer of appropriations due to budgeting of A-87 costs that will now be paid to Internal Service Funds (ISF), and for new Board directed private road and equestrian trail improvements.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: ROADS SUPPORT					
% OF RESOURCES: 12.1%					
<u>OUTCOME (Planned Result)</u>					
% of initial requests processed within five work days	100%	100%	100%	95%	95%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process 100% of formation requests	\$75,903	\$34,270	\$25,570	\$85,912	\$53,985
<u>OUTPUT (Service or Product)</u>					
Number of formation requests processed	25	19	17	15	20
<u>EFFICIENCY (Output/Input)</u>					
Cost per formation request processed	\$1,990	\$1,804	\$1,504	\$2,599	\$2,699
<u>OUTPUT (Service or Product)</u>					
Number of Special Districts budgeted and monitored	91	73	71	71	71
<u>EFFICIENCY/(Output/Input)</u>					
Cost per Special District budgeted and monitored	\$287	\$740	\$523	\$660	\$524
ACTIVITY B: LAND DEVELOPMENT SUPPORT					
% OF RESOURCES: 12.5%					
<u>OUTCOME (Planned Result)</u>					
% of public cartography service requests processed within one work day	97%	98%	98%	97%	97%
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to process 100% of public requests within one work day	\$158,813	\$112,486	\$90,357	\$162,000	\$140,000
<u>OUTPUT (Service or Product)</u>					
Number of public requests processed	19,779	16,112	12,853	18,000	20,000
<u>EFFICIENCY (Output/Input)</u>					
Cost per public request processed	\$9.02	\$7.00	\$7.00	\$9.00	\$7.00

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY C:					
WASTEWATER MANAGEMENT SUPPORT					
% OF RESOURCES: 22.7%					
<u>OUTCOME (Planned Result)</u>					
Number of sewer line spills at detention facilities	N/A	1	0	<2	<2
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost to maintain spillage rate at <2	N/A	\$72,949	\$44,132	\$72,808	\$101,441
<u>OUTPUT (Service or Product)</u>					
Number of linear feet of sewer line cleaned and repaired	N/A	28,996	23,584	20,000	20,000
<u>EFFICIENCY (Output/Input)</u>					
Cost per foot of sewer line cleaned and repaired	N/A	\$2.50	\$1.87	\$3.60	\$5.07
<u>OUTCOME (Planned Result)</u>					
Number of treatable constituent permit violations at detention facilities	N/A	1	1	<5	<5
<u>EFFECTIVENESS (Input/Output)</u>					
Cost to maintain treatable constituent permit violation rate at <5	N/A	\$196,911	\$163,795	\$215,212	\$201,425
<u>OUTPUT (Service or Product)</u>					
Number of gallons of wastewater treated (millions)	N/A	26.1	24.6	20.0	20.0
<u>EFFICIENCY (Output/Input)</u>					
Cost per million gallons of wastewater treated	N/A	\$7,594	\$6,658	\$10,760	\$10,071

AUTHORITY: County Charter Section 703 mandates the Chief Administrative Officer, under the direction of the Board of Supervisors, to exercise administrative supervision over the affairs of the County. In an effort to maximize the efficiency in the delivery of services, the Chief Administrative Officer has reorganized his Office and, in doing so, created the Community Services Group.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	0	0	338,554	\$0	342,069	100.0
Services & Supplies	0	0	2,412	0	79,588	100.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$340,966	\$0	\$421,657	100.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$340,966	\$0	\$421,657	100.0
STAFF YEARS	0.00	0.00	3.90	0.00	4.00	100.0

PROGRAM MISSION

The Community Services Group provides policy and fiscal oversight and direction for the following County departments: Animal Control, Housing and Community Development, County Library, Public Administrator/Guardian, Registrar of Voters and support departments including General Services, Major Maintenance, Equipment Acquisition, Utilities and Capital. The mission of the Group is to provide effective, cost competitive services which meet the needs of the County's citizens in the areas of: animal care and regulation, housing assistance and community development funding, community libraries, conservatorship and decedent estates administration and voter registration and the conduct of elections. In addition, through the Department of General Services and its associated budgets, the Group's mission is to support County departments by providing for: the development, management and maintenance of County facilities and property; the acquisition, maintenance and operations of vehicles and other equipment; and, mail, printing and management of official records.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The Community Services Group budget unit was established during FY 96-97. Therefore, an estimated actual to budget comparison is not possible.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Improved customer service through the initiation of customer service training for employees and benchmark surveys of customers in all departments.
2. Initiated zero-based budgeting (ZBB) of the Department of Animal Control in order to reduce overhead, increase line staff which serve the public and determine changes in operation which will improve customer satisfaction, public perception and employee morale.
3. Completed the actions necessary for the establishment and full funding of Internal Service Funds (ISF's) for fleet mail, records and reprographics as a first step in transitioning the Department of General Services function to the competitive model.
4. The Capital Improvement Plan (CIP) was presented and approved by Board of Supervisors with funding added for priority capital projects.
5. Completed building programs for the Descanso, Jacumba, Pine Valley and Del Mar libraries on time with needed funding and collaborative work between the library, Department of General Services, affected supervisors and communities.

6. Eliminated general fund liability for new estates managed by the Public Administrator by working with the County Treasurer to avoid abridging the pooled investment fund agreements with voluntary agencies.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see objectives listed on the Group Summary page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The Executive Office as displayed above is the only program activity in this budget unit.

1997-98 PROGRAM REVENUES

No revenue is budgeted in this program, therefore a revenue detail page is not included.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0348	CAO Staff Officer	0	0.00	2	2.00	\$0	\$116,140
2104	Deputy Chief Admin. Officer	0	0.00	1	1.00	0	115,195
2759	Administrative Secretary IV	0	0.00	1	1.00	0	35,160
Total		0	0.00	4	4.00	\$0	\$266,495
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						0	75,574
Salary Savings:						(0)	(0)
VTO Reductions:						(0)	(0)
Total Adjustments						\$0	\$75,574
Program Totals		0	0.00	4	4.00	\$0	\$342,069

ANIMAL CONTROL

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Animal Health & Regulation	\$6,195,760	\$6,059,347	\$5,744,916	\$6,458,243	\$6,133,094	(325,149)	(5.0)
Public Education - Spay/Neuter	\$39,136	\$45,907	\$0	\$60,101	\$0	(60,101)	(100.0)
TOTAL DIRECT COST	\$6,234,896	\$6,105,254	\$5,744,916	\$6,518,344	\$6,133,094	\$(385,250)	(5.9)
PROGRAM REVENUE	(4,777,901)	(4,843,964)	(4,760,007)	(5,412,668)	(5,281,432)	131,236	(2.4)
NET GENERAL FUND COST	\$1,456,995	\$1,261,290	\$984,909	\$1,105,676	\$851,662	\$(254,014)	(23.0)
STAFF YEARS	146.21	145.63	128.59	144.00	136.5	(7.50)	(5.2)

MISSION

To protect the health, safety, and welfare of both people and animals in all areas served by the Department of Animal Control in the County of San Diego. Provide animal control leadership in training, legislation, and public education. Promote cooperative governmental, community, and business efforts for animal health and public safety. Deliver the highest quality service through effective administration and management.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Protect the public from rabies by limiting the incidence of rabies in domestic animals to less than two per year.
 - a. License, with proof of rabies vaccination, over 79,000 dogs annually.
 - b. Staff and schedule, in conjunction with the Veterinary Medical Association, over 25 rabies clinics annually.
 - c. Provide 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.
 - 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 dogs, cats, and other pets with their owners.
3. Protect the public and domestic animals by responding to 80% of citizen requests for services within response time guidelines.
 - a. Field officers annually make 32,000 citizen contacts as part of the Enforcement Program in an effort to protect citizens from animal-related injuries and disease; animals from harm; and property from destruction by animals.
4. Increase by 2% the percentage of licenses sold for altered dogs to reduce the number of unwanted domestic animals.
 - a. Alter 2,500 cats and dogs prior to adoption.
 - b. Redeem 1,000 vouchers verifying that cats and dogs adopted and claimed from County shelters have been altered.
 - c. Assist 1,827 low-income individuals with the cost of having their cats and dogs altered.
 - d. Print and distribute to the public over 300,000 public information brochures, pamphlets, and videos on responsible pet ownership and the benefits of altering pets.

Department of Animal Control

No ORG Chart is available due to the pending reorganization of the Department.

PROGRAM: Animal Health & Regulation

DEPARTMENT: ANIMAL CONTROL

PROGRAM #: 31523

ORGANIZATION #: 4300

MANAGER: Hector Cazares, Director

REFERENCE: 1997-98 Proposed Budget - Pg. 30-3

AUTHORITY: Section 597f of the California Penal Code mandates that local agencies are responsible for the humane care of all animals found without owners. The San Diego County Code of Regulatory Ordinances, Chapter 6, provides for the operation of County Animal Shelters; licensing of dogs and kennels; rabies control; enforcement of a variety of sections to protect the public and animal population; and for spay/neuter and adoption programs. The Department of Animal Control is also responsible for enforcement of sections of the following State of California Codes: Administrative, Business & Professions; Civil; Corporations; Food & Agriculture; Education; Fish & Game; Government; Health & Safety; Penal; Public Utilities; and Vehicle. The department is responsible for enforcement of four titles and associate subsections of United States Government Codes, including U.S. Agriculture codes.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	5,224,023	5,314,849	5,021,687	5,558,991	5,216,669	(6.2)
Services & Supplies	616,087	681,942	723,229	569,252	916,425	61.0
Fixed Assets	355,650	62,556	0	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	330,000	0	(100.0)
TOTAL DIRECT COST	\$6,195,760	\$6,059,347	\$5,744,916	\$6,458,243	\$6,133,094	(5.0)
PROGRAM REVENUE	(4,667,826)	(4,782,935)	(4,760,007)	(5,352,668)	(5,281,432)	(1.3)
NET GENERAL FUND CONTRIBUTION	\$1,527,934	\$1,276,412	\$984,909	\$1,105,575	\$851,662	(23.0)
STAFF YEARS	146.21	145.63	128.59	144.00	141.00	(2.1)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Components of an anticipated \$652,661 revenue shortfall (\$60,000 of revenue is included in the 1996-97 budget of the Public Education Spay/Neuter program (#31524) which is being merged into this program) include underrealized dog license sales of \$472,981, \$120,996 in over-budgeted contract revenue, and \$49,883 less in fees for adoptions and home quarantines. The shortfall is partially offset by an estimated \$541,405 in department-wide salary and benefits under-expenditure achieved by not filling vacant positions.

1996-97 estimated actual services and supplies expenditures exceed budget by \$153,977, however, services and supplies expenditures include \$229,693 in appropriations which are not included in the adopted budgeted amount for FY 1996-97. When this adjustment is made services and supplies expenditures are underbudget by \$75,716 -- a savings achieved by careful management of these costs to further offset the revenue shortfall. A description of the \$229,693 follows:

- \$56,000 services & supplies budgeted in the Public Education Spay/Neuter program which is being merged into this program;
- \$165,298 services & supplies transferred mid-year from Fleet Services for Fleet Maintenance and Replacement; and,
- \$8,395 services & supplies for prior year expenditures.

The FY 1996-97 \$330,000 appropriation for patrol vehicles was transferred to Fleet Management at the beginning of the fiscal year in anticipation of purchasing the vehicles. \$105,281 was frozen mid-year and never spent in anticipation of the revenue shortfall. The remaining \$224,719 in appropriations was to be reappropriated for FY 1997-98 in the Fleet Management program to proceed with the replacement of Animal Control patrol vehicles.

ACHIEVEMENT OF 1996-97 OBJECTIVES

The Department met or exceeded the 1996-97 objectives by:

- Providing for the health and welfare of 30,932 animals (3.1% above the goal of 30,000).
- Adopting 6,917 pets to new owners (15.3% above the goal of 6,000).
- Saving an estimated \$108,205 utilizing volunteer workers.

Primarily due to staffing shortages required by revenue shortfalls, the Department fell short of the 1996-97 objectives by:

- Licensing 91,035 dogs (95.8% of the goal of 95,000).
- Reuniting 3,905 pets with their owners (97.6% of the goal of 4,000).
- Responding to citizen's requests for service within guidelines 66% of the time (below the goal of 80%).

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. ADMINISTRATION, DATA PROCESSING, VOLUNTEER SERVICES, AND CONTRACT SUPERVISION [SY = (pending reorganization of the department); E = \$736,584; R = \$306,125] including support personnel:
 - o Mandated/Discretionary service level.
 - o Furnish department-wide budgeting, accounting, personnel, training, payroll, supply, inventory, workers compensation, liability services, and EDP interface.
 - o Provide public education and information.
 - o Manage fixed assets, minor equipment, 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 contract city.
 - o Collect on bad checks and delinquent fees.
2. ENFORCEMENT [SY = (pending reorganization of the department); E = \$2,061,162; R = \$1,105,107] 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 Provide license canvassing.
 - 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 [SY = (pending reorganization of the department); E = \$2,394,472; R = \$1,271,656] 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.
 - o Manage Enforcement and Medical Services subprograms.
4. MEDICAL SERVICES [SY = (pending reorganization of the department); E = \$301,029; R = \$159,871] 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.
5. LICENSING [SY = (pending reorganization of the department); E = \$639,847; R = \$2,438,673] including support personnel:
- o Mandated/Discretionary service level.
 - o Generate and process \$2.4 million in dog license revenue.
 - o Maintain dog license records.
 - o Staff and schedule rabies clinics.
 - o Enforce all animal licensing laws.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
FEES:				
Animal Licenses	\$2,252,708	\$2,725,689	\$2,438,674	(287,015)
Kennel Licenses	11,590	10,600	11,215	615
Animal Control Fines	3,188	5,000	3,539	(1,461)
Animal Shelter Fees	178,200	174,305	175,332	1,027
Rabies Vaccination	21,241	32,000	26,136	(5,864)
Veterinarian Fees	157,708	150,000	120,860	(29,140)
Humane Services - Animal Spay Clinic	54,900	0	61,029	61,029
Board Fee	57,657	63,000	63,910	910
Jury of Witness Fee	150	0	0	0
Return Check Fee	47	0	238	238
Sub-Total	\$2,737,389	\$3,160,594	\$2,900,933	\$(259,661)
CONTRACTS:				
City Contracts	1,910,078	2,031,074	2,260,649	229,575
Other Misc. Government	14,161	8,000	14,005	6,005
Sub-Total	\$1,924,239	\$2,039,074	\$2,274,654	\$235,580
OTHER MISC./TAXABLE:				
Other Misc.	\$93,806	\$143,689	\$100,681	(43,008)
Taxable	4,319	9,311	4,803	(4,508)
Recovered Expenditures	254	0	361	361
Sub-Total	\$98,379	\$153,000	\$105,845	\$(47,155)
Total	\$4,760,007	\$5,352,668	\$5,281,432	\$(71,236)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$984,909	\$1,105,575	\$851,662	(253,913)
Total	\$984,909	\$1,105,575	\$851,662	\$(253,913)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues consist of fees, fines, licenses, city contracts, and donations.

Changes to budgeted revenue include: transfer of Humane Services - Animal Spay Clinic from the Public Education Spay/Neuter program (#31524) which is merged into this program; increase in City Contracts from the more equitable sharing of costs; and, adjustment of other revenues to reflect recent actual receipts.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
RABIES CONTROL/DOG LICENSING					
% OF RESOURCES: 10.4%					
<u>OUTCOME (Planned Result)</u>					
Protect the public from rabies by limiting the incidence of rabies in domestic animals:					
• Citizens protected*			1,942,114		1,965,056
• Incidents of rabies in domestic animals*			0		<2
# Rabies-free human/domestic animals**	2,675,000	2,804,427	2,832,225	3,037,746	N/A
<u>EFFECTIVENESS (Input/Outcome)</u>					
License Program Cost per Citizen Protected*			\$0.45		\$0.33
Rabies/License Program Cost**	\$0.16	\$0.32	\$0.31	\$0.38	N/A
<u>OUTPUT (Service or Product)</u>					
Dog Licenses sold - Requires proof of current rabies vaccination*			91,053		79,711
Total # of dog licensed**	138,832	146,798	140,000	140,000	N/A
<u>EFFICIENCY (Input/Output)</u>					
Cost per License sold*			\$9.65		\$8.02
Cost per animal licensed**	\$3.27	\$6.07	\$6.20	\$8.19	N/A

* As part of the first phase of the Zero-Based Budget review, Performance Measures that more accurately reflect the mission of the department have been developed.

** Previous measures are obsolete and will not be continued.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY B: SHELTER/KENNEL					
% OF RESOURCES: 43.7%					
<u>OUTCOME (Planned Result)</u>					
Comply with Health and Safety Code by providing for care of known neglected, abandoned, lost, sick, and injured animals.	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of compliance	\$1,670,646	\$1,785,196	\$1,645,957	\$1,985,682	\$2,627,705
<u>OUTPUT (Service or Product)</u>					
Feed and shelter animals	31,076	31,986	30,932	30,000	30,000
Provide medical care to all	31,076	31,986	30,932	30,000	30,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per animal for shelter	\$48.50	\$50.25	\$46.82	\$56.04	\$79.82
Cost per animal for medical care	\$5.26	\$5.56	\$6.29	\$10.15	\$7.77

**ACTIVITY C:
ENFORCEMENT PROGRAM****% OF RESOURCES: 34.0%**OUTCOME (Planned Result)

Percentage of officer responses within response guidelines	86%	78%	66%*	80%	85%
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EFFECTIVENESS (Input/Outcome)

Patrol Program Cost	\$3,123,989	\$1,757,844	\$1,525,256	\$2,338,813**	\$2,096,844
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OUTPUT (Service or Product)

Patrol officer contacts	35,447	35,452	31,521	38,000	40,000
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EFFICIENCY (Input/Output)

Cost per contact	\$88.13	\$49.58	\$48.39	\$61.55**	\$52.42
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* The requirement to maintain extensive staff vacancies to generate salary savings to off-set anticipated revenue short-falls severely impacted the Department's ability to provide timely and complete services in the Enforcement program in FY 96/97.

** Includes funding for new patrol vehicles.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY D:					
SPAY/NEUTER PROGRAM: IN-HOUSE; VOUCHERS; LOW-COST ASSISTANCE					
% OF RESOURCES: 1.7%					
<u>OUTCOME (Planned Result)</u>					
Increase the percentage of licenses sold for altered dogs	3%	3%	2%	2%	2%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Spay/Neuter Program	\$28,500*	\$54,365*	\$93,727	\$35,000*	\$103,974
<u>OUTPUT (Service or Product)</u>					
Alter animals prior to adoption	1,136	1,906	2,492	2,050	2,500
Redeem vouchers verifying that animals adopted and claimed from County shelters have been altered			1,073		1,000
Assist low-income individuals with the cost of altering pets			1,867		1,827
<u>EFFICIENCY (Input/Output)</u>					
Cost per animal altered prior to adoption	\$25.08	\$28.52	\$22.78	\$17.07	\$27.12
Value per voucher redeemed**			\$18.00		\$18.00
Cost per low-income pet altered			\$19.80		\$19.80

* Include only cost of In-House Spay/Neuter program.

** Individuals adopting animals must pay a spay/neuter voucher deposit. If they return the voucher with proof that the animal has been altered, the deposit is refunded. No direct cost is reflected in department expenditures.

ACTIVITY E:
VOLUNTEER SERVICES

% OF RESOURCES: 0.0%

OUTCOME (Planned Result)

Dollars saved using volunteers	\$105,056	\$74,952	\$108,205	\$108,205	N/A
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EFFECTIVENESS (Input/Outcome)

Cost per dollar saved	\$0.36	\$0.64	\$0.36	\$0.36	N/A
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OUTPUT (Service or Product)

Number of volunteer hours	6,700	4,641	6,700	6,700	N/A
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EFFICIENCY (Input/Output)

Cost per volunteer hour	\$5.58	\$10.27	\$5.76	\$5.76	N/A
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As part of the Zero-Based Budget review, Performance Measures that more accurately reflect the mission of the department have been developed. Use of volunteers is a means toward reaching desirable outcomes, but not an outcome in and of itself. Therefore, Activity E is being eliminated as a Performance Measure effective with the 1997-98 Budget, and is included here only to reflect earlier Budget years.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2112	Director of Animal Control	1	1.00			\$91,144	P
2216	Asst. Dir. of Animal Control	1	1.00			72,664	E
2302	Admin. Assistant III	1	1.00			47,558	N
2303	Admin. Assistant II	2	1.00			39,267	D
2369	Admin. Services Manager II	1	1.00			56,397	I
2403	Accounting Technician	2	2.00			52,145	N
2493	Intermediate Acct. Clerk	8	8.00			167,598	G
2494	Payroll Clerk	1	1.00			19,998	
2510	Senior Account Clerk	2	2.00			43,714	R
2511	Senior Payroll Clerk	1	1.00			25,815	E
2700	Intermediate Clerk	6	6.00			120,311	O
2730	Senior Clerk	3	3.00			70,793	G
2745	Supervising Clerk	1	1.00			28,611	A
2758	Admin. Secretary III	1	1.00			31,703	N
2778	Animal Control Dispatcher	8	8.00			173,123	I
2779	Sr. Animal Control Dispatcher	1	1.00			24,569	Z
3120	Dept. Computer Specialist	1	1.00			43,109	A
4225	Veterinarian	2	1.00			58,295	T
4226	Chief Veterinarian	1	1.00			43,087	I
5699	Animal Control Dist. Manager	4	4.00			160,470	O
5703	Animal Control Officer II	42	42.00			1,135,517	N
5704	Animal Control Officer I	32	32.00			726,104	
5705	Animal Control Officer III	11	11.00			336,748	
5708	Chief, Animal Control Oper.	1	1.00			50,633	
5709	Animal Control Officer IV	8	8.00			283,524	
5710	Veterinary Assistant	4	3.00			90,230	
5712	Animal Control License Manager	1	1.00			41,732	
9999	Extra-Help	76	0.00			60,174	
Total		223	144.00	223	141.00	\$4,095,033	0
Salary Adjustments:						22,985	
Premium/Overtime Pay:						157,550	
Employee Benefits:						1,522,473	
Salary Savings:						(216,533)	
VTO Reductions:						(22,517)	
Total Adjustments						\$1,463,958	0
Program Totals		223	144.00	223	141.00	\$5,558,991	\$5,216,669

Note: The Department of Animal Control is one of four departments chosen for a Zero-Based Budget review. As a result of this review, the department is in the process of being reorganized to increase the focus on direct services and reduce department overheads. This review was not complete at the time of adoption of the 1997-98 Budget.

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	0	0	0	4,101	0	(100.0)
Services & Supplies	39,136	45,907	0	56,000	0	(100.0)
TOTAL DIRECT COST	\$39,136	\$45,907	\$0	\$60,101	\$0	(100.0)
PROGRAM REVENUE	(110,075)	(61,029)	(0)	(60,000)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$(70,939)	\$(15,122)	\$0	\$101	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

This program is merged into the Animal Health & Regulation program (#31523).

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

This program is merged into the Animal Health & Regulation program (#31523). 1996-97 Estimated Actual expenditures and revenues are included in that program's amounts.

ACHIEVEMENT OF 1996-97 OBJECTIVES

This program is merged into the Animal Health & Regulation program (#31523).

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

None. This program is merged into the Animal Health & Regulation program (#31523).

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

None. This program is merged into the Animal Health & Regulation program (#31523).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
FEES:				
Humane Services - Animal Spay Clinic	0	60,000	0	(60,000)
Sub-Total	\$0	\$60,000	\$0	\$(60,000)
Total	\$0	\$60,000	\$0	\$(60,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$0	\$101	\$0	(101)
Sub-Total	\$0	\$101	\$0	\$(101)
Total	\$0	\$101	\$0	\$(101)

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is merged into the Animal Health & Regulation program (#31523). 1996-97 Estimated Actual revenues are included in that program's amounts.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
9999	Extra Help	0	0.00	0	0.00	\$3,716	\$0
Total		0	0.00	0	0.00	\$3,716	\$0
Salary Adjustments:						0	0
Employee Benefits:						385	0
Salary Savings:						(0)	(0)
VTO Reductions:						0	0
Total Adjustments						\$385	\$0
Program Totals		0	0.00	0	0.00	\$4,101	\$0

This program is merged into the Animal Health & Regulation program (#31523).

CAPITAL

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Capital Outlay Fund	\$26,500,334	\$37,425,625	\$51,939,118	\$17,667,791	\$20,680,278	3,012,487	17.1
County Health Complex	4,440,455	2,376,089	2,543,198	2,550,621	2,466,063	(84,558)	(3.3)
Criminal Justice Facilities	47,215,174	65,017,738	57,878,809	18,462,038	18,667,013	204,975	1.1
TOTAL DIRECT COST	\$78,155,963	\$104,819,452	\$112,361,125	\$38,680,450	\$41,813,354	\$3,132,904	8.1
PROGRAM REVENUE	(51,551,438)	(78,185,001)	(102,763,581)	(11,015,646)	(12,113,843)	(1,098,197)	10.0
FUND BALANCE	221,409	316,527	(937,984)	0	(172,033)	(172,033)	(100.0)
NET GENERAL FUND COST	\$26,825,934	\$26,950,978	\$8,659,560	\$27,664,804	\$29,527,478	\$1,862,674	6.7
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

NOTE: The Capital Improvements Budget consists of the three programs shown above. The Capital Outlay Fund is a special fund which includes lease-purchases, land acquisition, and capital projects. The County Health Complex Program is a special fund which pays debt services on the Rosecrans Health Complex. The Criminal Justice Facilities Program is a special fund which includes all capital projects for jails and courts, and other criminal justice facilities. The Contributions to Capital Program shows the amount which the General Fund must provide to these special funds to supplement program revenue budgeted for capital projects.

The Net General Fund Cost is the amount budgeted in Contributions to Capital, org. 5350.

MISSION

To fund Capital Projects and capital debt service as approved by the Board of Supervisors; to track and account for expenditures and revenues associated with projects and debt service for each fiscal year and for the life of the project.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

Given the unique nature of this program, traditional outcome/output measures do not apply. Instead, the Adopted Budget now includes the following information on capital projects:

1. To account for and report on open and continuing capital project activity including: amount of remaining appropriations; amount of remaining General Fund contribution; total project expenditures since FY89/90, 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 since FY89/90 and the cost per square foot for construction, where appropriate.

CAPITAL IMPROVEMENTS PLAN (CIP)

A 1997-98 Capital Improvements Plan (CIP) is now available. Please see the CIP for information on Open and Closed Capital Projects.

The 1997-98 Adopted Capital Budget Funds the following:

New Capital Projects \$569,310

Debt Payments totaling \$40,931,145

Major Maintenance Projects from COF Fund Balance \$21,753

Master Planning Studies for the South Bay Regional Center and CAC from the COF Fund Balance \$90,000

PROGRAM: Capital Outlay Fund

DEPARTMENT: CAPITAL

PROGRAM #: 86200
MANAGER: Pamela Sanford

ORGANIZATION #: 5490
REFERENCE: 1997-98 Proposed Budget - Pg. 31-3

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Lease/Purchase	\$14,172,522	\$15,781,704	\$17,545,821	\$17,555,737	\$20,427,889	16.4
Land Acquisition	1,013,470	1,128,475	3,440,445	0	0	0.0
Capital Projects	11,314,342	10,253,256	52,696,869	112,234	230,636	105.5
Equipment Acquisition	0	10,262,190	20,019,269	0	0	0.0
Expenditure Trans/Reimb.	0	0	(42,253,286)	0	0	0.0
Operating Transfers	0	0	490,000	0	21,753	0.0
TOTAL DIRECT COST	\$26,500,334	\$37,425,625	\$51,939,118	\$17,667,971	\$20,680,278	17.0
PROGRAM REVENUE	(12,672,090)	(22,004,225)	(44,898,164)	(2,671,798)	(3,696,354)	38.3
FUND BALANCE	112,478	193,974	(937,984)	(0)	(21,753)	0.0
NET GENERAL FUND CONTRIBUTION	\$13,940,722	\$15,615,374	\$6,102,970	\$14,996,173	\$16,962,171	13.1
STAFF YEARS	0.00	0.00	0.00	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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Numerous changes occurred due to the defeasance of the North County Trash Plant. General Fund monies were exchanged for bond reserve funds which were made available by the County securing Bond Insurance through AMBAC. The equipment acquisition expense is due to the Regional Communications System 800 Mhz project. Land acquisition expenses are related to a number of park projects, including Julian Jesse Martin Park, Spooners Mesa Goat Canyon park and Tijuana River Valley budgeted in prior years. The sizable contribution from the Capital Outlay Fund Balance may be subject to additional accounting adjustments prior to the closing of the accounting books which are expected to change this figure.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see the Capital Program Summary page for information on objectives.

1997-98 CAPITAL PROJECTS

The \$21,753 in Operating Transfers funds two Major Maintenance Projects; a security system at the North County Animal Shelter and Emergency backup power at the Registrar of Voters.

New Capital Projects

KK8920	Security At Calif. Childrens Svcs	\$29,490	General Fund
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Capital Debt Payments

Project #	Description	Funding Source	Amount
Lease-Purchase			
PP0047	So. County Regional Center	Gen Fund	\$3,528,979
PP0052	East County Regional Center	Gen Fund	\$4,692,430
PP0085	Vista Regional Center	Gen Fund	2,851,695
PP4379	MTS Towers	Gen Fund	2,181,064
PP0396	Topaz Bldg (AAA/Vector)	Gen Fund	429,849
PP0263	Children's Center	CAPF	1,646,488
PP0391	Star Builders Bldg Restor	Gen Fund	113,854
New	800 Mhz RCS-Motorola Contract	CSA 135	1,909,000
New	800 Mhz RCS-Motorola Contract	Gen Fund	3,074,530

Pending Capital Projects

A new Capital Improvements Plan (CIP) is now available. Please refer to the Capital Improvements Plan for information on Capital Projects that are pending or planning for the next five years.

Notes:

The CSA 135 revenue listed above is accumulated receipts from prior years. Due to the passage of Prop. 218 on the November, 1996 ballot, future revenue from CSA 135 is in question.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
Sales & Use Tax (TDA 9061)	\$934,388	\$0	0	0
Road Fund (9802)	7,975	0	0	0
Parkland Dedication (PLDO 9811)	1,026,231	0	0	0
Op. Tsfr From Other/Sp Dist. (9812)	211,741	0	40,866	40,866
Op. Tsfr from Library Fund (9813)	24,790	0	0	0
Aid From Other Gov't Agent (9746)	59,892	0	0	0
Sales/Use Tax - Criminal Justice (9063)	157,304	0	0	0
Aid From Other Cities (9742)	(17,100)	0	0	0
Aid From JPA (9743)	3,467	0	0	0
Agriculture Gas Tax (9424)	16,238	0	0	0
State Construction Other (9446)	1,901,606	0	0	0
State Aid - Recreation (9444)	905,635	0	0	0
Charges in Other/Spec. Dists. (9792)	0	997,439	1,909,000	911,561
AB-189 Criminal Justice Facilities (9176)	0	11,590	0	(11,590)
Interest (9190)	59,532	0	0	0
Donations from Private Party (9957)	40,330	1,644,769	1,746,488	101,719
Fed Aid - HUD (9683)	471,950	0	0	0
Other - Misc Revenues (9990)	26,240	0	0	0
Other Miscellaneous (9995)	996,389	0	0	0
Other Sales Taxable (9996)	6,768	0	0	0
SANCAL Reimbursement (9949)	13,077,341	0	0	0
SANCAL Reserve Proceeds (9952)	11,797,506	0	0	0
Sale of Fixed Assets (9993)	(31,530)	0	0	0
Micrographics Fees (Recorder) (9864)	173,035	0	0	0
Proceeds Long Term Debt (9964)	13,048,436	0	0	0
COF Fund Balance (8998)	0	18,000	21,753	3,753
General Fund Contribution (COF 9801)	6,102,970	14,996,173	16,962,171	1,965,998
Sub-Total	\$51,001,134	\$17,667,971	\$20,680,278	\$3,012,307
Total	\$51,001,134	\$17,667,971	\$20,680,278	\$3,012,307

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$6,102,970	\$14,996,173	\$16,962,171	\$1,965,998
Total	\$6,102,970	\$14,996,173	\$16,962,171	\$1,965,998

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues are "booked" in Capital ONLY after the expenditure occurs. Generally, FY96-97 actuals DO NOT relate to the budgeted revenues for FY96-97. 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 1993-94 a project is budgeted at \$1,000,000 in both expenditures and revenues. During FY93-94 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, FY94-95, construction begins and during the year \$350,000 in payments are made and construction is completed in FY95-96 for the remaining \$600,000. 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
MANAGER: Pamela Sanford

ORGANIZATION #: 5491
REFERENCE: 1997-98 Proposed Budget - Pg. 31-6

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37; F-20; F-37; Administrative Code section 398.5.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Lease/Purchase - Structures	\$4,440,455	\$2,376,089	\$2,543,198	\$2,550,621	\$2,360,643	(7.4)
Fixed Assets - Structures	0	0	0	0	105,420	0.0
Operating Transfers	0	0		0	0	0.0
TOTAL DIRECT COST	\$4,440,455	\$2,376,089	\$2,543,198	\$2,550,621	\$2,466,063	(3.3)
PROGRAM REVENUE	(5,397)	(4,441)	(2,547,479)	(0)	(0)	0.0
FUND BALANCE	5,397	6,105	4,358	0	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$4,440,455	\$2,377,753	\$77	\$2,550,621	\$2,466,063	(3.3)
STAFF YEARS	0.00	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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The General Fund contribution is \$2,550,544 below budget due to the defeasance of the North County Trash Plant. Bond reserve proceeds were used to make the debt payment. Lease/purchase costs ended the year \$7,423 below budget due to available residuals that discounted the debt payment. The \$4,358 contribution to the Fund Balance is interest earnings from the Health Services Complex bond reserves and, as indicated, is currently retained in the COF as fund balance.

1997-98 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.

1997-98 CAPITAL PROJECTS

New Capital Projects

KK8910 Rosecrans Health Complex Security \$105,420 Gen Fund

Capital Debt Payments

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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
Interest	\$4,281	\$0	\$0	\$0
Transfer from General Fund	77	2,550,621	2,466,063	(84,558)
Sancal Reserve Proceeds (9952)	2,543,121	0	0	0
Sub-Total	\$2,547,479	\$2,550,621	\$2,466,063	\$(84,558)
Total	\$2,547,479	\$2,550,621	\$2,466,063	\$(84,558)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$77	\$2,550,621	\$2,466,063	\$(84,558)
Sub-Total	\$77	\$2,550,621	\$2,466,063	\$(84,558)
Total	\$77	\$2,550,621	\$2,466,063	\$(84,558)

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: 1997-98 Proposed Budget - Pg. 31-8

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37, F-20, and F-37; Administrative Code Section 398.5.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Lease/Purchase	\$10,261,744	\$12,277,643	\$18,392,038	\$18,392,038	\$18,142,613	(1.4)
Land Acquisition	31,665	12,590	122,515	0	0	0.0
Capital Projects	36,921,765	51,773,220	39,361,128	70,000	434,400	520.6
Equipment Acquisition	0	954,285	3,128	0	0	0.0
Operating Transfer	0	0	0	0	90,000	0.0
TOTAL DIRECT COST	\$47,215,174	\$65,017,738	\$57,878,809	\$18,462,038	\$18,667,013	1.1
PROGRAM REVENUE	(38,850,926)	(56,176,335)	(55,317,938)	(8,343,848)	(8,417,489)	0.9
FUND BALANCE	103,534	116,448	144,487	0	(90,000)	0.0
NET GENERAL FUND CONTRIBUTION	\$8,467,782	\$8,957,851	\$2,705,358	\$10,118,190	\$10,159,524	0.4
STAFF YEARS	0.00	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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Lease/purchase payments finished the year exactly on budget. The General Fund Contribution is \$7,412,832 below budget due to the defeasance of the North County Trash Plant. Bond reserves proceeds paid a majority portion of the scheduled debt payments that would otherwise have been paid by the General Fund. The land expenditures are associated with East Mesa and the Firearms Training Facility. Capital project expenditures exceed the budgeted amount due to expenditures associated with projects approved in prior years. Significant project expenditures occurred for the San Diego Central Jail (\$23.6 million), the NCRC Court Expansion (\$.9 million) and the Hall of Justice (\$1.2 million).

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see the Capital Summary page for information on objectives.

1997-98 CAPITAL PROJECTS

Operating Transfer

The \$90,000 operating transfer, accumulated interest earnings from the COF, provides funding to the General Services budget to pay for the South Bay Regional Center and CAC Master Plan Studies.

New Capital Projects

KK8901	Descanso Detention Dorm 9 Reconst.	\$66,500	Penalty Assessment
KK8902	East Mesa Detention CCTV	\$163,200	Penalty Assessment
KK8903	Camp Barrett Security Lighting	\$106,800	Penalty Assessment
KK8904	Law Library Ethernet System	\$97,900	Pen. Asses. Interest Earnings

Capital Debt Payments

Project #	Description	Funding Source	Amount
PP4356	East Mesa	Gen Fund	\$5,051,958
PP4356	East Mesa	Pen.Asses	\$2,103,546
PPMuni	SD Muni Ct. Civil Bldg	Pen.Asses	700,532
PP4338	Burnham Bldg.	Pen.Asses	712,966
PP0340	Juvenile Hall	Pen.Asses	1,129,919
PP0474	Ridgehaven (Sheriff)	Gen Fund	479,306
PP0090	Clairemont Crime Lab	Gen Fund	1,692,013
PP0358	Central Mechanical Plant	Gen Fund	605,404
New	Hall of Justice	Gen Fund	2,079,192
	Hall of Justice	Pen.Asses	1,588,226
	Hall of Justice	DA/IV-D	475,000
	Hall of Justice	Parking	535,800
	Hall of Justice	City of SD	800,000
	Hall of Justice	Food Court	35,000
New	Probation Ohio St L/P	Gen Fund	153,751

Note:

Hall of Justice Total - \$5,513,218

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
AB-189 (County Justice Facility Constr. Fund 9176)	788,505	6,581,848	6,571,689	(10,159)
Aid from Joint Powers Authority (JPA 9743)	1,047,883	0	0	0
State Aid Correctional Facility Const.(9451)	5,810,082	0	0	0
Aid from Redevelopment Agency (9744)	(1,308,225)	70,000	0	(70,000)
Fed Grant - HiDTA (9665)	144,528	0	0	0
Interest (9190)	198,825	0	0	0
Sales Tax - Crim. Jus (Prop.A)(9063)	1,214,375	0	0	0
Other - Misc	15,897	0	0	0
Sale of Fixed Assets (9993)	329	0	0	0
Aid from Other Gov't Agency (9746)	347,017	0	0	0
Op. Tsfr from Asset Forfeiture (9816)	245,898	0	0	0
Op. Tsfr from Inmate Welfare (9818)	149,961	0	0	0
Rents & Concession (9210)	0	450,000	570,800	120,800
Donation from Private Party (9957)	100,000	0	0	0
State Reimbursement IV-D/SEIF (9329)	0	442,000	475,000	33,000
SANCAL Reserve Proceeds (9952)	17,724,517	0	0	0
SANCAL Reimbursements (9949)	28,838,346	0	0	0
Aid from City of SD (9741)	0	800,000	800,000	0
General Fund Contribution	2,705,358	10,118,190	10,159,524	41,334
Sub-Total	\$58,023,296	\$18,462,038	\$18,577,013	\$114,975
Total	\$58,023,296	\$18,462,038	\$18,577,013	\$114,975

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$2,705,358	\$10,118,190	10,159,524	41,334
Sub-Total	\$2,705,358	\$10,118,190	\$10,159,524	\$41,334
Total	\$2,705,358	\$10,118,190	\$10,159,524	\$41,334

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.

The \$1,308,225 negative entry in account 9744 is due to a reversal of revenue postings from prior years associated with the expense for the Sheriff's transition team staff; a project cost.

PROGRAM #: 86300
MANAGER: Pamela SanfordORGANIZATION #: 5350
REFERENCE: 1997-98 Proposed Budget - Pg. 31-10

AUTHORITY: California Government Code # 53730-37; Board of Supervisors Policy B-37, F-37; Administrative Code Section 398.5.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Lease/Purchase	\$0	\$0	\$0	\$0	\$0	0.0
Operating Transfers	26,825,934	26,950,977	12,559,246	27,664,984	29,527,478	6.7
TOTAL DIRECT COST	\$26,825,934	\$26,950,977	\$12,559,246	\$27,664,984	\$29,527,478	6.7
PROGRAM REVENUE	(68,148)	(231,461)	(159,215)	(160,382)	(160,000)	(0.2)
NET GENERAL FUND CONTRIBUTION	\$26,757,786	\$26,719,516	\$12,400,031	\$27,504,602	\$29,367,478	6.8
STAFF YEARS	0.00	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).

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

As part of the defeasance of the North County Trash Plant, \$14,627,122 was transferred out to help provide the General Fund contribution. Certain debt service payments funded through this budget unit were paid using bond reserves that became available by securing AMBAC Bond insurance.

Of the expended appropriations, \$8,808,405 were expensed through the Capital Outlay Fund (\$6,102,970), the Criminal Justice Fund (\$2,705,358) and the Health Complex Fund (\$77) to support the debt service not covered with bond reserve proceeds and numerous capital projects. The remaining \$3,750,841 was used for the Trash Plant defeasance.

Please see the individual Capital Programs for further detail.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

This program serves only as a conduit for funding while actual projects are budgeted in the other Capital units. As Outcome measures for the Capital programs a list of all open projects and projects closed at the end of the last year have been provided in the Adopted Budget. Due to a change in format, this information will now be included as part of the annual Capital Improvements Plan.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
Rents and Concessions	\$0	\$0	\$0	0
Other Miscellaneous (9995)	0	0	0	0
Charges in Solid Waste Ent. Fd. (9790)	159,215	160,382	160,000	(382)
Recovered Expenditures (9989)	0	0	0	0
Sub-Total	\$159,215	\$160,382	\$160,000	\$(382)
Total	\$159,215	\$160,382	\$160,000	\$(382)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$12,400,031	\$27,504,602	\$29,367,478	1,862,876
Sub-Total	\$12,400,031	\$27,504,602	\$29,367,478	\$1,862,876
Total	\$12,400,031	\$27,504,602	\$29,367,478	1,862,876

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 Division of the Department of Public Works for their use of the Ridgehaven building.

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Services & Supplies	0	\$0	0	\$0	0	0.0
Operating Transfers	43,411	48,428	86,103	214,000	214,000	0.0
TOTAL DIRECT COST	\$43,411	\$48,428	\$86,103	\$214,000	\$214,000	0.0
PROGRAM REVENUE	(39,932)	(56,393)	(47,441)	(39,000)	(39,000)	0.0
FUND BALANCE	(3,479)	7,965	(38,662)	(175,000)	(175,000)	0.0
NET GENERAL FUND CONTRIBUTION	\$43,411	\$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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The estimated actuals were less than budgeted amounts due to the need to provide additional pre-engineering and technical studies related to the Specific Plan Amendment. This delayed the submittal of the Plan Amendment to the City of Santee and the subsequent preparation of the Environmental Impact Report.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. The preliminary application for the Santee Town Center Specific Plan Amendment was submitted to the City of Santee in June, 1997. The cost of an environmental consultant for the Specific Plan Amendment will be funded by the County of San Diego but the consulting firm will be selected by the City of Santee.
2. Negotiated staff agreement between the two agencies on details of the "land exchanges" between the City and County. Anticipated Santee City Counsel approval in early summer.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Proceed with pre-development planning activities.
 - a. Complete construction of earthen berm west of Las Colinas.
 - b. Submit Town Center Specific Plan amendment request to the City of Santee and prepare Environmental Impact Report.

1997-98 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:
 Discretionary Activity/Discretionary Service Level

EQUIPMENT ACQUISITION

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Vehicular Equipment	\$4,576,267	\$2,626,260	\$6,063,264	\$5,031,807	\$7,720,415	\$2,688,608	53.4
TOTAL DIRECT COST	\$4,576,267	\$2,626,260	\$6,063,264	\$5,031,807	\$7,720,415	\$2,688,608	53.4
PROGRAM REVENUE	(177,000)	(187,850)	(175,452)	(186,619)	(0)	186,619	(100.0)
NET GENERAL FUND COST	\$4,399,267	\$2,438,410	\$5,887,812	\$4,845,188	\$7,720,415	\$2,875,227	59.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To support Board of Supervisors priorities.

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.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Complete 100% of vehicle and equipment acquisition program.
 - a. Replace 58 Sheriff contract cities law enforcement vehicles and 291 non-contract city vehicles in the FY97-98 Budget.
 - b. Continue to pay existing lease purchase debt service as payments become due.

PROGRAM: Vehicular Equipment

DEPARTMENT: EQUIPMENT ACQUISITION

PROGRAM #: 86404

ORGANIZATION #: 5600

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1997-98 Proposed Budget - Pg. 33-3

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	76,337	1,300,000	0	(100.0)
Vehicle Lease Purchases	954,577	815,287	2,105,492	2,838,807	1,120,183	(60.5)
Fixed Assets	3,621,690	1,810,973	1,750,135	893,000	0	(100.0)
Operating Transfer	0	0	2,131,300	0	6,600,232	100.0
TOTAL DIRECT COST	\$4,576,267	\$2,626,260	\$6,063,264	\$5,031,807	\$7,720,415	53.4
PROGRAM REVENUE	(177,000)	(187,850)	(175,452)	(186,619)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$4,399,267	\$2,438,410	\$5,887,812	\$4,845,188	\$7,720,415	59.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary page.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Lease purchase payments on financed vehicles were \$733,315 less than budget, due to delay in vehicle deliveries. New replacement vehicles authorized for lease purchase during FY96-97 did not require a lease payment before the close of FY96-97, 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 \$857,135 more than budget due to additional vehicles approved midyear for the Sheriff, District Attorney, Probation, Environmental Health and Health departments. Original fixed assets appropriations of \$893,000 were for the outright purchase of Sheriff contract cities replacement vehicles.

Revenue was \$11,167 less than budget due to the buy-out of two (2) High Intensity Drug Trafficking Activity (HIDTA) vehicles coming in at less than originally budgeted.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Completed 100% of vehicle and equipment acquisition program by issuing purchase orders for 143 replacement and 86 new vehicles. Deliveries of some vehicles will be made in 1997-98 due to manufacturers production delays.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the departmental Outcome and Output objectives on the Department Summary page.

1997-98 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 = \$7,720,415; R = \$0] 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 \$2,875,227 in Net General Fund Contributions (net costs) due to:
 - Allocating \$6,600,232 in operating transfers to the Fleet Services ISF for the outright and lease-purchase of new vehicles. Approximately \$500,000 has been appropriated in various departments for FY97-98 depreciation expense.
 - Decreasing \$1,300,000 in services and supplies associated with FY96-97 one-time appropriations to provide start-up costs for the new General Fund ISF.
 - Decreasing \$893,000 in fixed assets appropriations to transfer funding for newly acquired vehicles to the Fleet Services ISF.
 - Decreasing \$1,718,624 and allocating \$1,120,183 for debt service payments on 253 existing non-ISF lease purchase vehicles and miscellaneous equipment financed by G.E. Capital Public Finance, Inc.
 - Decreasing \$150,000 in revenue associated with the transfer of the sale of fixed assets/salvage appropriations to the Fleet Services ISF.
 - Decreasing \$36,619 due to the completion of the one-time buy-out of two Sheriff HIDTA vehicles in FY96-97.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
INTERGOVERNMENTAL REVENUE:				
Federal Grant Revenue (9678)	\$25,452	\$36,619	\$0	\$(36,619)
Sub-Total	\$25,452	\$36,619	\$0	\$(36,619)
OTHER FINANCING SOURCE:				
Sale of Fixed Assets (9993)	150,000	150,000	0	(150,000)
Sub-Total	\$150,000	\$150,000	\$0	\$(150,000)
Total	\$175,452	\$186,619	\$0	\$(186,619)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$5,887,812	\$4,845,188	\$7,720,415	\$2,875,227
Total	\$5,887,812	\$4,845,188	\$7,720,415	\$2,875,227

EXPLANATION/COMMENT ON PROGRAM REVENUES

1996-97 Estimated Actual Revenue consists of (1) \$150,000 from auction sales of older, worn vehicles; and \$25,452 to offset the cost of buying-out two lease-purchase vehicles funded by a HIDTA grant (acct. 9678).

1997-98 Budget Revenue is \$0. Federal Grant Revenue (acct. 9678), \$36,619 was deleted due to the completion of the one-time buy-out of two Sheriff HIDTA vehicles in FY96-97. Sale of Fixed Assets (acct. 9993), \$150,000 was transferred to the newly established Fleet Services Internal Service Fund, as directed by the Board on 10/1/96 (#7).

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: FLEET EQUIPMENT ACQUISITION					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Complete 100% of the vehicle and equipment acquisition program.	87%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct labor cost to administer the vehicle and equipment acquisition program.	\$44,071	\$37,111	\$59,583	\$39,100	¹ \$74,500
<u>OUTPUT (Service or Product)</u>					
Acquire all vehicles and equipment approved by the Board of Supervisors. ²	216	339	229	215	349
<u>EFFICIENCY (Input/Output)</u>					
Cost per unit of vehicles and equipment.	\$204	\$109	\$260	\$383	³ \$207

¹ Additional Staff Year (Budgeted) to support increased vehicle acquisition activity.

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; Includes additional vehicles approved in individual departmental adopted budgets, such as the Sheriff's budget.

³ Cost per unit of vehicles is decreasing in 1997/98 Budget because of more vehicles approved for acquisition.

DEPARTMENT OF GENERAL SERVICES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Architecture	\$1,395,377	\$1,636,795	\$2,155,823	\$2,143,999	\$2,509,741	\$365,742	17.1
Facilities Services	15,464,892	15,202,541	15,944,859	15,375,374	16,770,586	1,395,212	9.1
Fleet Management	8,131,406	8,811,912	9,495,266	9,416,847	6,463,889	(2,952,958)	(31.4)
Printing Services	(185,791)	(164,101)	(247,288)	(166,950)	544,777	711,727	(426.3)
Mail Services	569,180	594,448	761,480	619,912	721,596	101,684	16.4
Real Property	1,582,994	1,692,398	1,741,700	1,802,180	2,936,247	1,134,067	62.9
Records Management	390,896	421,426	360,204	437,795	403,733	(34,062)	(7.8)
Support Services	1,522,115	1,460,192	1,526,436	1,528,342	1,590,962	62,620	4.1
TOTAL DIRECT COST	\$28,871,069	\$29,655,611	\$31,738,480	\$31,157,499	\$31,941,531	\$784,032	2.5
PROGRAM REVENUE	(5,946,156)	(7,712,772)	(7,138,907)	(6,505,207)	(9,044,267)	(2,539,060)	39.0
NET GENERAL FUND COST	\$22,924,913	\$21,942,839	\$24,599,573	\$24,652,292	\$22,897,264	\$(1,755,028)	(7.1)
STAFF YEARS	405.83	425.26	420.85	446.0	447.75	1.75	0.4

MISSION

To support Board of Supervisors priorities. General Services budgeted funds support Parks, Libraries, law enforcement/public protection operations and juvenile probation and courts.

To manage existing capital assets valued at over \$1.2 billion and to participate 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.

To 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.

To maintain the delivery of essential services to client departments and support cost-effective asset management.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Continue with the implementation of the work plan to conduct a Countywide usage audit of 7.2 million square feet of space over a three-year period. Conclude the first phase of the Space Usage Audit.
2. Complete Phase III of field surveys of County facilities and complete the transition plan for removal of architectural barriers to comply with ADA.
3. Negotiate and/or process 90% of revenue lease contracts within project time schedules and budgeted cost.
 - a. Negotiate and/or process 90 revenue leases.
4. 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 90 parcels.
5. 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.
6. 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 1,451 vehicle emission (smog) inspections.
 - b. Perform 316 B.I.T. inspections.

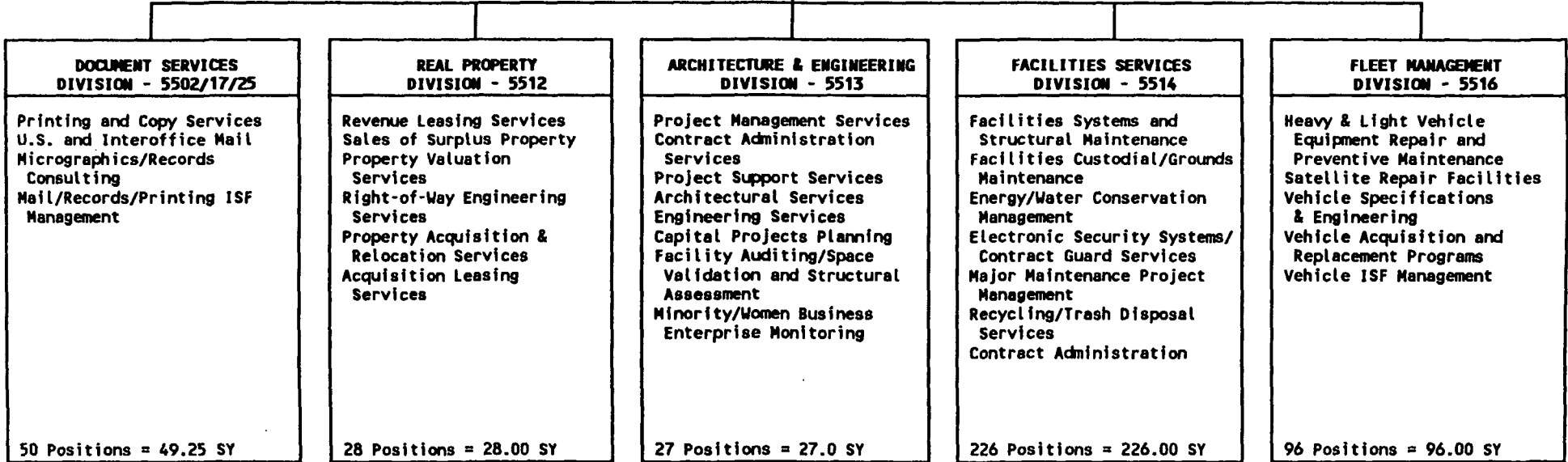
DEPARTMENT OF GENERAL SERVICES

7. Provide a competitive cost for printing and copy service for all County departments.
 - a. Print 36,000,000 forms.
 - b. Copy 5,700,000 documents.
8. Collect and process 14,000,000 pieces of metered U.S. mail annually for 52 County departments.
9. Produce micrographic services in the following areas for client departments.
 - a. Microfilm 3,500,000 documents.
 - b. Produce 45,000 microforms.
 - c. Process 120,000 feet of film.
 - d. Duplicate 90,000 feet of film.

**DEPARTMENT OF GENERAL SERVICES
(HEADQUARTERS LOCATION: COUNTY OPERATIONS CENTER)
1997-98 ADOPTED PROGRAM BUDGET**

**OFFICE OF THE DIRECTOR
- 5501**
4 Positions = 4.00 SY

MANAGEMENT SERVICES - 5501/02
Personnel/Training and Payroll
Affirmative Action
Information Systems Services
Financial Analysis/Fiscal
Control
Budget Planning &
Implementation
Capital Projects Accounting
18 Positions = 17.50 SY



36-3

AUTHORITY: The Architecture and Engineering Program of the Department of General Services provides services as outlined in Administrative Code, Section 398.5 (b). The Program provides specified services including project management, preparation of plans and specifications, inspection and supervision, and maintenance of drawings for the construction and alteration of County buildings.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,381,324	\$1,593,451	\$1,811,412	\$1,976,965	\$1,813,372	(8.3)
Services & Supplies	213,734	244,431	390,547	368,717	695,417	88.6
Fixed Assets	3,725	0	0	0	0	0.0
Other Charges	0	0	0	0	0	0.0
Less Reimbursements	(203,406)	(201,087)	(46,136)	(201,683)	(101,683)	(49.6)
Operating Transfers	0	0	0	0	102,635	100.0
TOTAL DIRECT COST	\$1,395,377	\$1,636,795	\$2,155,823	\$2,143,999	\$2,509,741	17.1
PROGRAM REVENUE	(1,290,201)	(1,336,434)	(1,474,825)	(1,399,208)	(1,647,208)	17.7
NET GENERAL FUND CONTRIBUTION	\$105,176	\$300,361	\$680,998	\$744,791	\$862,533	15.8
STAFF YEARS	25.00	28.00	25.00	30.50	27.00	(11.5)

PROGRAM MISSION

- To support Board of Supervisors' priorities.
- To manage the design and construction of Capital Projects. Approximately 13% of the projects support ADA compliance.
- 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.
- To evaluate space and locational needs and administer the Capital and Space Request process.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Overall FY96-97 Net General Fund Contributions (net costs) were \$63,793 below the adopted budget. Salaries and Benefits decreased by \$165,553, primarily due to the reduction of 1.5 staff years. This reduction was made pursuant to the Board action of July 16, 1996, wherein the Board directed that savings from the action taken be used to develop the Internal Service Fund for Mail Services and Records Management. Also contributing to the decrease in Salaries and Benefits was attrition experienced in the project management and management classifications.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. In FY96-97, 137 County-owned buildings at 43 different sites were audited for space usage. The total square footage audited was 2,421,183 square feet or approximately 52% of the owned facilities.
2. Development of a "Space Change Management" process was begun through coordination with Real Property and Facilities Services Divisions, and the Department of Information Services.
3. Began review and update of the applicable Board and Administrative Manual policies regarding the space management process to incorporate the renewed Capital Improvement and Strategic Planning process.
4. Substantially completed Phase II of field surveys to review architectural barrier removals.

5. Managed the completion of design projects valued at \$6,909,176 and completed construction projects valued at \$38,897,305.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

10. 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. Conclude the first phase of the Space Usage audit.
11. Continue to define and improve space management database application.
12. Complete Phase III of field surveys of County facilities and complete the transition plan for removal of architectural barriers to comply with ADA.
13. Refine the process and systems for development and tracking of the Capital Improvements Plan.
14. Develop and implement project management system to integrate cost and schedule information for improved project control and reporting.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Architecture and Engineering [27.00 SY; E = \$2,509,741; R = \$1,647,208] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing architectural project and contract management for approximately \$210 million in Capital Improvements Projects, including the Central Jail, East Mesa Federal Jail, North County Regional Center Expansion, East County Regional Center Jail Conversion, Regional Communications System, and ADA barrier removal projects.
 - o Providing primary support for the development, review and implementation of the Capital Improvements Plan.
 - o Providing representation for the Capital Projects Review and Planning Committee and the Department of General Services Capital and Space Committee.
 - o Deleting 1.5 SY and transferring \$75,346 to fund balance, pursuant to Board action of July 16, 1996 (27), to provide start-up funding for Mail, Printing, and Records Services Internal Service Fund.
 - o Deleting 1.0 SY and reducing \$66,600 in Salaries and \$3,300 in Services and Supplies to meet FY97-98 Net Cost reduction target.
 - o Transferring 1.0 SY Senior Clerk and \$28,277 to Records Management; adding 1.0 SY Senior Clerk and deleting 1.0 SY Word Processor Operator.
 - o Providing an operating transfer of \$102,635 in combined savings from prior year fund balance in the Real Property and Architecture programs for ISF start-up costs.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
INTERGOV'T REVENUE:				
Fed Aid- Comm. Develop Block Grant (9683)	\$50,000	\$58,000	\$116,000	\$58,000
CHARGES FOR CURRENT SERVICES:				
Capital Outlay Fund (9785)	\$1,046,272	\$1,341,208	\$1,441,208	\$100,000
Aid from other Government Agencies (9746)	6,925	0	0	0
Airport Enterprise Fund (9787)	1,959	0	0	0
Sub-Total	\$1,105,156	\$1,399,208	\$1,557,208	\$158,000
MISCELLANEOUS REVENUES				
Operating Transfer from COF (9805)	\$0	\$0	\$90,000	\$90,000
Other Miscellaneous (9995)	360,018	0	0	0
Work Auth. - Excess Cost (9998)	9,651	0	0	0
Sub-Total	\$369,669	\$0	\$90,000	\$90,000
Total Revenue	\$1,474,825	\$1,399,208	\$1,647,208	\$248,000
EXPENDITURE TRANSFERS AND REIMBURSEMENTS:				
Costs Applied In General Fund (5611)	\$46,136	\$201,683	\$101,683	\$ (100,000)
Prior Year Costs Applied (5700)	0	0	0	0
Costs Applied - Excess Cost (5998)	0	0	0	0
Costs Applied Total	\$46,136	\$201,683	\$101,683	\$ (100,000)
Total Revenue & Cost Applied	\$1,520,961	\$1,600,891	\$1,748,891	\$148,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$680,998	\$744,791	\$862,533	\$117,742
Total	\$680,998	\$744,791	\$862,533	\$117,742

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY96-97 miscellaneous revenues increased by approximately \$360,000 due to one-time revenue earned for the East Mesa Detention Facility, Phase II project.

FY97-98 Costs Applied decreased from the FY96-97 budgeted level due to a reduction in major maintenance projects managed by the division.

FY97-98 Capital Outlay Fund revenue will increase by approximately \$100,000 due to the large dollar value construction projects that will be managed by the division.

FY97-98 Revenue includes a \$90,000 operating transfer from the Capital Outlay Fund for implementation of Master Plan studies at South Bay Regional Center, CAC and COC and COC Annex.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
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ACTIVITY A:
DESIGN, CONSTRUCTION AND PLANNING OF CAPITAL PROJECTS

% OF RESOURCES: 100%

OUTCOME (Planned Result)

- Number of projects managed	N/A	N/A	86	62	60
- Number of contracts managed	N/A	N/A	162	116	120

EFFECTIVENESS (Input/Outcome)

- Number of Contracts per APM	N/A	N/A	16.2	9	10
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OUTPUT (Service or Product)

- Number of completed construction contracts	N/A	N/A	22	24	25
- Number of completed consultant contracts	N/A	N/A	76	14	17

EFFICIENCY (Input/Output)

- Contract value per APM	N/A	N/A	\$4,473,900	\$3,655,052	\$3,800,000
- Administrative costs (in %)	N/A	N/A	3.3%	3.6%	3.5%

COMMENT

New performance measures were identified and developed in FY96-97. Additional performance measures are being developed as part of the division's customer satisfaction program.

The number of completed consultant contracts is high because several existing contracts were closed, and several short-term contracts were entered into to respond promptly to customer requests. This is in response to Board of Supervisor directives as part of the Board Letter of July 16, 1996, to increasingly privatize services.

The contract value per APM was higher than budgeted due to the start of two high value contracts (NCRC and ECRC) during the continuation of the Central Jail project, and due to deletion of two APM positions and staff retirements.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2287	Dep. Dir., Arch./Eng.	1	1.00	1	1.00	\$75,754	\$76,862
2347	Capital Project Coordinator	2	2.00	2	2.00	92,806	116,188
2348	Chief, Capital Facilities Planning	1	1.00	1	1.00	65,306	67,273
2700	Intermediate Clerk Typist	1	.50	0	0.00	10,688	0
2730	Senior Clerk	2	2.00	2	2.00	45,486	46,814
2757	Admin. Secretary II	1	1.00	1	1.00	26,246	27,028
3009	Word Processor Operator	1	1.00	0	0.00	24,455	0
3511	Sr. Construction Inspector	1	1.00	1	1.00	45,797	47,166
3571	Chief, Arch. Plan. & Design	1	1.00	1	1.00	65,306	67,273
3592	Arch. Project Mgr. II	6	6.00	4	4.00	321,468	223,386
3593	Arch. Project Mgr. III	9	9.00	9	9.00	504,708	510,332
3801	Drafting Tech. II	1	1.00	1	1.00	24,393	26,368
3802	Drafting Technician I	1	1.00	1	1.00	24,392	26,368
5912	Facilities Analyst	2	2.00	2	2.00	77,500	91,772
8803	Sr. Facilities Analyst	1	1.00	1	1.00	43,347	55,336
9999	Extra Help	0	0.00	0	0.00	61,391	61,391
Total		31	30.50	27	27.00	\$1,509,043	\$1,443,557
Salary Adjustments:						\$32,046	\$(24,018)
Premium/Overtime Pay:						0	0
Employee Benefits:						485,270	464,325
Salary Savings:						(42,952)	(64,050)
VTO Reductions:						(6,442)	(6,442)
Total Adjustments						\$467,922	\$369,815
Program Totals		31	30.50	27	27.00	\$1,976,965	\$1,813,372

PROGRAM: Facilities Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82103

ORGANIZATION #: 5500

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1997-98 Proposed Budget - Pg. 34-10

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$8,825,694	\$9,224,174	\$9,300,640	\$9,368,490	\$9,937,712	6.1
Services & Supplies	2,324,907	2,245,583	2,187,470	2,043,874	2,309,591	13.0
Privatized Services/Contracts	4,775,576	4,295,092	4,788,313	4,502,918	5,006,675	11.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	112,777	9,034	0	0	32,668	100.0
Vehicle/Comm. Equip.	0	0	0	0	23,848	100.0
Less Reimbursements	(574,062)	(571,342)	(331,564)	(539,908)	(539,908)	0.0
TOTAL DIRECT COST	\$15,464,892	\$15,202,541	\$15,944,859	\$15,375,374	\$16,770,586	9.1
PROGRAM REVENUE	(981,304)	(1,023,996)	(847,949)	(683,438)	(908,438)	32.9
NET GENERAL FUND CONTRIBUTION	\$14,483,588	\$14,178,545	\$15,096,910	\$14,691,936	\$15,862,148	8.0
STAFF YEARS	217.55	219.39	220.00	220.25	226.00	2.6

PROGRAM MISSION

To support Board of Supervisors priorities. Facilities Services budgeted funds support parks, libraries, law enforcement and public protection operations including 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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

FY96-97 Estimated Actual net costs are \$411,176 greater than the FY96-97 Budget, due primarily to increased costs for services and supplies, contracts, and underrealization of Costs Applied.

Salaries and Benefits underspent Budget by \$67,850 due to delays in filling budgeted positions. Services and Supplies were \$143,596 over budget, due to increased requirements for County-wide building maintenance supplies. Privatized service/contracts spending is \$285,395 over budget due to higher costs for security guard services.

Revenues are estimated to overrealize by \$164,511 due to increased services to the Capital Outlay Fund, Library Fund and Solid Waste Enterprise Fund. Costs Applied underrealized by \$208,344 due to increased contracting out of major maintenance projects.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Maintained and operated County occupied facilities in a cost competitive and responsible manner through County and private sector building maintenance resources.
 - a. Achieved 103% of goal to operate and maintain County facilities at \$3.73 per sq. ft. per year. Operating and maintenance costs were \$3.59 per sq. ft. per year.

2. Developed 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. 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. (April 15, 1997 (No. 29).

1997-98 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. Maintain the efficiency and effectiveness of building maintenance activities by achieving operating and maintenance costs at or below \$3.60 per sq. ft. per year.
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. (Capital Improvement Program - CIP).

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Facilities Operations [127.00 SY; E = \$7,370,995; R = \$337,964] 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.
 - o Mandated/Discretionary Service Level
 - o Adding \$400,860 in support for the new San Diego Central Jail, including salaries and benefits for .75 SY Building Maintenance Supervisor and .75 SY Building Maintenance Engineer, services and supplies, contracts, fixed assets and vehicle and \$225,000 in revenue.
 - o Adding \$125,549 in support for essential community based health, social service and probation program services, including salaries and benefits for .50 SY Building Maintenance Engineer.
 - o Adding \$61,890 in salaries and benefits, services and supplies and contracts and .75 SY Building Maintenance Engineer associated with Ohio Street maintenance requirements approved by the Board on April 16, 1996 (#20).
 - o Adding \$91,989 in salaries and benefits, services, supplies and contracts and .75 SY Building Maintenance Engineer associated with operation of building systems for the remodeled East County Regional Center.
 - o Adding \$30,790 in salaries and benefits, services and supplies and contracts and .25 SY Building Maintenance Engineer associated with the Las Colinas expansion.
 - o Increasing \$45,170 for costs associated with APCD Rule 69.2-Gas Fired Boiler Rules.
 - o Increasing \$12,342 for services and supplies and contracts costs associated with opening the Poway Sheriff Substation.
 - o Increasing \$96,827 to correct underfunding of salaries.
 - o Decreasing Standby and Callback overtime requirements by \$15,800 to provide funding to Department. Internal Service Fund for Mail, Records Management and Printing.
2. Facilities Work Control [75.00 SY; E = \$3,786,630; R = \$409,024] 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 \$57,182 to correct underfunding of salaries.
- o Increasing \$85,800 in salaries and benefits for 1.00 SY Painter and 1.00 SY Security Alarm Specialist, to perform maintenance services at the new San Diego Central Jail. Adding 1.0 SY Architectural Project Manager I and deleting 1.0 SY Planner Estimator II.

3. Facilities Support Services [24.00 SY; E = \$5,612,961; R = \$161,450] includes Material Control which operates a warehouse whose inventory supports maintenance and construction crews, Contract Services which administers and manages \$4.7 million of the total \$5.0 million budgeted for contracts. These contracts include custodial, trash, security, elevator maintenance and dead animal pickup contracts throughout the County. Maintenance contracts are managed separately by the Work Control activity. This activity is:

- o Mandated/Discretionary Service Level.
- o Adding 1.0 SY Supervising Clerk position and deleting 1.0 SY Senior Clerk; adding 1.0 SY Facilities Services Contract/Procurement Supervisor and 1.0 SY Facilities Services Contract Specialist I.
- o Deleting 1.0 SY Storekeeper III and 1.0 SY Facilities Services Contract Specialist II; adding 1.0 SY Gardener Supervisor II and deleting 1.0 SY Gardener Supervisor I.
- o Providing \$4,727,695 for privatized services, such as custodial, security guard, trash, elevator and fire extinguisher maintenance, and dead animal pick-up.
- o Increasing \$514,246 in contract costs due to enactment of federal legislation increasing the minimum wage, added recycling service costs, and services to new facilities (custodial, trash and elevator maintenance).
- o Increasing \$68,511 due to increased security guard contract prices.
- o Decreasing funding of contract services by \$45,000 to achieve FY97-98 budget reduction target of \$220,000.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
INTERGOVERNMENTAL REVENUE				
Aid From Redevelopment Agency (9744)	\$0	\$0	\$150,000	\$150,000
Other State Grants (9527)	332	0	0	0
Sub-Total	\$332	\$0	\$150,000	\$150,000
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$262,363	\$307,268	\$307,268	\$0
Air Poll. Contr. Dist. (9783)	10,962	15,000	15,000	0
Capital Outlay Fund (9785)	191,755	79,178	154,178	75,000
Airport Enterprise Fund (9787)	23,388	25,093	25,093	0
Liquid Waste Enterprise Fund (9788)	0	1,499	1,499	0
Solid Waste Enterprise Fund (9790)	40,289	0	0	0
DPW-Sanitation Districts (9792)	22,750	9,000	9,000	0
Library Fund (9793)	298,318	242,400	242,400	0
Sub-Total	\$849,825	\$679,438	\$754,438	\$75,000
OTHER REVENUES:				
Other Serv. to Gov't. (9971)	\$(34,059)	\$0	\$0	\$0
Other Miscellaneous (HCD) (9979)	29,116	0	0	0
Record Expenditures (9989)	4,201	0	0	0
Misc. Revenues Other (9990)	1,816	0	0	0
Misc. Recovery Fees (Recycling) (9995)	(3,723)	4,000	4,000	0
Work Auth. Excess Cost (9998)	(5,265)	0	0	0
Sub-Total	\$(7,914)	\$4,000	\$4,000	\$0
OTHER FINANCING SOURCES				
Operat Transt Spec Dist (9812)	\$5,706	\$0	\$0	0
Sub-Total	\$5,706	\$0	\$0	0
Revenue Total	\$847,949	\$683,438	\$908,438	\$225,000
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Cost Applied (5611)	\$277,253	\$539,908	\$539,908	\$0
PR Cost Applied (5700)	57,212	0	0	0
Cost Applied Excess Cost (5998)	(2,901)	0	0	0
Costs Applied Total	\$331,564	\$539,908	\$539,908	\$0
Total Revenue & Costs Applied	\$1,179,513	\$1,223,346	\$1,448,346	\$225,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$15,096,910	\$14,691,936	\$15,862,148	\$1,170,212
Total	\$15,096,910	\$14,691,936	\$15,862,148	\$1,170,212

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.

Budgeted Revenue for FY97-98 is increasing by \$225,000 - \$150,000 from Poway Redevelopment Agency for the acquisition of furnishings, vehicle, fixtures and equipment at the San Diego Central Jail (Capital Project KK0108); \$75,000 to fund after hours work at the Courthouse (Capital Project KK4901), which is necessary due to asbestos and noise constraints. Budgeted Costs Applied remain unchanged from FY96-97 Budget.

FIXED ASSETS

Category	Total Cost
Portable Man Lift	\$10,600
Forklift Truck	15,850
Air Sample Monitor	6,218
Total	\$32,668

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
3/4 Ton Pick-up	\$23,848
Total	\$23,848

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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%	96%	90%	90%	90%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct labor and supplies costs to maintain and repair County buildings.	\$9,639,810	\$9,277,839	\$10,210,334	\$9,902,771	\$10,458,121
Staff Years allocated to maintain and repair County buildings.	186.76	155.86	186.25	191.25	196.00
<u>OUTPUT (Service or Product)</u>					
Maintain & repair 6.2 million square feet of County buildings.					
· Owned	N/A	5,758,938	5,783,012	5,783,012	6,247,218
· Leased	N/A	403,033	328,268	416,959	261,136
<u>EFFICIENCY (Input/Output)</u>					
Maintenance and repair cost per sq.ft.	\$1.49	\$1.51	1.67	\$1.60	\$1.61
Square feet maintained per S.Y.	34,547	36,949	32,812	32,418	33,205
<u>OUTPUT (Service or Product)</u>					
Receive & complete 80,000 maint. & repair site service requests.	84,900	86,000	80,172	90,000	82,000 ¹
<u>EFFICIENCY (Input/Output)</u>					
Cost per site service request ¹	\$114.73	\$107.88	127.36	\$107.63	\$123.91
Site service requests per site S.Y. ²	782	1,020	929	1,022	901
Average labor hours per site service request.	2.7	2.04	1.98	2.03	2.30

¹ Includes central craft staffing and central craft workload.

² Does not include central craft staffing.

ACTIVITY B:**FACILITIES WORK CONTROL/PLANNING AND ESTIMATING SERVICES****% OF RESOURCES: 23.7%**OUTCOME (Planned Result)

Receive, cost estimate, schedule & complete 70% of service requests for routine maintenance (work orders).	63%	69%	68%	75%	70%
Plan, design, estimate and expend 50% of annual funding in the major maintenance work program.	51%	57%	61%	86%	80%

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct cost of planning, estimating & scheduling County department work order requests for routine facility maintenance support services.	\$178,534	\$146,027	\$170,256	\$173,459	\$139,164
Staff Years for work order processing.	4	3.2	4.0	4.0	3.0
Direct cost of planning, estimating, scheduling and managing major maintenance projects required for the repair or rehabilitation of capital assets.	\$179,030	\$192,922	\$223,689	\$218,672	\$195,982
Staff Years for major maintenance processing.	3.9	3.8	5.0	5.0	4.0
Major maint project funding. (new, carryovers, rebudgets)	\$9,587,663	\$6,759,315	\$5,348,744	\$ 3,196,962	\$4,612,266
<u>OUTPUT (Service or Product)</u>					
Number of routine service requests (work orders) planned, estimated & scheduled.	1,746	2,015	2,171	2,000	2,400
<u>EFFICIENCY (Input/Output)</u>					
Planning & estimating cost per service request (work order).	\$102.25	\$72.46	\$69.21	\$86.73	\$62.24
No. of service requests (work orders) completed/%.	1108/63%	1384/69%	1476/68%	1500/75%	1680/70%
Service requests (work orders) per S.Y.	437	629	543	500	800
<u>OUTPUT (Service or Product)</u>					
Major maint current year expended (Expenditures and Encumbrances).	\$4,891,702	\$3,874,278	\$3,277,850	\$2,928,420	\$4,612,266
Major maintenance remodels current year expended (expenditures and encumbrances).	\$243,303	\$269,329	\$331,072	\$204,404	\$510,000
<u>EFFICIENCY (Input/Output)</u>					
Project cost managed per S.Y.	\$1,313,902	\$1,849,643	\$1,069,749	\$680,273	\$1,153,067
ACTIVITY C:					
FACILITIES SUPPORT SERVICES/CONTRACT SERVICES					
% OF RESOURCES: 33.9%					
<u>OUTCOME (Planned Result)</u>					
Ensure reliable & cost effective building operations and public services through competitively bid contract services.					
Maintain contract mgmt cost below 10% of contract expenditures.	4.6%	4.8%	4.5%	10%	10%
Reduce contract cost for security services through implementation of electronic security systems.	\$619,331	\$435,374	\$418,167	\$316,500	\$351,586 ¹

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
<u>EFFECTIVENESS (Input/Outcome)</u>					
Contract service costs	\$3,651,940	\$4,071,935	\$4,361,853	\$4,329,154	\$4,727,695
Service contract mgmt. S.Y.	4.40	5.01	4.5	5.00	5.00
Service contract management cost.	\$166,586	\$196,924	\$192,651	\$200,344	\$196,904
% administration of contract cost.	4.6%	4.8%	4.4%	4.6%	4.2%
Contract cost per S.Y.	\$727,188	\$812,761	\$969,300	\$865,831	\$945,539
<u>OUTPUT (Service or Product)</u>					
Reduce security services contract hours. ²	84,493	54,646	40,787	34,950	38,191
<u>EFFICIENCY (Input/Output)</u>					
Security cost per hour.	\$7.33	\$7.63	\$9.66	\$9.05	\$11.00
<u>OUTPUT (Service or Product)</u>					
Provide trash services through competitive bids to 4 million square feet of County buildings.	3,772,569	4,072,569	4,387,625	4,072,569	4,411,625
<u>EFFICIENCY (Input/Output)</u>					
Trash cost per sq. ft.	\$0.20	\$0.17	\$0.23	\$0.23	\$0.24
<u>OUTPUT (Service or Product)</u>					
Increase elevator svcs.-no. of cars/stops.	75/340	81/399	84/400	87/458	95/531
<u>EFFICIENCY (Input/Output)</u>					
Monthly elevator cost per car per stop.	\$63.30	\$54.69	\$74.98	\$70.34	\$78.47
<u>OUTPUT (Service or Product)</u>					
Provide custodial svc. to 3.3 million square feet.	3,089,300	3,573,200	3,229,200	3,229,200	3,399,627
<u>EFFICIENCY (Input/Output)</u>					
Custodial cost per sq. ft.	\$0.63	\$0.64	\$0.74	\$0.70	\$0.77
<u>OUTPUT (Service or Product)</u>					
Maintain recycling svcs. at 300 tons ³ of paper recycled & add other recyclables to the program.	716	433.27	720	300	720
<u>EFFICIENCY (Input/Output)</u>					
Recycling svcs. annual revenues. ⁴	\$34,890	\$25,916	\$(3,723)	\$4,000	\$0

¹ Cost increase due to additional guard services at the Hall of Justice.

² Increased security in FY96-97 due to the Republican Convention, firewatches, and Access Control Watch during systems repair/enhancement.

³ The volume of office mix has increased with increased recycling participation per invoiced tonnage.

⁴ The recycling program is not currently revenue generating due to low market values of recycled paper.

COMMENTS

Contract service costs are comprised of fire extinguisher certification services, security services, trash services, recycling services, elevator maintenance services, custodial services, landscaping services and dead animal pick-up services. Maintenance contracts are managed separately by Work Control - Activity B.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2289	Deputy Dir., Fac. Svcs.	1	1.00	1	1.00	\$77,134	\$77,128
0954	Chief, Facilities Planning	0	0.00	1	1.00	0	58,024
0953	Chief, Facilities Operation	1	1.00	1	1.00	59,864	56,898
2369	Administrative Services Mgr. II	1	1.00	1	1.00	56,397	58,094
2302	Administrative Assistant III	1	1.00	1	1.00	47,558	48,991
2413	Analyst III	1	1.00	1	1.00	40,383	40,336
8870	Gen. Svcs. Safety Coordinator	1	1.00	1	1.00	42,337	44,409
2757	Administrative Secretary II	1	1.00	1	1.00	26,246	27,028
2756	Administrative Secretary I	1	1.00	1	1.00	22,290	23,398
2745	Supervising Clerk	0	0.00	1	1.00	0	25,401
2730	Senior Clerk	3	3.00	2	2.00	71,833	50,802
2403	Accounting Technician	1	1.00	1	1.00	23,894	27,952
2700	Intermediate Clerk Typist	8	8.00	8	8.00	163,992	166,467
3643	Assoc. Mechanical Engineer	1	1.00	1	1.00	52,267	53,829
3617	Assistant Electrical Engineer	1	1.00	1	1.00	44,711	46,603
3120	Dept. Computer Specialist III	1	1.00	1	1.00	36,338	37,422
3592	Arch. Proj. Manager II	0	0.00	1	1.00	0	45,383
6010	Planner/Estimator III	3	3.00	3	3.00	112,683	109,975
6011	Planner/Estimator II	4	4.00	3	3.00	129,944	103,749
2655	Storekeeper III	1	1.00	0	0.00	29,533	0
2660	Storekeeper I	1	1.00	1	1.00	23,169	23,853
7516	Delivery Vehicle Driver	1	1.00	1	1.00	19,645	21,979
6015	Facilities Support Manager	1	1.00	0	0.00	48,035	0
7017	Facilities Manager	6	6.00	6	6.00	241,356	248,544
5885	Bldg. Maint. Supv.	9	8.25	9	9.00	290,679	322,128
5884	Bldg. Maintenance Engineer	60	57.00	60	60.00	1,793,448	1,910,267
6200	Bldg. Maint. Eng. Asst. II	31	31.00	31	31.00	889,336	913,338
5963	Senior Carpenter	1	1.00	1	1.00	33,060	34,046
5905	Carpenter	3	3.00	3	3.00	94,674	97,482
5940	Painter	8	8.00	9	9.00	245,910	286,409
7539	Construction & Svcs. Worker III	1	1.00	1	1.00	24,933	25,675
7540	Construction & Svcs. Worker II	3	3.00	3	3.00	62,755	63,759
5925	Electrician/Sec.Alrm. Supervisor	1	1.00	1	1.00	40,360	43,246
5923	Senior Electrician	1	1.00	1	1.00	31,910	37,787
5920	Electrician	8	8.00	8	8.00	276,696	282,768
6210	Electrician Assistant	1	1.00	1	1.00	24,607	30,880
7536	Mason & Const.Svcs.Supv.	1	1.00	1	1.00	41,993	43,246
5933	Senior Mason	1	1.00	1	1.00	38,142	39,293
5930	Mason	3	3.00	3	3.00	101,280	104,868
5955	Plumber/Welder/Air Cond. Supv.	1	1.00	1	1.00	40,360	43,246
5953	Senior Plumber	1	1.00	1	1.00	36,679	37,787
5950	Plumber	7	7.00	7	7.00	244,229	245,684
6230	Plumber Assist.	3	3.00	3	3.00	86,157	92,640
6180	Welder	3	3.00	3	3.00	103,437	106,524
5959	Senior A/C Refrig. Mechanic	1	1.00	1	1.00	36,679	37,787
5960	Air Cond.& Refrig.Mechanic	9	9.00	9	9.00	312,030	318,519
6315	Gardener Supervisor II	0	0.00	1	1.00	0	31,163
6310	Gardener Supervisor I	2	2.00	1	1.00	46,748	26,784
6305	Gardener II	7	7.00	7	7.00	162,050	160,765
6162	Security Coordinator	1	1.00	1	1.00	38,872	40,042
6163	Sr. Security Alarm Specialist	1	1.00	1	1.00	37,727	38,860
6161	Security Alarm Specialist	9	9.00	10	10.00	306,255	347,194
5195	F/S Contract Specialist II	1	1.00	0	0.00	34,935	0
5194	F/S Contract Specialist I	3	3.00	4	4.00	83,817	110,585
7097	Photo ID/Sec. Specialist	1	1.00	1	1.00	18,887	20,930
5919	Building Automation Technician	1	1.00	1	1.00	30,093	32,227
6000	Mechanical Superintendent	1	1.00	1	1.00	40,383	45,880
8801	Fac. Svcs. Cont./Proc. Supv.	0	0.00	1	1.00	0	36,185
9999	Extra Help	0	0.00	0	0.00	147,604	147,604
Total		224	220.25	226	226.00	\$7,166,334	\$7,551,863

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
	Salary Adjustments:					\$(26,205)	\$(29,903)
	Premium/Overtime Pay:					263,617	322,817
	Employee Benefits:					2,323,536	2,443,965
	Salary Savings:					(317,031)	(309,269)
	VTO Reductions:					(41,761)	(41,761)
	Total Adjustments					\$2,202,156	\$2,385,849
	Program Totals	224	220.25	226	226.00	\$9,368,490	\$9,937,712

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,272,619	\$4,050,359	\$3,936,337	\$4,263,946	\$4,112,417	(3.6)
Services & Supplies	4,693,168	4,631,367	5,552,641	5,152,901	2,351,472	(54.4)
Fixed Assets	167,686	130,186	6,408	0	0	0.0
Less Reimbursements	(2,067)	0	(120)	0	0	0.0
TOTAL DIRECT COST	\$8,131,406	\$8,811,912	\$9,495,266	\$9,416,847	\$6,463,889	(31.4)
PROGRAM REVENUE	(2,319,096)	(4,204,370)	(3,685,802)	(3,371,662)	(3,377,804)	0.2
NET GENERAL FUND CONTRIBUTION	\$5,812,310	\$4,607,542	\$5,809,464	\$6,045,185	\$3,086,085	(48.9)
STAFF YEARS	78.40	92.39	91.08	100.00	96.00	(4.0)

PROGRAM MISSION

To support Board of Supervisors priorities.

To manage the County's vehicle fleet by providing repair services, preventive maintenance, inspection, fuel management, and equipment acquisition in a safe, responsive, environmentally-sound and cost-effective manner.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Overall, Fleet Management FY96-97 Net General Fund Contributions (net costs) were \$235,721 under budget. This consists of \$78,419 in additional Direct Costs and a \$314,140 overrealization of Revenue.

Salaries and Benefits were \$327,609 under budget, primarily due to vacancies in the Equipment Mechanic, Equipment Service Technician and Fleet Parts Specialist classes.

Services and Supplies were at \$399,740 over budget due to increased use of contracted vehicle repairs, increased fuel equipment maintenance and garage equipment maintenance costs. \$294,926 of the additional costs were prior year (FY95-96) expenditures.

Vehicle fuel was \$112,604 over budget due to an increase in gasoline prices beginning in March, 1997.

Revenue was \$314,140 above budget due to the realization of unbudgeted revenue from various sources such as the Marshal, Road Fund, Transit Enterprise Fund, Solid Waste Enterprise Fund and non-County entities, i.e., school districts. This revenue, however, is \$374,960 less than the \$689,100 that was appropriated mid-year (10/1/96, #7) to offset costs associated with the establishment of the Fleet Services ISF.

ACHIEVEMENT OF 1996-97 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 1,451 vehicle emission (smog) inspections.
 - b. Performed 316 B.I.T. inspections.
2. Completed 100% of scheduled preventive maintenance services, which reduced unscheduled repairs and thereby provided safe, reliable vehicles for support to County department operations.
 - a. Performed 10,045 preventive maintenance services on vehicles, heavy trucks and construction equipment.

1997-98 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 services which reduce unscheduled repairs, and thereby provides safe, reliable vehicles for support to County department operations.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Fleet/Internal Service Fund (ISF) Management [11.00 SY; E = \$778,636; R = \$429,992] 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; tracking fuel purchases by department and billing customers; underground tank replacement planning; replacement of a fleet management information system (FMIS). This activity is:
 - o Discretionary/Discretionary Service Level.
 - 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 Responsible for implementation and administration of the new Fleet Management Information System (FMIS).
 - o Providing fuel purchase data and billing detail to customer departments.
 - o Increasing \$37,940 associated with annual depreciation expense for 13 ISF vehicles assigned to the Department of General Services.
 - o Decreasing \$101,519 in salaries and benefits due to the establishment of the Fleet Services Internal Service Fund, approved by the Board on 10/1/96 (#7).
 - o Decreasing \$57,192 due to the transfer of elected officials mileage to the Clerk of the Board.
2. Automotive Parts [5.00 SY; E = \$2,044,970; 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 Decreasing 1.00 SY Fleet Parts Specialist III associated with FY97-98 target budget reduction.
3. C.O.C. Central Repair/Preventive Maintenance Facility [24.00 SY; E = \$1,015,383; R = \$248,850] including support personnel, is responsible for performing major repairs, bus safety inspections, maintenance, and overhauls of light, medium, and heavy trucks, buses, industrial equipment, patrol vehicles and passenger vehicles at the County Operations Center in Kearny Mesa. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Decreasing \$292,900 in auto parts associated with the buy-out and transfer of parts to the Fleet Services Internal Service Fund.
 - o Deleting \$82,000 in car wash appropriations associated with FY97-98 target budget reduction.
4. Road Fund-owned Repair/Preventive Maintenance Facilities [33.00 SY; E = \$1,573,933; R = \$1,831,040] 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. 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, and preventive maintenance inspections of over 900 vehicles, including patrol units assigned by district to six satellite garages at Vista, Encinitas, downtown San Diego, Chula Vista, Santee and Descanso. Also performs on-site lubrication and maintenance of sedans, trucks and buses assigned to outlying Probation and Sheriff camps. This activity is:
- o Mandated/Discretionary Service Level.
 - o Allocating \$41,261 for rental payments at the Santee Operations Center and Descanso repair facility.
6. Vehicle Fuel [1.00 SY; E = \$92,227; 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 23 General Services and Public Works refueling sites located throughout the County. Support personnel provides repair of fuel dispensers and control terminals, monitors bulk fuel purchases and vendor repairs of refueling equipment, and ensures compliance with Environmental Protection Agency and Air Pollution Control District regulations. This activity is:
- o Mandated/Discretionary Service Level.
 - o Decreasing \$2,538,509 in fuel appropriations due to the distribution of fuel costs to user departments.
 - o Allocating \$162,887 in fuel appropriations associated with General Services fuel costs to be paid to the Fleet Services Internal Service Fund.

PROGRAM REVENUE BY SOURCE	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
TAXES:				
Marshal Writ Disbursement (9195)	\$48,331	\$0	\$0	\$0
Sub-Total	\$48,331	\$0	\$0	\$0
USE OF MONEY AND PROPERTY:				
Equipment Rental-Operating (9211)	\$58	\$0	\$0	\$0
Equipment Rental-Orig. Cost Replacement (9212)	19	0	0	0
Sub-Total	\$77	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUE:				
State Aid Agriculture-Oriental Fruit Fly (9429)	\$6,267	\$4,125	\$4,125	\$0
Federal Grant - HIDTA (9665)	6,000	0	0	0
Other Federal Grants (9678)	0	6,000	6,000	0
Aid From Other Govt Agencies (9746)	12,196	11,050	11,050	0
Sub-Total	\$24,463	\$21,175	\$21,175	\$0
CHARGES FOR CURRENT SERVICES:				
Charges in Road Fund (9782)	\$95,765	\$0	\$0	\$0
Air Pollution Control District (9783)	56,058	45,000	45,000	0
Pub. Wks. Road Fund ISF (9786)	3,260,605	3,277,487	3,283,629	6,142
Airport Enterprise Fund (9787)	1,802	0	0	0
Liquid Waste Enterprise Fund (9788)	2,426	0	0	0
Transit Enterprise Fund (9789)	31,470	0	0	0
Solid Waste Enterprise Fund (9790)	22,420	0	0	0
Other Special Districts (9792)	8,742	0	0	0
County Library (9793)	26,896	28,000	28,000	0
Other Service to Government (9971)	112,199	0	0	0
Sub-Total	\$3,618,383	\$3,350,487	\$3,356,629	\$6,142
MISCELLANEOUS REVENUE:				
Recovered Expenditures (9989)	123	0	0	\$0
Other Miscellaneous-Vehicle Salvage Trust Fund (9995)	2,204	0	0	0
Work Authorization Excess Cost Adjustment (9998)	(7,779)	0	0	0
Sub-Total	\$(5,452)	\$0	\$0	\$0
Total	\$3,685,802	\$3,371,662	\$3,377,804	\$6,142

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$5,809,464	\$6,045,185	\$3,086,085	\$(2,959,100)
Sub-Total	\$5,809,464	\$6,045,185	\$3,086,085	\$(2,959,100)
Total	\$5,809,464	\$6,045,185	\$3,086,085	\$(2,959,100)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY96-97 was \$314,140 greater than budget due to the realization of unbudgeted revenue from various sources such as the Marshal (Acct. 9195), Road Fund (Acct. 9782), Transit Enterprise Fund (Acct. 9789), Solid Waste Enterprise Fund (Acct. 9790), and Other Services to Governments (Acct. 9971). This revenue, however, is \$374,960 less than the \$689,100 that was appropriated mid-year (10/1/96, #7) to offset costs associated with the establishment of the Fleet Services ISF.

FY97-98 Budget revenues are \$6,142 greater than FY96-97 Budget.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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%	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	\$38,020	\$32,085	\$27,945
b. B.I.T. (CHP Heavy Truck Safety) inspections.	\$3,162	\$31,789	\$39,131	\$43,694	\$43,750
<u>OUTPUT (Service or Product)</u>					
Number of vehicle emission (smog) inspections performed.	628	1,076	1,451	1,035	1,035
Number of B.I.T. inspections performed.	64	385	316	350	350
<u>EFFICIENCY (Input/Output)</u>					
Cost per vehicle emission (smog) inspection performed.	\$62	\$50	\$26	\$31	\$27
Cost per B.I.T. inspection performed.	\$49	\$83	\$124	\$125	\$125
ACTIVITY B: FLEET OPERATIONS					
% OF RESOURCES: 3%					
<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%	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	\$552,499	\$467,064	\$501,875
<u>OUTPUT (Service or Product)</u>					
Number of preventive maintenance services performed on vehicles, heavy trucks and construction equipment.	6,225	8,903	10,045	8,500	9,125
<u>EFFICIENCY (Input/Output)</u>					
Cost per preventive maintenance service performed on vehicles, heavy trucks and construction equipment.	\$52	\$60	\$55	\$55	\$55

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2220	Deputy Dir. Fleet Operations	1	1.00	1	1.00	\$77,134	\$63,389
6102	Chief, Fleet Operations	2	2.00	1	1.00	115,648	48,985
2367	Principal Admin. Analyst	0	0.00	1	1.00	0	45,519
2302	Administrative Assistant III	2	2.00	1	1.00	95,116	48,991
2416	Fuel Management Specialist	1	1.00	1	1.00	35,274	36,342
6180	Welder	4	4.00	4	4.00	137,916	142,032
6130	Equipment Shop Supervisor	7	7.00	7	7.00	280,467	285,078
2609	Fleet Standards Specialist II	1	1.00	1	1.00	44,679	46,023
2607	Fleet Standards Specialist I	1	1.00	1	1.00	35,400	35,352
2608	Fleet Standards Technician	1	1.00	1	1.00	32,242	33,725
6108	Senior Equipment Mechanic	10	10.00	10	10.00	364,288	374,292
6110	Equipment Mechanic	36	36.00	35	35.00	1,247,811	1,238,252
6119	Equipment Service Tech. III	4	4.00	4	4.00	105,114	108,253
6120	Equipment Service Tech. II	13	13.00	13	13.00	328,116	330,465
2646	Fleet Parts Specialist III	2	2.00	1	1.00	61,946	33,396
2647	Fleet Parts Specialist II	3	3.00	3	3.00	78,942	83,606
2648	Fleet Parts Specialist I	2	2.00	2	2.00	47,698	50,317
2650	Stock Clerk	2	2.00	0	0.00	35,538	0
2425	Associate Accountant	0	0.00	1	1.00	0	33,242
2403	Accounting Technician	1	1.00	1	1.00	27,472	28,278
2757	Administrative Secretary II	1	1.00	1	1.00	23,666	25,586
2510	Senior Account Clerk	2	2.00	2	2.00	48,856	46,813
2700	Intermediate Clerk Typist	1	1.00	1	1.00	21,295	21,936
2730	Senior Clerk	1	1.00	1	1.00	24,673	25,401
3119	Depart. Computer Specialist II	1	1.00	1	1.00	36,338	29,089
7515	Stores Delivery Driver	1	1.00	1	1.00	23,342	25,239
9999	Non-Permanent Extra Help	0	0.00	0	0.00	35,652	0
Total		100	100.00	96	96.00	\$3,364,623	\$3,239,601
Salary Adjustments:						\$0	\$0
Premium/Overtime Pay:						0	0
Employee Benefits:						1,062,202	1,030,395
Salary Savings:						(144,226)	(138,926)
VTO Reductions:						(18,653)	(18,653)
Total Adjustments						\$899,323	\$872,816
Program Totals		100	100.00	96	96.00	\$4,263,946	\$4,112,417

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$401,998	\$449,112	\$357,411	\$421,289	\$526,992	25.1
Services & Supplies	412,419	406,506	439,261	408,146	17,785	(95.6)
Fixed Assets	0	7,000	0	0	0	0.0
Less Reimbursements	(1,000,208)	(1,026,719)	(1,043,960)	(996,385)	(0)	(100.0)
TOTAL DIRECT COST	\$(185,791)	\$(164,101)	\$(247,288)	\$(166,950)	\$544,777	(426.3)
PROGRAM REVENUE	(67,189)	(45,842)	(54,521)	(75,616)	(714,272)	844.6
NET GENERAL FUND CONTRIBUTION	\$(252,980)	\$(209,943)	\$(301,809)	\$(242,566)	\$(169,495)	(30.1)
STAFF YEARS	11.72	12.32	10.53	13.00	15.00	15.4

PROGRAM MISSION

To support Board of Supervisors priorities.

To provide a business-based, cost-effective reprographic and high-speed copy service for all County departments.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Overall, Printing Services net county cost was \$59,243 less than budget. Services and Supplies were \$31,115 over budget due to the increased cost of paper. Costs applied was overrealized by \$47,575 due to more printing job orders from General Fund client departments. Revenue was underrealized by \$21,095 due to fewer printing job orders from non-General fund client departments.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- Achieved 118% of goal to print 33,000,000 forms.
- Achieved 104% of goal to copy 5,550,000 documents.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- To provide a competitive cost for offset printing and copy service for all County departments.
 - Print 36,000,000 forms.
 - Copy 5,700,000 documents.
- To implement an Internal Service Fund to provide a framework for cost and usage accountability and a mechanism to fully allow competitive bid of reprographic and high-speed copy services.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Printing Services [15.00 SY; E = \$544,777; R = \$714,272] including support personnel is responsible for providing printing and copying services at a lower cost than is provided by contracting.

Printing service was converted to an Internal Service Fund, program staff provides labor for service which County departments reimburse through the Internal Service Fund. This activity is:

- o Mandated/Discretionary Service Level.
- o Cooperating with the City of San Diego Print Shop in exchanging printing-related services where cost-effective.
- o Deleting \$996,385 in Cost Applied Reimbursement and \$75,616 in revenue from APCD, CATV and the Library.
- o Adding \$714,272 in revenue from the Printing Services ISF.
- o Transferring 1.0 SY Word Processing Operator (\$33,990) from Support Services into the program.
- o Transferring 1.0 SY Administrative Assistant III (\$58,297) from Fleet Operations into the program.
- o Deleting 1.0 SY Word Processing Operator and adding 1.0 SY Publications Technician (\$0); deleting 1.0 SY Print Shop Helper and adding 1.0 SY Graphic Artist.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
AID FROM OTHER GOV'T. AGENCIES:				
Aid From Other Gov't. Agencies (9746)	\$17,576	\$0	\$0	\$0
Sub-Total	\$17,576	\$0	\$0	\$0
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$10,502	\$0	\$0	\$0
APCD (9783)	11,311	20,000	0	(20,000)
CATV (9784)	0	523	0	(523)
Capital Outlay Fund (9785)	3,396	0	0	0
Internal Service Fund (9786)	2,116	30,395	714,272	683,877
Airport Enterprise Fund (9787)	232	0	0	0
Transit Enterprise Fund (9789)	0	0	0	0
Solid Waste Enterprise Fund (9790)	5,462	0	0	0
Library Fund (9793)	3,840	24,698	0	(24,698)
Liquid Waste Enterprise Fund (9788)	86	0	0	0
Sub-Total	\$36,945	\$75,616	\$714,272	\$638,656
Total Revenue	\$54,521	\$75,616	\$714,272	\$638,656
EXPENDITURE TRANSFERS AND REIMBURSEMENTS:				
Cost Applied in General Fund (5611)	\$1,043,960	\$996,385	\$0	\$(996,385)
Cost Applied Total	\$1,043,960	\$996,385	\$0	\$(996,385)
Total Revenue & Cost Applied	\$1,098,905	\$1,072,001	\$714,272	\$(357,729)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(301,809)	\$(242,566)	\$(169,495)	\$73,071
Total	\$(301,809)	\$(242,566)	\$(169,495)	\$73,071

EXPLANATION/COMMENT ON PROGRAM REVENUES

1996-97 Actual Revenue was underrealized by \$21,095 (due to fewer printing job orders from non-General Fund client departments). Expenditure Transfers (Cost Applied) were overrealized by \$47,575 due to increased job requests from General Fund clients at year-end, similar to the past two years.

1997-98 revenue is based on the implementation of an Internal Service Fund for printing services. The 1997-98 budgeted revenue is a \$357,729 decrease from 1996-97 budgeted due to services and supply cost being transferred to the Internal Service Fund.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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. direct overhead) ¹ and supplies cost to produce product.					
a. Printed Forms	\$783,758	\$788,399	\$811,448	\$794,933	\$1,127,296
b. Copies	\$126,398	\$161,480	\$166,200	\$162,818	\$198,934
<u>OUTPUT (Service or Product)</u>					
Print 36,000,000 forms	32,686,681	32,347,497	39,178,433	33,000,000	36,000,000
Copy 5,300,000 documents	5,818,535	5,634,841	5,800,085	5,550,000	5,700,000
<u>EFFICIENCY (Input/Output)</u>					
a. Cost Per Form Printed	\$0.0240	\$0.0243	\$0.0207	\$0.0241	\$.031 ²
b. Cost Per Copy	\$0.0217	\$0.0286	\$0.0286	\$0.0293	\$.035 ²

¹ Direct overhead instead of A-87 overhead used.

² Increased due to the increase in the cost of paper.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
3004	Chief, Printing Services	1	1.00	1	1.00	\$43,109	\$36,549
3073	Sr. Offset Equipment Operator	4	4.00	4	4.00	105,300	104,245
3050	Offset Equipment Operator	3	3.00	3	3.00	71,571	73,746
3054	Print Shop Helper	4	4.00	3	3.00	69,709	54,950
2302	Administrative Assistant III	0	0.00	1	1.00	0	44,409
3009	Word Processing Operator	0	0.00	0	0.00	0	0
3048	Publication Technician	0	0.00	1	1.00	0	21,754
5817	Graphic Artist	0	0.00	1	1.00	0	29,255
2403	Accounting Technician	1	1.00	1	1.00	23,154	27,952
Total		13	13.00	15	15.00	\$312,843	\$392,860
Salary Adjustments:						(25)	4,266
Premium/Overtime Pay:						0	0
Employee Benefits:						124,638	148,704
Salary Savings:						(14,465)	(17,136)
VTO Reductions:						(1,702)	(1,702)
Total Adjustments						\$108,446	\$134,132
Program Totals		13	13.00	15	15.00	\$421,289	\$526,992

PROGRAM: Mail Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 81502

ORGANIZATION #: 5500

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1997-98 Proposed Budget - Pg. 34-31

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$447,007	\$481,070	\$536,582	\$533,571	\$636,891	19.4
Services & Supplies	116,288	113,378	141,420	86,341	84,705	(1.9)
Other Charges	0	0	24,000	0	0	0.0
Fixed Assets	5,885	0	59,478	0	0	0.0
TOTAL DIRECT COST	\$569,180	\$594,448	\$761,480	\$619,912	\$721,596	16.4
PROGRAM REVENUE	(33,975)	(56,328)	(49,499)	(42,427)	(840,222)	1,880.4
NET GENERAL FUND CONTRIBUTION	\$535,205	\$538,120	\$711,981	\$577,485	\$(118,626)	(120.5)
STAFF YEARS	15.11	15.78	17.26	17.50	20.00	14.3

PROGRAM MISSION

To provide a complete U.S. and interoffice mail service in a timely, cost-efficient and cost-effective manner to all County departments and the Courts.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Overall, Mail Services was \$134,496 over budget. Salary and Benefits were \$3,011 over budget due to the underfunding of Mail Clerk Drivers positions. Services and Supplies were \$55,079 over budget primarily due to the Board approved mid-year purchase of software licensing fees and a maintenance contract on a mailing "change of address" verification system. Revenue for mail services provided to non-General Fund and enterprise fund departments was \$7,072 over budget primarily due to overrealization of Library and APCD revenue. An estimated fixed asset expenditure of \$59,478 was encumbered for the purchase of equipment to support the mailing "change of address" verification system approved by the Board on June 24, 1997 (M/O #32).

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Achieved 94% of goal to process 7.2 million pieces of U.S. Mail. Postage overspent due to the changes in USPS rates to discounted mailers.
2. Achieved 100% of goal to sort and deliver 8 million pieces of interoffice mail to all county departments.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Collect and process 14,000,000 pieces of metered U.S. mail annually. This increase is due to a change in evaluation of performance measures for Mail Service. Previously only mail metered was accounted for. Now all mail processed will be accounted for.
2. Collect, sort and deliver approximately 8 million pieces of interoffice mail.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Mail Services [20.00 SY; E = \$721,596; R = \$840,222] 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. Program staff provides labor for service which County departments reimburse through the Internal Service Fund. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Adding/Deleting 1.0 SY Chief, Mail Services/1.0 SY Senior Mail Clerk Driver and \$21,300.
 - o Adding \$68,000 to fully fund three authorized Mail Clerk Driver positions.
 - o Adding \$5,000 for overtime.
 - o Deleting \$42,427 in revenue from Road Fund, APCD, Airport, Liquid Waste and Library.
 - o Adding \$840,222 revenue from the Internal Service Fund (ISF).
 - o Adding \$1,636 in Services and Supplies which includes transferring operating Services and Supplies (\$69,105) to the Internal Service Fund and the cost of General Services postage and interoffice mail (\$63,309) to this program. Travel and training was increased by \$4,160.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
Internal Service Funds (9786)	\$0	\$0	\$840,222	\$840,222
Road Fund (9782)	\$10,304	\$24,596	\$0	(24,596)
APCD (9783)	\$6,698	\$4,000	\$0	(4,000)
Airport Enterprise Fund (9787)	\$2,961	\$568	\$0	(568)
Liquid Waste Enterprise Fund (9788)	\$3,056	\$1,763	\$0	(1,763)
Solid Waste Enterprise Fund (9790)	\$3,801	\$0	\$0	0
Library Fund (9793)	\$20,704	\$11,500	\$0	(11,500)
Services to Other Gov't Agencies (9971)	\$1,975	\$0	\$0	0
Other Miscellaneous (9995)	\$0	\$0	\$0	0
Sub-Total	\$49,499	\$42,427	\$840,222	\$797,795
Total	\$49,499	\$42,427	\$840,222	\$797,795

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$711,981	\$577,485	\$(118,626)	\$(696,111)
Total	\$711,981	\$577,485	\$(118,626)	\$(696,111)

EXPLANATION/COMMENT ON PROGRAM REVENUES

1996-97 Revenue was \$7,072 more than budgeted. Charges for mail services to pick up, deliver and process U.S. and interoffice mail from the Libraries and APCD were higher than projected.

1997-98 Revenue is based on labor cost to the mail Internal Service Fund to provide U.S. Mail and interoffice mail services to County departments. Revenue previously received from other funds will now be received in the Internal Service Fund for Mail Services.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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.	92%	99%	94%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct labor and services to process U.S. Mail daily. ¹	\$341,508	\$341,508	\$459,500	\$344,217	\$473,648 ¹
<u>OUTPUT (Service or Product)</u>					
Process 7.2 million pieces of U.S. Mail yearly.	6,251,595	6,759,370	6,811,075	7,240,000	14,000,000 ²
<u>EFFICIENCY (Input/Output)</u>					
Number of pieces of U.S. Mail processed annually per employee.	738,959	704,101	709,487	754,186	1,450,000
Processing cost per piece of U.S. Mail	N/A	\$.05	\$.081 ³	\$.0475	\$.034
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. ¹	\$227,672	\$237,780	\$277,980	\$247,965	\$709,383 ¹
<u>OUTPUT (Service or Product)</u>					
Deliver 8 million pieces of Interoffice Mail.	8,000,000	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.	1,418,440	1,250,000	1,250,000	1,250,000	1,250,000

COMMENT

¹ Mail Services is converting to an Internal Service Fund in FY97-98. Direct and Indirect services and supplies and labor will now be used as the basis for measuring effectiveness.

² Includes mail metered by the Auditor and Controller's Office which was not used as a measurement in previous years although the mail is processed through the mail center.

³ The processing cost per piece of U.S. mail increased due to the purchase of additional equipment needed to meet the U.S. Postal Service Regulations for discounted mailers.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
3047	Mail Systems Specialist	1	1.00	1	1.00	\$31,360	\$32,304
3074	Senior Mail Clerk Driver	2	2.00	1	1.00	46,291	25,505
8877	Mail Services Chief	0	0.00	1	1.00	0	38,234
3039	Mail Clerk Driver	17	14.50	17	17.00	306,924	367,150
Total		20	17.50	20	20.00	\$384,575	\$463,193
Salary Adjustments:						\$6,914	\$(585)
Premium/Overtime Pay:						0	5,000
Employee Benefits:						161,665	189,750
Salary Savings:						(17,284)	(18,168)
VTO Reductions:						(2,299)	(2,299)
Total Adjustments						\$148,996	\$173,698
Program Totals		20	17.50	20	20.00	\$533,571	\$636,891

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).

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,425,707	\$1,561,797	\$1,587,437	\$1,659,245	\$1,645,312	(0.8)
Services & Supplies	157,287	124,723	141,506	142,935	1,290,935	803.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	11,347	17,992	0	0	0.0
Reimbursements	(0)	(5,469)	(5,235)	0	(0)	0.0
TOTAL DIRECT COST	\$1,582,994	\$1,692,398	\$1,741,700	\$1,802,180	\$2,936,247	62.9
PROGRAM REVENUE	(1,160,744)	(927,812)	(941,970)	(811,000)	(1,213,081)	49.6
NET GENERAL FUND CONTRIBUTION	\$422,250	\$764,586	\$799,730	\$991,180	\$1,723,166	73.9
STAFF YEARS	25.95	26.89	26.88	29.25	28.00	(4.3)

PROGRAM MISSION

To support Board of Supervisors priorities.

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 preparation of property descriptions and parcel maps. To contract services in the areas of appraisal, acquisition leasing and land titles, as required.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

FY96-97 estimated actual Net General Fund Contributions are projected to be \$191,450 less than budget. Salaries and Benefit expenditures are projected to be \$71,808 under budget. These savings are due to vacancies in three positions. Revenue is projected to be overrealized by \$130,970 due to the realization of unbudgeted Solid Waste Enterprise Fund revenue and additional requests over budget levels from the Road Fund and Capital Outlay Fund.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Achieved 92% of goal to negotiate and/or process 75 revenue contracts.
2. Achieved 120% of goal to acquire 70% of contracts by negotiation (as opposed to commencing eminent domain); achieved 99% of goal to purchase 90% of parcels acquired by negotiation at appraised value (as opposed to negotiated settlement at above market prices); and achieved 158% of goal to acquire 90 parcels.
3. Achieved 103% of goal to complete 90% of narrative appraisals and value estimates within project costs and timelines; achieved 80% of goal to prepare 10 narrative appraisals; achieved 75% of goal to prepare 40 value estimates; achieved 118% of goal to appraise 40 parcels; and 60% of goal to value estimate 80 parcels. Note: In following the Board's direction to privatize services where economically feasible, additional narrative appraisals were contracted out in FY96-97.
4. Achieved 89% of goal to negotiate and/or extend 80% of existing lease contracts prior to contract expiration; achieved 101% of goal to negotiate 95% of new lease contracts at prices that are within budgeted amounts and supported by market data; and achieved 128% of goal to negotiate and/or renegotiate 40 new and existing acquisition lease contracts.

5. Achieved 100% of goal to complete 95% of acquisition lease contract rental adjustments by due dates; achieved 64% of goal to inspect 25% of leased facilities annually; and achieved 92% of goal to manage 228 acquisition lease contracts.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Negotiate and/or process 90% of revenue lease contracts within project time schedules and budgeted costs.
 - a. Negotiate and/or process 90 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 settlements at above market prices.
 - a. Purchase 90 parcels.
3. Complete 90% of narrative appraisal reports and valuation estimates within project time schedules and budgeted cost.
 - a. Prepare 10 in-house narrative appraisals, 20 in-house value estimates, and 12 contract appraisal reviews.
 - b. Appraise 40 parcels, estimate the value of 40 parcels, and review appraisal contracts covering 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, renegotiate and/or prepare 40 acquisition leases, contract amendments and use permits.
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 (includes leased buildings and site permits).
 - b. Inspect 25 leased buildings.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration Real Property [7.00 SY; E = \$390,889; R = \$0] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Providing administrative (3.00 SY) and clerical support (4.00 SY) to all program direct service activities.
 - o Developing, managing and administering the Real Property 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.
 - o Providing primary support for the development and coordination of the leased facility/site cost projections totaling approximately \$16,902,308 for 30 County departments.
2. Property Management [5.00 SY; E = \$318,262; R = \$528,000] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing centralized management of 151 revenue leases generating approximately \$1,675,000 for the County of San Diego.
 - o Providing management and disposal of surplus real property 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.
 - o Adding \$423,000 in revenue transferred from the decentralized County-wide Rents and Leases program. Revenue is generated from leasing County-owned properties.
 - o Transferring 1.00 SY Associate Real Property Agent from the Acquisition Leasing subprogram to develop and support a new revenue plan.

3. Engineering [4.00 SY; E = \$261,703; R = \$223,000] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Providing technical engineering services to County departments and the public.
 - o Preparing parcel descriptions for land acquired for County departments.
 - o Preparing new and/or revised right of way plans.
 - o Maintaining the County-wide vacant land inventory.
 - o Deleting .25 SY Engineering Tech II and \$9,760 in Salaries and Benefits and revenue to fund the Mail/Records/Printing ISF.
4. Acquisition [5.00 SY; E = \$328,653; R = \$305,841] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Providing real property acquisition services for the County of San Diego.
 - o Providing relocation assistance when County real estate acquisitions displace business and residential occupants.
 - o Deleting 1.00 SY Associate Real Property Agent and \$46,159 in Salaries and Benefits and revenue to fund the Mail/Records/Printing ISF.
 - o Deleting \$7,500 in Services and Supplies to fund the Mail/Records/Printing ISF.
5. Valuation [2.00 SY; E = \$134,258; R = \$100,240] including support personnel is:
- o Mandatory/Discretionary Service Level.
 - o Providing appraisal services for County land and facilities acquisition projects.
 - o Managing appraisal consultant contracts.
6. Acquisition Leasing [5.00 SY; E = \$1,502,482; R = \$56,000] including support personnel is:
- 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 cost savings program.
 - o Managing the acquisition leasing component of the space management system database.
 - o Managing the leasing consultant contract.
 - o Increasing \$40,000 in appropriations for potential mid-year acquisition leases. These funds were previously budgeted in the County-wide Rents and Leases program, which is now decentralized.
 - o Increasing \$35,000 in leasing commission revenue in order to achieve the department's budget target for FY97-98.
 - o Providing administration of the Mills Building property management contract and adding \$1,115,500 of appropriations due to the decentralization of the County-wide Rents and Leases program.
 - o Transferring 1.00 SY Associate Real Property Agent to the Property Management subprogram to develop and support a new revenue plan.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
TAXES OTHER THAN CURRENT PROPERTY:				
Sales and Use Tax (T.D.A.)(9061)	\$10,188	\$0	\$3,000	\$3,000
Excess Cost (9998)	(60)			
Sub-Total	\$10,128	\$0	\$3,000	\$3,000
USE OF MONEY AND PROPERTY:				
Rents and Concessions (9210)	\$3,439	\$0	\$423,000	\$423,000
Sub-Total	\$3,439	\$0	\$423,000	\$423,000
CHARGES FOR CURRENT SERVICES:				
Public & Government Plan & Eng-Plan Check & Field Inspection (9773)	\$49,597	\$86,000	\$86,000	\$0
Road Fund (9782)	614,498	555,000	514,081	\$(40,919)
Air Pollution Control District (9783)	155	5,700	2,900	(2,800)
Capital Projects (9785)	98,752	50,000	50,000	0
Airports Enterprise Fund (9787)	57,296	62,000	62,000	0
Liquid Waste Enterprise Fund (9788)	11,982	0	0	0
DPW Solid Waste Enterprise Fund (9790)	49,196	0	0	0
DPW Special Districts (9792)	793	29,000	12,000	(17,000)
Library Fund (9793)	7,477	13,300	15,100	1,800
Excess Cost (9998)	(8,238)			
Sub-Total	\$881,508	\$801,000	\$742,081	\$(58,919)
OTHER FINANCING SOURCES:				
DPW Operating Transfer Other Special Dist (9812)	\$10,000	\$10,000	\$10,000	\$0
Other Miscellaneous (9995)	36,895	0	35,000	35,000
Sub-Total	\$46,895	\$10,000	\$45,000	\$35,000
Total	\$941,970	\$811,000	\$1,213,081	\$402,081

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$799,730	\$991,180	\$1,723,166	\$731,986
Sub-Total	\$799,730	\$991,180	\$1,723,166	\$731,986
Total	\$799,730	\$991,180	\$1,723,166	\$731,986

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY96-97 estimated actuals are projected to be overrealized by \$130,970 due to the realization of unbudgeted Solid Waste revenue (Acct. 9790) and additional requests over budget levels from the Road Fund (Acct. 9782) and Capital Outlay Fund (Acct. 9785).

FY97-98 revenues include \$423,000 for lease revenue due to the decentralization of the County-wide Rents and Leases program and \$35,000 for lease commission revenues from acquisition leasing projects.

PERFORMANCE MEASURES

	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: Revenue Lease Contract Negotiation/Processing				
% OF RESOURCES: 14%				
<u>OUTCOME (Planned Result)</u>				
% of Contracts negotiated and/or processed within project time schedules and within budgeted amounts	90% ¹	90% ¹	90%	90%
<u>EFFECTIVENESS (Input/Outcome)</u>				
Direct Cost to negotiate and/or process contracts	\$115,957	\$121,982	\$129,264 ²	\$195,754 ²
Staff Years assigned to negotiate and/or process contracts	1.79	1.98	2.00 ²	3.00 ²
<u>OUTPUT (Service or Product)</u>				
# of Contracts negotiated and/or processed	73	69	75	90
<u>EFFICIENCY (Input/Output)</u>				
# of contracts negotiated and/or processed per staff year	41	35	38	30
Direct Cost per contract negotiated and/or processed	\$1,588	\$1,768	\$1,724	\$2,805

¹ These percentages are approximated. Procedures for tracking the cost and turn around time for specific projects were developed in FY96-97 and will be implemented in FY97-98.

² A new revenue generating plan to maximize revenue from leasing or sales of County-owned property will be developed in FY97-98. Additional staff resources are being shifted from the Acquisition Leasing subprogram activity and assigned to this new task in FY97-98.

Comment

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.

PERFORMANCE MEASURES

	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY B: Acquisition of Real Property Interests				
% OF RESOURCES: 18%				
<u>OUTCOMES (Planned Result)</u>				
% of Contracts acquired by negotiation (as opposed to commencing eminent domain) ¹	79%	84%	70%	70%
% of parcels acquired by negotiation at appraised value (as opposed to negotiated settlement at above market prices) ²	88%	89%	90%	90%
<u>EFFECTIVENESS (Input/Outcome) ³</u>				
Direct Cost to negotiate property purchases	\$193,250	\$258,883	\$361,420	\$252,490
Staff Years allocated to negotiate property purchases	3.14	3.75	5.50	3.75
<u>OUTPUT (Service or Product)</u>				
# of Parcels Acquired	62	103	65	90
<u>EFFICIENCY (Input/Output)</u>				
# of Parcels Acquired/Staff Year	20	27	12	24
Direct Cost/Parcel Acquired	\$3,117	\$2,513	\$5,560	\$2,805

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 over and above 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. In FY96-97, 11% or 10 out of 87 negotiated transactions were completed at prices at an average of 11.6% above appraised value.

³ For FY96-97, estimated actual amounts are lower than budgeted cost and staff years due to (1) the necessity of temporarily shifting staff resources (.50 SY) from the Acquisition/Relocation subprogram activity to the Acquisition Leasing/Lease Negotiation subprogram activity due to the new 800 MHz Regional Communication System requirement for additional lease sites and (2) the mid-year deletion of a vacant position to fund the Mail/Records/Printing ISF (1.00 SY).

PERFORMANCE MEASURES

	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY C: Valuation - Preparation of In-house Narrative Appraisals, Value Estimates and Contract Appraisal Reviews				
% OF RESOURCES: 9.5%				
<u>OUTCOMES (Planned Result)</u>				
% of Narrative Appraisals and Value Estimates completed within project costs and timelines	90% ¹	93% ¹	90%	90%
<u>EFFECTIVENESS (Input/Outcome)</u>				
Direct Cost In-house Narrative Appraisals	\$68,656 ²	\$63,623	\$78,870	\$83,911
Direct Cost In-house Value Estimates	\$33,491	\$31,197	\$47,322	\$16,783
Direct Cost Contract Appraisal Reviews	n/a ²	\$25,230	n/a	\$16,783
Staff Years to Provide Narrative Appraisals	1.18	1.06	1.25	1.25
Staff Years to Provide Value Estimates	.58	.52	.75	.50
Staff Years to Review Contract Appraisals	n/a	.42	n/a	.25
<u>OUTPUT (Service or Product)</u>				
# of Narrative Appraisals Prepared	5	8	10	10
# of Parcels Appraised	11	47	40	40
# of Value Estimates Prepared	37	30	40	20
# of Parcels Value Estimated	82	48	80	40
# of Contract Appraisals Reviewed	n/a	19	n/a	12
# of Parcels in Reviewed Contract Appraisals	n/a	78 ³	n/a	80
<u>EFFICIENCY (Input/Output)</u>				
Direct Cost per Narrative Appraisal	\$13,731 ²	\$7,953	\$7,887	\$8,391
Direct Cost per Parcel Appraised	\$6,241 ²	\$1,354	\$1,972	\$2,098
Direct Cost per Value Estimate	\$905	\$1,040	\$1,183	\$1,678
Direct Cost per Parcel Valued	\$408	\$650	\$526	\$839
Direct Cost per Contract Appraisal Reviewed	n/a ²	\$1,328	n/a	\$1,399
Direct Cost per Contracted Parcel Reviewed	n/a ²	\$323	n/a	\$210

¹ The percentages shown are approximated. New procedures for recording specific project cost and turn around information were developed and implemented in FY96-97. Narrative appraisal reports are very detailed appraisal reports sufficient to meet FHWA and Caltrans requirements. These requirements must be met in order to obtain State and Federal funding for property acquisition costs. Valuation estimates are short form appraisal reports that are not as detailed as narrative appraisal reports. Contracted narrative appraisals must be reviewed and approved by the senior appraiser in-house to meet FHWA and Caltrans requirements.

² FY95-96 costs for contract appraisal reviews and approvals by the senior appraiser are included in these amounts.

³ This amount does not include 761 parcels from the Valley Center mass appraisal.

Comment

The cost per unit for narrative appraisals and valuation estimates can vary significantly due to variations in the complexity and type of the properties being valued.

PERFORMANCE MEASURES

	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY D: Negotiation of Acquisition Lease Contracts				
% OF RESOURCES: 15%				
<u>OUTCOMES (Planned Result) ¹</u>				
% of existing lease contracts negotiated and/or extended prior to contract expiration.	60%	71%	80%	80%
% of new lease contracts negotiated at prices that are within budgeted amounts and supported by market data.	98%	96%	95%	95%
<u>EFFECTIVENESS (Input/Outcome) ²</u>				
Direct Cost to negotiate lease contracts	\$317,250	\$248,279	\$256,843	\$208,200
Staff Years allocated to lease negotiation /renegotiation.	4.96	3.75	4.00	3.00 ³
<u>OUTPUT (Service or Product)</u>				
# of new and existing acquisition lease contracts negotiated and/or renegotiated.	48	51	40	40
<u>EFFICIENCY (Input/Output)</u>				
Direct Cost per lease contract negotiated /renegotiated.	\$6,609	\$4,868	\$6,421	\$5,205
# of contracts negotiated/renegotiated per staff year.	10	14	10	13

¹ New reporting systems were developed and implemented in FY96-97. These systems will be evaluated in FY97-98, and adjusted as needed.

² FY95-96 actuals 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 Due to the successful use of the County leasing consultant, staff resources can be shifted to other areas of the division requiring added support. One position will be shifted to the Property Management subprogram to develop and support a new revenue plan.

Comment

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

	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY E: Management of Acquisition Lease Contracts				
% OF RESOURCES: 7.5%				
<u>OUTCOME (Planned Result)</u>				
Effectively manage the facilities leased from the private sector to house County operations:				
% of lease contract rental adjustments completed and implement by due dates. ¹	95%	95%	95%	95%
% of leased facilities inspected on an annual basis to ensure proper maintenance/repair is provided by lessor with action plans developed and implemented. ²	30%	16%	25%	25%
<u>EFFECTIVENESS (Input/Outcome)³</u>				
Direct Cost to Manage Acquisition Lease Inventory	\$42,117	\$75,883	\$128,408	\$104,100
Staff Years allocated to manage acquisition leases	.68	1.14	2.00	1.50
Approximate annual rental cost of acquisition leases county-wide	\$18,850,000	\$17,118,000	\$17,840,000	\$16,902,500
<u>OUTPUT (Service or Product)</u>				
# of acquisition lease contracts managed	189	209	228 ⁴	228
# of leased facilities inspected	30 ²	16	25	25
<u>EFFICIENCY (Input/Output)</u>				
Direct Cost per lease contract managed	\$223	\$363	\$563	\$457
Direct Cost to manage lease as a percentage of annual rental cost	.22%	.44%	.71%	.62%

¹ Procedures for tracking timing of implementation and accuracy of initial calculations were developed and implemented in FY96-97. These new reporting systems will be evaluated in FY97-98, and will be 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 were implemented in FY96-97 and will be evaluated in FY97-98. This program will help 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 in FY95-96 as a part of lease negotiation/renewal activities; some property management issues were corrected at that time. Additional staff resources are planned for FY97-98 to develop formal written action plans for any lessors not performing all of their contractual responsibilities.

³ The cost and staff years expended on lease management and property inspections has been lower than budget since FY94-95 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 5.0 budgeted staff years. Significant workload increases in the negotiation/renewal category for the purposes of cutting rental costs and handling a sizable increase in the number of expiring leases has reduced the Real Property Division's ability to focus on lease management issues. It is anticipated that staff will be able to spend more time on lease management activities in FY97-98 due to lease negotiation support from the contracted leasing consultant. Also, one position will be shifted from the Acquisition Leasing subprogram to the Property Management subprogram in FY97-98 to develop and support a new revenue plan.

⁴ Includes 43 new site leases and/or permits for the 800 MHz Regional Communication System.

STAFFING SCHEDULE

Class	Title	1996-97	1996-97	1997-98	1997-98	1996-97	1997-98
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0956	Chief, Real Property Operations	1	1.00	1	1.00	\$58,820	\$63,766
2290	Deputy Director, Real Property	1	1.00	1	1.00	74,967	77,128
2302	Administrative Assistant III	1	1.00	1	1.00	39,134	48,697
2700	Intermediate Clerk Typist	1	1.00	1	1.00	17,965	19,053
2730	Senior Clerk	2	2.00	2	2.00	47,392	48,799
2757	Administrative Secretary II	1	1.00	1	1.00	26,246	27,028
3592	Architectural Project Manager II	1	1.00	1	1.00	45,469	53,829
3728	Senior Land Surveyor	1	1.00	1	1.00	61,692	63,551
3780	Assistant Surveyor	1	1.00	1	1.00	39,154	40,327
3785	Land Surveyor	1	1.00	1	1.00	38,255	41,383
3813	Engineering Technician II	2	1.25	1	1.00	39,280	36,588
5525	Associate Real Property Agent	9	9.00	8	8.00	378,175	343,401
5570	Senior Real Property Agent	5	5.00	5	5.00	239,725	241,985
5585	Supervising Real Property Agent	3	3.00	3	3.00	169,131	174,210
Total		30	29.25	28	28.00	\$1,275,405	\$1,279,745
Salary Adjustments:						\$18,208	\$0
Employee Benefits:						428,596	428,050
Salary Savings:						(55,574)	(55,093)
VTD Reductions:						(7,390)	(7,390)
Total Adjustments						\$383,840	\$365,567
Program Totals		30	29.25	28	28.00	\$1,659,245	\$1,645,312

AUTHORITY: Administrative Code Section 398.5 (i & j) 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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$281,043	\$309,182	\$280,776	\$357,695	\$355,235	(0.7)
Services & Supplies	78,026	77,347	76,756	80,100	48,498	(39.5)
Fixed Assets	31,827	34,897	2,672	0	0	0.0
TOTAL DIRECT COST	\$390,896	\$421,426	\$360,204	\$437,795	\$403,733	(7.8)
PROGRAM REVENUE	(93,618)	(117,866)	(79,549)	(121,856)	(343,242)	181.7
NET GENERAL FUND CONTRIBUTION	\$297,278	\$303,560	\$280,655	\$315,939	\$60,491	(80.9)
STAFF YEARS	8.00	8.49	7.20	10.25	10.25	0.0

PROGRAM MISSION

- To support Board of Supervisors priorities.
- 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 includes 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 imaging and microfilming services and security storage for microfilm records.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Overall, Records Management Services was \$35,284 under budget, primarily due to position vacancies.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Achieved 105% of microfilm goal to film 1.9 million documents.
2. Achieved 75% of microform goal through the production of 41,375 microforms.
3. Achieved 130% of processing and duplicating goal through servicing an additional 432% of 100-ft. reels.
4. Achieved 80% of goal to complete the records retention schedule for Assessor/Recorder/County Clerk. Schedule will be completed by October 1997.
5. Achieved approval of standards for electronic imaging earlier than scheduled. Approval allowed for procurement of imaging and optical storage system.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Produce micrographic services in the following areas for client departments:
 - a. Microfilm 3,500,000 documents.
 - b. Produce 45,000 microforms.
 - c. Process 120,000 feet of film.
 - d. Duplicate 90,000 feet of film.
2. Produce record inventories for retention schedules for Alternate Public Defender, Parks & Recreation and LAFCO.

3. Implement an Internal Service Fund established through Board action on March 11, 1997 for the 97-98 Fiscal Year.
4. Establish standards and guidelines for electronic imaging and identify available services to client departments.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

Program staff provides labor for service which County departments reimburse through the Internal Service Fund. The activities of this program are summarized as follows:

1. Micrographics [6.25 SY; E = \$194,267; R = \$343,242] is:
 - o Mandated/Discretionary Service Level.
 - o Providing microfilming services to requesting departments.
 - o Introducing imaging as a vehicle for managing paper records.
 - o Providing environmentally-controlled security vault storage for microfilm records.
 - o Deleting \$121,856 in revenue from Road Fund, Liquid Waste, Micrographics Fees, other government Agency Revenue, Sales/Silver Residue and other miscellaneous revenue.
 - o Adding \$343,242 in revenue from the ISF.

2. Records Consulting [2.00 SY; E = \$105,159; R = \$0] is:
 - o Mandated/Discretionary Service Level.
 - o Providing record retention and disposition services to County departments.
 - o Transferring 1.0 SY Administrative Assistant II and \$50,585 to Support Services.
 - o Transferring 1.0 SY Senior Clerk and \$28,277 from Architecture & Engineering to Records program.
 - o Adding/Deleting 1.0 Records Management Coordinator/1.0 SY Senior Clerk.

3. Administration [2.00 SY; E = \$104,307; R = \$0] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Administering the County-Wide Records Management Program.
 - o Providing administration, clerical and fiscal support to the Records program and the Internal Service Fund.
 - o Administering a privatized records storage contract.
 - o Servicing 100% of requested off-site storage needs through privatized services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
Other Governmental Agencies (9971)	\$41,256	\$49,356	\$0	\$(49,356)
Road Fund (9782)	23,307	60,000	0	(60,000)
Airport Enterprise Fund (9787)	0	0	0	0
Internal Service Funds (9786)	0	0	343,242	343,242
Liquid Waste (9788)	760	4,000	0	(4,000)
Micrographics Fee (9864)	0	1,000	0	(1,000)
Sub-Total	\$65,323	\$114,356	\$343,242	\$228,886
OTHER REVENUE:				
Sale of Silver (9994)	\$0	\$500	\$0	\$(500)
Other Miscellaneous (9995)	14,226	7,000	0	(7,000)
Sub-Total	\$14,226	\$7,500	\$0	\$(7,500)
Total	\$79,549	\$121,856	\$343,242	\$221,386

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$280,655	\$315,939	\$60,491	\$(255,448)
Sub-Total	\$280,655	\$315,939	\$60,491	\$(255,448)
Total	\$280,655	\$315,939	\$60,491	\$(255,448)

EXPLANATION/COMMENT ON PROGRAM REVENUES

1996-97 Revenue was underrealized by \$42,307 due to a decrease in microfilming jobs from revenue departments.

1997-98 Revenue is based on the implementation of an Internal Service Fund for microfilming services and vault storage.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: MICROGRAPHICS					
% OF RESOURCES: 75%					
<u>OUTCOME (Planned Result)</u>					
Number of Documents Requested	407,000	1,942,300	2,195,000	2,195,000	4,557,623 ¹
Number of Documents to be Filmed	1,777,000	1,477,300	1,993,765	2,195,000	3,500,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
% of Requested Documents filmed	100%	76%	91%	100%	77%
<u>OUTPUT (Service or Product)</u>					
Records filmed:					
Documents	1,600,000	1,473,000	1,982,009	1,892,000	3,490,000
Engineering Drawings	5,000	7,300	11,756	8,000	10,000
Total	N/A	1,480,300	1,993,756	1,900,000	3,500,000
Microforms:					
Aperture Cards	35,000	176,000 ²	34,020	35,000	35,000
Microfiche	4,500	4,500	7,358	20,000	10,000
Total	39,500	180,500	41,378	55,000	45,000
Processed/Duplicated:					
Processed Reels (100 ft.)	950	961	907	800	1,200
Duplicated Reels (100 ft.)	870	924	925	600	900
<u>EFFICIENCY (Input/Output)</u>					
Cost of Labor output per unit:					
Documents	N/A	.04	.03	.05	.04
Engineer Drawings	.04	.50	.57	.50	.50
Microforms:					
Aperture Cards	.01	.35	.33	.35	.35
Microfiche	.52	.52	.45	.52	.42
Processed/Duplicated:					
Processed Reels (per ft.)	.40	.06	.05	.04	.00 ³
Duplicated Reels (per ft.)	.31	.02	.02	.03	.02

¹ Increase due to additional requests from County departments.

² 95-96 actuals reflect one-time services from Environmental Health request for aperture cards.

³ Cost of processing is now included in cost of labor for filming documents.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
3052	Chief, Records Management	1	1.00	1	1.00	\$43,109	\$44,409
2304	Admin. Asst. II	1	1.00	0	0.00	36,338	0
2716	Records Mgmt. Supervisor	1	1.00	1	1.00	29,950	32,343
3040	Microfilm Operator	5	4.25	5	4.25	95,082	97,925
2710	Junior Clerk Typist	1	1.00	1	1.00	17,250	18,103
2740	Records Mgmt. Coordinator	0	0.00	1	1.00	0	24,867
3053	Photo Reduction Technician	1	1.00	1	1.00	23,292	23,990
2403	Accounting Technician	1	1.00	1	1.00	23,154	28,278
Total		11	10.25	11	10.25	\$268,175	\$269,915
Salary Adjustments:						\$(1,099)	\$(4,116)
Premium/Overtime Pay:						0	0
Employee Benefits:						103,601	102,598
Salary Savings:						(11,659)	(11,839)
VTO Reductions:						(1,323)	(1,323)
Total Adjustments						\$89,520	\$85,320
Program Totals		11	10.25	11	10.25	\$357,695	\$355,235

PROGRAM: Support Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 92101

ORGANIZATION #: 5500

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1997-98 Proposed Budget - Pg. 34-51

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,308,152	\$1,255,007	\$1,307,752	\$1,422,101	\$1,356,425	(4.6)
Services & Supplies	179,481	178,587	158,401	106,241	234,537	120.8
Fixed Assets	34,482	26,598	60,283	0	0	0.0
TOTAL DIRECT COST	\$1,522,115	\$1,460,192	\$1,526,436	\$1,528,342	\$1,590,962	4.1
PROGRAM REVENUE	(29)	(124)	(4,792)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,522,086	\$1,460,068	\$1,521,644	\$1,528,342	\$1,590,962	4.1
STAFF YEARS	24.10	22.00	22.90	25.25	25.50	1.0

PROGRAM MISSION

To support Board of Supervisors priorities. Support Services provides direction and management for programs that support all County functions, including Parks, Libraries, law enforcement/public protection functions, and 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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Overall, Support Services was \$6,698 under budget, primarily due to partial year vacant positions. Fixed Asset costs include a mid-year appropriation of \$60,283. These funds were for the purchase of garage equipment in the Fleet Services program, but were placed in Support Services to accommodate an accounting system limitation.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Achieved 100% of goal to develop and implement a new employee orientation for all COC staff.
2. Achieved 100% of goal to implement Phase I of customer service training.
3. Achieved 100% of goal to develop an Internal Position Control reporting system.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Complete implementation of FAMIS (Fleet Asset Management Information System). Awaiting vendor's conversion of old data, DIS interface requirements for ARMS, and vendor provided training. Development of FAMIS codes, procedures, and interfaces with Fleet and DIS.
2. Install Windows NT operating system (new technology) for Architecture and Engineering CAD server.
3. Install remote dial-up router for remote users (off-site Project Managers, telecommuters, etc.)
4. Conduct feasibility study for EDMS (Electronic Document Management System) for the electronic imaging /storage/retrieval of current & archived General Services documents.

5. Conduct feasibility study for CMMS (Computerized Maintenance Management System) for Facilities Services.
6. Implement Phase I of on-line Time and Labor Distribution System.
7. Achieve the following in Document Services:
 - a. Conduct feasibility study with the Department of General Services, Social Services, Information Services and the Auditor & Controller to determine whether a consolidation of printing and postal features might result in savings, efficiencies and improved customer service.
 - b. Develop a facility plan for the COC Annex for Mail, Records and Printing.
 - c. Implement an Internal Service Fund (ISF) to include policies and accounting procedures for Mail Services, Records Management and Printing in July 1997.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Director's Office [4.00 SY; E = \$325,501; 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 Coordinating Service Awards and DIBBS suggestions for the department.
 - o Providing overall department management, policy, planning and direction to five operating divisions, four budget units and two internal service funds totaling appropriations of \$79.87 million/year; administer General Services, Public Services Utilities, Major Maintenance, County-wide Vehicle Equipment, and the Mail/Records Management/Printing and Fleet Services Internal Service Funds (ISF's).
 - o Coordinating the delivery of support services to all County departments, courts and offices.
 - o Increasing \$92,423 for General Services' portion of payments for Public Liability Insurance premiums.
2. Budget/Fiscal [6.00 SY; E = \$314,336; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Overseeing and coordinating the department budget, three additional budget units, and two internal service funds including thirteen program budgets totaling over \$79.87 million.
 - o Leading and conducting year end fiscal processes and maintaining department inventories for fixed assets, minor equipment, and materials and supplies.
 - o Processing training and travel requests and supplies purchases.
 - o Providing Capital Project accounting support.
 - o Providing development and preparation of financial projections for annual and monthly CAO reports and quarterly departmental fund balances for four budget units and two internal service funds.
 - o Transferring 1.0 SY Supervising Clerk and \$34,053 to Facilities Services.
 - o Transferring 1.0 SY Word Processing Operator and \$33,990 to Printing Services.
 - o Deleting 1.0 SY Senior Clerk and \$31,682 and adding 1.0 SY Accounting Technician and \$31,126.
3. Information Systems Services [6.00 SY; E = \$386,181; 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 of and implementing 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 Deleting 1.00 SY Industrial Engineer II and \$48,976 and adding 1.00 SY Department Computer Specialist III and \$36,547.
 - o Deleting 0.25 SY Senior Department Systems Engineer and \$15,073.
4. Personnel/Training/Payroll [5.50 SY; E = \$288,934; R = \$0] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Developing & implementing Phase II of customer service training.
 - o Coordinating the employee mentorship program.
 - o Coordinating the employee recognition program.
 - o Developing and coordinating staff development training.
 - o Coordinating organizational development efforts.
 - o Coordinating customer feedback.
 - o Performing payroll time accounting and general personnel functions.
 - o Administering the Affirmative Action Plan, discipline cases, cultural diversity program and training.
 - o Adding 0.50 SY Dept. Personnel Officer II and \$20,396.
 - o Transferring 1.0 SY Senior Clerk and \$31,530 from Facilities Services.
5. Document Services [4.00 SY; E = \$276,010; R = \$0] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Providing overall management direction and clerical support for external services and 49.25 SY's for the County-wide Mail, Printing and Records Management Programs.
 - o Transferring 1.0 SY Administrative Assistant II and \$50,585 from Records.
 - o Implementing an Internal Services Fund for County-wide Mail, Printing and Records Services.
 - o Developing service guides for the Internal Service Fund.
 - o Providing administrative, personnel, budgeting and fiscal support for County-wide Mail, Printing and Records Management Programs.
 - o Offset by revenue from the Internal Service Fund which accrues in the Mail Service, Records Management and Printing Services operating budgets.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Change in COF (9785)	\$374	\$0	\$0	\$0
Change in Solid Waste Ent Fund (9790)	4,068	0	0	0
Other Miscellaneous (9995)	350	0	0	0
Sub-Total	\$4,792	\$0	\$0	\$0
Total	\$4,792	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$1,521,644	\$1,528,342	\$1,590,962	\$62,620
Sub-Total	\$1,521,644	\$1,528,342	\$1,590,962	\$62,620
Total	\$1,521,644	\$1,528,342	\$1,590,962	\$62,620

EXPLANATION/COMMENT ON PROGRAM REVENUES

The Support Services Division does not budget revenue. Miscellaneous revenue was earned in FY96-97 for salary reimbursements from the Solid Waste Enterprise Fund.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
MANAGEMENT SERVICES							
Director's Office							
2125	Director, General Services	1	1.00	1	1.00	\$99,919	\$99,886
2219	Asst. Director, General Svcs.	1	1.00	1	1.00	90,836	80,992
2759	Administrative Secretary IV	1	1.00	1	1.00	28,783	29,640
2756	Administrative Secretary I	1	1.00	1	1.00	19,159	19,233
	Subtotal	4	4.00	4	4.00	\$238,697	\$229,751
Budget/Fiscal							
2367	Principal Admin. Analyst	1	1.00	1	1.00	\$53,735	\$55,336
2302	Administrative Assistant III	1	1.00	1	1.00	40,376	40,336
2425	Assoc. Accountant	1	1.00	1	1.00	38,248	39,399
2403	Accounting Technician	1	1.00	2	2.00	27,049	47,661
2405	Assistant Accountant	1	1.00	1	1.00	30,825	31,745
2730	Senior Clerk	1	1.00	0	0.00	24,673	0
3009	Word Processing Operator	1	1.00	0	0.00	24,052	0
2745	Supervising Clerk	1	1.00	0	0.00	24,140	0
	Subtotal	8	8.00	6	6.00	\$263,098	\$214,477
Information Systems Services							
3788	Principal Industrial Engineer	1	1.00	1	1.00	\$51,563	\$58,094
3787	Industrial Engineer II	1	1.00	0	0.00	55,419	0
2432	System Support Analyst II	1	1.00	1	1.00	43,109	38,848
3120	Dept. Computer Specialist III	1	1.00	2	2.00	43,109	80,956
2461	Dept. Systems Engineer II	1	1.00	1	1.00	43,446	43,370
2462	Sr. Dept. Syst. Engineer	1	0.25	0	0.00	11,503	0
2460	Dept. Syst. Engineer I	1	1.00	1	1.00	26,894	37,422
	Subtotal	7	6.25	6	6.00	\$275,043	\$258,690
Personnel/Training/Payroll							
2307	Dept. Personnel Officer III	1	1.00	1	1.00	\$53,735	\$55,336
2302	Administrative Assistant III	1	1.00	1	1.00	47,565	48,991
2511	Senior Payroll Clerk	2	2.00	2	2.00	51,630	53,152
2730	Senior Clerk	0	0.00	1	1.00	0	25,401
2328	Dept. Personnel Officer II	0	0.00	1	0.50	0	20,396
	Subtotal	4	4.00	6	5.50	\$152,930	\$203,276
Document Services							
2280	Deputy Dir., Admin. Services	1	1.00	1	1.00	\$77,134	\$77,128
2303	Administrative Assistant II	0	0.00	1	1.00	0	37,422
2367	Principal Admin. Analyst	1	1.00	1	1.00	53,735	55,336
2757	Administrative Secretary II	1	1.00	1	1.00	26,246	22,794
	Subtotal	3	3.00	4	4.00	\$157,115	\$192,680
Total		26	25.25	26	25.50	\$1,086,883	\$1,098,874

STAFFING SCHEDULE

Class Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
Salary Adjustments:					\$16,935	\$(62,383)
Premium/Overtime Pay:					0	0
Employee Benefits:					368,882	371,198
Salary Savings:					(46,797)	(47,462)
VTO Reductions:					(3,802)	(3,802)
Total Adjustments					\$335,218	\$257,551
Program Totals	26	25.25	26	25.50	\$1,422,101	\$1,356,425

HOUSING & COMMUNITY DEVELOPMENT

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
HOUSING & COMMUNITY DEV.	\$8,823,120	\$13,866,677	\$10,608,540	\$26,280,498	\$5,656,257	(20,624,241)	(78.5)
SPECIAL MULTI-YEAR PROJECTS	0	0	0	0	22,135,645	22,135,645	100.0
TOTAL DIRECT COST	\$8,823,120	\$13,866,677	\$10,608,540	\$26,280,498	\$27,791,902	\$1,511,404	5.8
PROGRAM REVENUE	(9,038,835)	(14,108,507)	(10,935,756)	(26,607,715)	(28,087,574)	(1,479,859)	5.6
NET GENERAL FUND COST	\$(215,715)	\$(241,830)	\$(327,216)	\$(327,217)	\$(295,672)	\$31,545	(9.6)
STAFF YEARS	87.07	90.22	90.32	95.00	96.00	1.00	1.1

MISSION

Provide housing assistance and community improvements which benefit low and moderate income persons, reduce blight, improve neighborhoods, alleviate substandard housing and increase and preserve the supply of affordable housing by preserving the housing stock and stimulating private sector production of lower income housing units.

1997-98 DEPARTMENT OUTCOME AND OUTPUT OBJECTIVES

Rental Assistance

1. Provide rental assistance to 10,300 low-income families.
 - a. Review and certify the eligibility of 15,200 families for Section 8 rental assistance.

Housing Development

1. Preserve, rehabilitate or develop 960 dwelling units.
 - a. Monitor 6,500 dwelling units for contract compliance.

Community Development

1. Complete 60 public improvement projects in 10 communities.
 - a. Monitor the progress of 120 CDBG projects.
2. Maintain 2 on-going redevelopment projects and amendments.
 - a. Monitor 11 redevelopment agreements.

Regional Task Force on the Homeless

1. Provide information on homeless needs and resources for HUD Supportive Housing Program grant applications to 25 service agencies on the homeless.
 - a. Monitor and review 180 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
Fiscal Year 1997-98**

TOTAL PERMANENT
STAFF = 96

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 REHAB. SPCLST 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
ADMIN. SECRETARY II			.50
52.5 POSITIONS		TOTAL	52.50

HOUSING DEVELOPMENT DIVISION			
STAFF YEARS			
HOUSING PGM. MANAGER			2.00
PRINCIPAL REHAB. SPEC			2.00
HSNG REHAB. SPCLST III			2.00
HSNG REHAB. SPCLST II			4.00
HSNG PGM ANALYST IV			3.00
ADMIN. SECRETARY II			1.00
14.0 POSITIONS		TOTAL	14.00

COMMUNITY DEVELOPMENT DIV.			
STAFF YEARS			
COMMUNITY DEV. MANAGER			1.00
HSNG. PROGRAM ANALYST IV			3.00
HSNG. PROGRAM ANALYST II			3.00
ADMIN. SECRETARY II			.50
7.5 POSITIONS		TOTAL	7.50

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			
HSNG. PGM. REVIEW COORD.			1.00
ANALYST III			1.00
SENIOR SYSTEMS ANALYST			1.00
ASSOC. SYSTEMS ANALYST			1.00
HSNG. SPECIALIST II			1.00
ACCOUNTING TECH.			1.00
INTERMEDIATE ACCT. CLERK			4.00
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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,723,287	\$3,975,468	\$4,085,180	\$4,730,965	\$4,924,642	4.1
Services & Supplies	3,600,903	7,272,099	4,425,494	10,171,290	731,615	(92.8)
Other Charges	686,612	553,763	799,946	1,552,365	0	(100.0)
Operating Transfers	812,318	2,065,347	1,297,920	9,825,878	0	(100.0)
TOTAL DIRECT COST	\$8,823,120	\$13,866,677	\$10,608,540	\$26,280,498	\$5,656,257	(78.5)
PROGRAM REVENUE	(9,038,835)	(14,108,507)	(10,935,756)	(26,607,715)	(5,951,929)	(77.6)
NET GENERAL FUND CONTRIBUTION	\$(215,715)	\$(241,830)	\$(327,216)	\$(327,217)	\$(295,672)	(9.6)
STAFF YEARS	87.07	90.22	90.32	95.00	96.0	1.1

PROGRAM MISSION

Provide housing assistance and community improvements which benefit low and moderate income persons, reduce blight, improve neighborhoods, alleviate substandard housing and increase and preserve the supply of affordable housing by preserving the housing stock and stimulating private sector production of lower income housing units.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Various Community Development Block Grant (CDBG) and HOME projects, including certain public works projects, and the Housing Development Fund, are multi-year projects and were rebudgeted in Fiscal Year 1997-98 under a newly created Special Multi-Year Project Program, Org. 5250

A comparison of budgeted expenditures and revenues against estimated actuals shows that the department estimates to realize 40% of budgeted costs and revenues, while maintaining budgeted net county cost. This estimate is based upon total funding for multi-year projects being accumulated and carried-over during subsequent fiscal years and actual costs and revenues are realized annually during the life of the project. Housing and Community Development programs administered by the department for HUD are 100% revenue offset.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Achieved 86% of goal to assist 10,200 low income households by leasing 8,743 low income families through the Rental Assistance Program.

Achieved 92% of goal to process 15,200 Section 8 applications by reviewing and certifying 14,026 applications.

Achieved 94% goal to preserve, rehabilitate or develop 940 dwelling units by rehabilitating, preserving or developing 880 units.

Achieved 120% of goal to acquire or develop 300 dwelling units by acquiring or developing 361.

Achieved 1.08% goal, to manage 7 separate contracts with local non-profits, to provide about 521 beds for the homeless serving 2,500 persons, by providing 561 beds.

Achieved 71% goal, to manage 3 separate Emergency Shelter Contracts serving homeless women and children, to provide 56 beds and serving over 1,000 clients per year, by providing 40 beds.

Utilized \$5.1 Million in Twenty-Second CDBG grant funds for public improvements.

Achieved goal to complete 58 public improvement projects and 96% goal to monitor 120 CDBG contracts.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Rental Assistance

1. Provide rental assistance to 10,300 low-income families.
 - a. Review and certify the eligibility of 15,200 families for Section 8 rental assistance.

Housing Development

1. Preserve, rehabilitate or develop 960 dwelling units.
 - a. Monitor 6,500 dwelling units for contract compliance.

Community Development

1. Complete 60 public improvement projects in 10 communities.
 - a. Monitor the progress of 120 CDBG projects.
2. Maintain two (2) on-going redevelopment projects and amendments.
 - a. Monitor 11 redevelopment agreements.

Regional Task Force on the Homeless

1. Provide information on homeless needs and resources for HUD Supportive Housing Program grant applications to 25 service agencies on the homeless.
 - a. Monitor and review 180 public and private agencies and programs receiving public funds for homeless services and cash assistance in San Diego county.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Rental Assistance [65.45 SY; E = \$3,526,702; R = \$3,714,469] including support personnel are:
 - o Discretionary/Mandated Service Level.
 - o Provide rental assistance to 10,500 low-income households.
 - o Certify families for participation in Section 8 Programs.
 - o Oversee private management company operations of five Public Housing developments.
2. Housing Development [17.45 SY; E = \$1,220,762; R = \$1,288,525] including support personnel are:
 - o Discretionary/Mandated Service Level.
 - o Rehabilitate, preserve or develop 960 dwelling units.
 - o Monitor 2,500 mobilehome dwelling units under the resident purchase program.
 - o Monitor 17 mobilehome park conversions for contract compliance.
 - o Implement various State and local mobilehome assistance programs to promote resident ownership.
 - o Stimulate 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 Stimulate private sector industrial projects through tax exempt industrial development bond financing.
 - o Implement County Density Bonus programs.

- o Develop affordable housing through available Federal funding, primarily with the U. S. Department of Housing and Urban Development (HUD), and State Housing and Community Development Department resources.
- o Monitor twenty-four density bonus and six bond financing developments.

3. Community Development [9.35 SY; E = \$765,793; R= \$805,936) including support personnel are:

- o Discretionary/Mandated Service Level.
- o Monitor the progress and performance of 115 active Community Development Block Grant (CDBG) projects.
- o Plan and develop the Twenty Fourth-Year CDBG Application in cooperation with the Housing Preservation and Housing Development Division, other County Departments, cooperating cities and public service agencies.
- o Review approximately 150 projects for inclusion in the Twenty Fourth-Year CDBG Application.
- o Manage 6 separate contracts with local non-profits providing 250 beds for the homeless.
- o Manage 2 separate Emergency Shelter contracts, provide 23 beds and serving 1,000 clients per year.
- o Monitor residential rehabilitation, rental assistance and contracted activities funded by the HOME Investment Partnership program.
- o Monitor progress of 2 redevelopment projects and amendments.
- o Monitor 11 redevelopment agreements

4. Regional Task Force on the Homeless [3.75 SY; E= \$143,000; R= \$143,000] 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 the homeless, and facilitate regional solutions through planning, coordination and advocacy on the homeless in San Diego county.
- o Serve as a clearing house for information and technical assistance on the homeless in the region.
- o Design and develop a regional homeless information system and recruit pilot agencies.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GRANT CONTRACTS:				
Housing Authority (#9745)	\$3,420,125	\$4,687,000	\$3,852,544	\$(834,456)
Community Development Block Grant (#9683)	3,098,344	9,132,073	872,123	
Home Grant (#9682)	1,427,857	4,632,642	0	(4,632,642)
Homeless/Emergency Shelter Grant (#9684)	2,088,090			
Other Federal Grants (#9678)	477,395	8,013,000	1,064,262	(6,948,738)
Other-Miscellaneous (9700)	356,474	143,000	163,000	
Other-Aid from Cities (#9741,#9742,#9746)	27,585			
Other Revenues for Current Services (#9600)	39,886			
Sub-Total	\$10,935,756	\$26,607,715	\$5,951,929	\$(20,655,786)
Total	\$10,935,756	\$26,607,715	\$5,951,929	\$(20,655,786)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(327,217)	\$(327,217)	\$(295,672)	\$31,545
Total	\$(327,217)	\$(327,217)	\$(295,672)	\$31,545

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.

The significant change in revenues from FY1996-97 to FY1997-98 is due to the establishment of a separate program for the multi-year projects managed by the Housing and Community Development. Revenues for multi-year projects are budgeted under Org. 5230- Special Multi-Year Projects in FY1997-98.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
Rental Assistance (66.45 SY)					
% OF RESOURCES: 48.28%					
<u>Outcomes (planned Result)</u>					
Families assisted (leased)	8,150	8,347	8,743	10,200	10,300
<u>Effectiveness (Input/Outcome)</u>					
Staff year per 100 families assisted	.86	.77	.76	.65	.65
<u>Outputs (Service/Product)</u>					
Review and certify applicants and participants	8,680	12,808	14,026	15,200	15,200
<u>Efficiency (Input/Output)</u>					
Staff Years Per 100 applications and certifications	.49	.50	.47	.44	.44
ACTIVITY B:					
Housing Development (17.45 SY)*					
% OF RESOURCES: 14.60%					
(this activity combined in fy97-98)					
<u>Outcomes (Planned Result)</u>					
Preserve, rehabilitate or develop dwelling units	850	891	880	940	960
<u>EFFECTIVENESS (Outcome/Input)</u>					
Staff year per 10 dwelling units	.17	.16	.12	.19	.18
<u>OUTPUT (Service/Product)</u>					
Monitor dwelling units for contract compliance	5,260	5,273	5,800	5,950	6,500
<u>EFFICIENCY (Output/Input)</u>					
Staff year Per 100 dwelling	.30	.31	.29	.30	.27

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY C:					
COMMUNITY DEVELOPMENT (9.35 SY)					
% OF RESOURCES: 66.01%					
<u>OUTCOME (Planned Result)</u>					
Public Improvement Projects Completed	56	58	58	58	60
<u>EFFECTIVENESS (Outcome/Input)</u>					
Staff year per project	.14	.12	.09	.09	.16
<u>OUTPUT (Service/Product)</u>					
Monitor CDBG projects for compliance with HUD requirements	120	120	115	120	120
<u>Efficiency (Output\Input)</u>					
Staff year per project	.06	.06	.05	.08	.07
<u>OUTCOME (Planned Result)</u>					
Redevelopment projects completed	n/a	n/a	n/a	n/a	2
<u>EFFECTIVENESS (Output/Input)</u>					
Staff year per project	n/a	n/a	n/a	n/a	.25
<u>OUTPUT (Service/Product)</u>					
Redevelopment agreements monitored	n/a	n/a	n/a	n/a	11
<u>Efficiency (Output\Input)</u>					
Staff year per agreement reviewed	n/a	n/a	n/a	n/a	.05
 ACTIVITY D:					
REGIONAL TASK FORCE ON THE HOMELESS (3.74 SY)					
% OF RESOURCES: .41%					
<u>OUTCOME (Planned Result)</u>					
Number of agencies on the homeless served	n/a	n/a	25	25	25
<u>EFFECTIVENESS (Outcome/Input)</u>					
Staff year per agency reviewed	n/a	n/a	.13	.13	.12
<u>OUTPUT (Service/Product)</u>					
Review agencies receiving fund for homeless	n/a	n/a	170	170	180
<u>EFFICIENCY (Output\Input)</u>					
Staff year per agency reviewed	n/a	n/a	0	.02	.02

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0981	Housing Program Mgr	5	5.00	5	5.00	344,936	307,436
0984	Community Development Mgr	1	1.00	1	1.00	62,208	64,351
2278	Director, HCD	1	1.00	1	1.00	68,401	80,683
2403	Accounting Technician	1	1.00	1	1.00	27,472	28,278
2412	Analyst II	1	1.00	1	1.00	43,109	44,409
2413	Analyst III	1	1.00	1	1.00	47,084	48,991
2427	Associate Systems Analyst	1	1.00	1	1.00	51,179	52,714
2493	Intermediate Account Clerk	5	5.00	5	5.00	104,340	106,387
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,815	26,576
2525	Senior Systems Analyst	1	1.00	1	1.00	51,179	52,714
2700	Interm Clerk Typist	10	10.00	10	10.00	202,899	207,585
2730	Senior Clerk	1	1.00	1	1.00	24,673	25,401
2757	Admin Secretary II	2	2.00	2	2.00	52,492	54,056
2758	Admin Secretary III	1	1.00	1	1.00	31,703	32,649
3532	Principal Rehab Specialist	2	2.00	2	2.00	90,552	99,065
3548	Housing Program Analyst IV	6	6.00	7	7.00	311,120	370,632
3557	Housing Program Analyst II	4	4.00	4	4.00	174,801	180,651
3826	Housing Rehab Spclst II	5	5.00	5	5.00	157,722	158,750
3827	Housing Rehab Spclst III	2	2.00	2	2.00	78,533	80,882
3828	Housing Prog Rev Coor	1	1.00	1	1.00	39,341	44,409
3829	Housing Aid	4	4.00	4	4.00	95,668	98,600
3830	Housing Specialist I	11	11.00	11	11.00	306,185	320,288
3831	Housing Specialist II	21	21.00	21	21.00	655,837	681,788
3832	Housing Specialist III	7	7.00	7	7.00	259,074	277,438
9999	Temporary Extra Help					232,234	232,234
Total		95	95.00	96	96.00	\$3,538,557	\$3,676,967
Salary Adjustments:						52,625	58,729
Premium/Overtime Pay:						0	0
Employee Benefits:						1,155,886	1,205,049
Salary Savings:						(0)	(0)
VTO Reductions:						(16,103)	(16,103)
Total Adjustments						\$1,192,408	\$1,247,675
Program Totals		95	95.00	96	96.00	\$4,730,965	\$4,924,642

PROGRAM: SPECIAL MULTI-YEAR PROJECTS

DEPARTMENT: HOUSING AND COMMUNITY DEVELOPMENT

PROGRAM #: 39001

ORGANIZATION #: 5250

MANAGER: Edward A. Baker, Jr.

REFERENCE: 1997-98 Proposed Budget - Pg. N/A

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	0	0	15,862,387	100.0
Other Charges	0	0	0	0	3,581,335	100.0
Operating Transfers	0	0	0	0	2,691,9230	100.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$22,135,645	100.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(22,135,645)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00

PROGRAM DESCRIPTION

This program represents the multi-year projects administered by the Department of Housing and Community Development. Funding for projects under this program are for more than one fiscal year which include Community Development Block Grants (CDBG), HOME Investment Partnerships, and Emergency Shelter Program (ESP) entitlement grants. This program provides the resources to accomplish the mission, outcome and output objectives of the Department of Housing and Community Development program budget. Costs under this program are 100% revenue offset.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GRANT CONTRACTS:				
Housing Authority (#9745)	\$0	\$0	\$0	\$0
Community Development Block Grant (#9683)	0	0	4,597,532	4,597,532
Home Grant (#9682)	0	0	5,189,211	5,189,211
Homeless/Emergency Shelter Grant (#9684)	0	0	0	0
Other Federal Grants (#9678)	0	0	12,106,452	12,106,452
Other-Miscellaneous (9995)	0	0	242,450	242,450
Sub-Total	0	0	\$22,135,645	\$22,135,645
Total	\$0	\$0	\$22,135,645	\$22,135,645

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	0	0	\$0	\$0
Total	\$0	\$0	\$0	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues for Multi-Year Projects 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 appropriations to the following fiscal year. Beginning in Fiscal Year 1997-98, Multi-Year Projects managed by the Department of Housing and Community Development are presented as a separate program under program heading Special Multi-Year Projects Org. 5250.

COUNTY LIBRARY

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1997-98 Budget	% Change
Library Services	\$8,840,090	\$8,922,376	\$9,457,747	\$9,330,362	\$9,918,797	588,435	6.3
TOTAL DIRECT COST	\$8,840,090	\$8,922,376	\$9,457,747	\$9,330,362	\$9,918,797	588,435	6.3
PROGRAM REVENUE	(8,840,090)	(8,922,376)	(9,457,747)	(9,330,362)	(9,918,797)	(588,435)	6.3
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	0	0.0
STAFF YEARS	171.20	174.30	180.28	177.67	192.67	15.00	8.4

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.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Provide a minimum 51,603.0 library branch hours open to the public.
 - a. Provide 157.52 staff years to operate 31 branch libraries, 2 bookmobiles and 1 literacy site.
 - b. Provide 26.95 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 a new library automation system by December 31, 1997.
 - a. Implement an automated circulation system, on-line public catalog, and related automation services.
 - b. Apply for Internet grants at 13 remaining branch sites.
 - c. Implement Adopt-A-Book Program to increase book collection systemwide.
3. Provide 34 library facilities that encourage and enhance equal access to information to ensure opportunities for an informed, literate society.
 - a. Coordinate planning and design activities for 1 new library capital project in Spring Valley.
 - b. Successfully open the new Poway Branch Library.
 - c. Continue planning efforts for future new library facilities in 5 communities: Encinitas, Julian, Lemon Grove, Santee, and Solana Beach.
 - d. Develop a joint use contract model for Solana Beach and Encinitas.
 - e. Complete remodels at 1 branch, Fallbrook, and at Library Headquarters.
 - f. Evaluate the El Cajon Branch Library floor plan to enhance work flow and efficient delivery of library service.
 - g. Work with Friend of Descanso Library to complete relocation of former Descanso Branch Library building to new branch site.
 - h. Renegotiate 4 branch leases: Alpine, Casa de Oro, Ramona, and Vista.
 - i. Evaluate Potrero Branch facility for potential purchase and funding options if purchase is feasible.
4. Provide library services at 34 library facilities that meet the needs of each branch community.
 - a. Complete 9 community needs assessment studies to conclude all assessments currently in progress.
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 Homework Helpers program at 2 branch libraries.
 - b. Conduct 2 tutor training programs systemwide to increase number of tutor volunteers by 60.
7. Increase Library Fund revenues 4% to offset program activities.
 - a. Hire a contract fund raiser to develop Library Fund Development Plan.
 - b. Contract for a collection agency to accelerate fines and fees payments.
 - c. Sell donated art work.
8. Provide 1 Sesquicentennial Program (California Statehood, discovery of gold, and Gold Rush 150-year anniversary) for branch library rotation.
 - a. Develop and implement one Sesquicentennial Program.

COUNTY LIBRARY
 (Headquarters Location: County Operations Center)
 1997-98 Adopted Budget

ADMINISTRATION	
	<u>STAFF YEARS</u>
Director, County Library	1.00
TOTAL	1.00

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	.50
Student Worker II/I/ Extra Help	.70
TOTAL	7.20

PROFESSIONAL & TECHNICAL SUPPORT SERVICES	
Provides support in the following areas: automation, acquisitions and cataloging, book delivery, library facility design and maintenance, volunteer coordination, and public relations.	
	<u>STAFF YEARS</u>
Dep Director, Co Library	.25
Dept LAN Syst Analyst III	1.00
Dept Computer Specialist II	2.00
Dist Network Tech III	1.00
Dist Network Tech II	1.75
Principal Librarian	1.50
Librarian III	2.00
Librarian II	.50
Librarian I	.50
Carpenter	1.00
Carpenter Assistant	1.00
Library Technician II	2.00
Library Technician I	4.75
Administrative Assistant I	1.00
Delivery Vehicle Driver	3.00
Intermediate Clerk Typist	2.50
Student Worker II/I/ Extra Help	1.20
TOTAL	26.95

BRANCH OPERATIONS	
Branch operations, reference, circulation, children's and out-reach programs for all ages at 31 branches, two bookmobiles, and one Adult Literacy site.	
	<u>STAFF YEARS</u>
Dep Director, Co Library	1.75
Librarian III	5.00
Librarian II	15.00
Librarian I	11.00
Adult Literacy Specialist	1.00
Library Technician IV	3.00
Library Technician III	19.00
Library Technician II	32.11
Library Technician I	31.75
Library Substitutes	5.33
Library Page	2.48
Bookmobile Drive	2.00
Intermediate Clerk Typist	3.00
Graphic Artist	.50
Student Worker II/I/ Extra Help	24.60
TOTAL	157.52

PROGRAM: Library Services

DEPARTMENT: COUNTY LIBRARY

PROGRAM #: 43803
MANAGER: Marilyn Crouch

ORGANIZATION #: 4950
REFERENCE: 1997-98 Proposed Budget - Pg. 36-3

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,271,702	\$5,553,144	\$5,801,057	\$5,921,251	\$6,129,708	3.5
Services & Supplies	3,412,440	3,276,348	3,490,620	3,347,111	3,478,867	3.9
Other Charges	0	0	0	0	310,222	100.0
Fixed Assets	121,351	54,603	83,899	62,000	0	(100.0)
Vehicle/Comm. Equip.	34,597	23,281	57,381	0	0	0.0
Less Reimbursements	0	0	0	0	0	0.0
Operating Transfers	0	15,000	24,790	0	0	0.0
TOTAL DIRECT COST	\$8,840,090	\$8,922,376	\$9,457,747	\$9,330,362	\$9,918,797	6.3
PROGRAM REVENUE	(8,840,090)	(8,922,376)	(9,457,747)	(9,330,362)	(9,918,797)	6.3
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	171.20	174.30	180.28	177.67	192.67	8.4

PROGRAM MISSION

See Departmental Mission on the Department Summary sheet.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Expenditures in 1996-97 are anticipated to exceed budget by \$127,385 primarily due to mid-year, revenue-offset, Board-approved budget modifications which included: \$45,526 for an Adult Literacy grant; and \$21,000 from private donations for homework helpers for two branch libraries and furniture for the new Descanso Branch Library, \$4,073 for Adult Literacy relocation, \$18,000 for the sale of fixed assets, and \$113,441 from the State Public Library Fund. Services and supplies, fixed assets, and operating transfer carryover obligations of \$235,873 from 1995-96 for which payment had not been completed by fiscal year end comprise the remainder of the excess expenditures and are funded by Library Fund's fund balance. Salary savings of \$120,194 is anticipated, along with a utility cost savings of \$65,360 due to various lighting retrofit projects implemented in 1995-96 and 1996-97, equipment maintenance savings of \$15,166, and small savings totaling \$109,808 in various other areas such as office supplies, contracted services, and equipment rental.

ACHIEVEMENT OF 1996-97 OBJECTIVES

The County Library was able to provide 51,115 open hours to the public in 1996-97 which was 1,519 fewer hours than budgeted. This was due to holiday closures and unanticipated branch closures for remodeling due to security purposes and American's with Disabilities Act program requirements. Proposals were reviewed and a new County automation system was selected; implementation planning was well underway by fiscal year end. All Internet work stations were installed in accordance with grant requirements as budgeted. All library facility goals were achieved as budgeted with new branch facilities opened in the communities of Del Mar, Descanso and Jacumba. Three (Descanso, Jacumba, and Santee) of 8 community needs assessments were completed and the remaining 6 are to be completed in July; 11 new assessment studies were begun (the goal was 5) in branch communities. The summer reading program goals were all achieved as budgeted. Two homework helpers programs were implemented at Pine Valley and Del Mar. Twenty-five new outreach programs were implemented in 1996-97.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental outcome and output objectives on the green summary sheet.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Branch Operations [157.52 SY; E = \$7,487,460; R = \$7,487,460] 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 Children's and Community Outreach services program coordination.
 - 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 \$185,921 for the Adult Literacy Program.
 - o Increased 13.35 staff years for branch operations and increased \$389,547 for contractual lease and guard service increases, and to transfer and realign library services staffing in Branch Operations and Professional and Technical Support to bring automation in-house, to reassign program planning efforts, and to increase substitute and student worker support to branches.
 - o Increased salaries and benefits of \$141,229 for a proportionate share of the negotiated salary increases and normal step changes.
 - o 100% program revenue offset.

2. Professional and Technical Support Services [26.95 SY; E = \$1,896,845; R = \$1,896,845] including support personnel provides:
 - o Discretionary/Discretionary service level
 - 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 1.05 staff years and increased \$1,189 in services and supplies for transfer and realignment of library services staffing between Branch Operations, Administration, and Professional and Technical Support to implement in-house automation, defer branch needs assessments, and reassign program planning efforts.
 - o Increased salaries and benefits of \$37,713 for a proportionate share of negotiated salary increases and normal step changes.
 - o 100% program revenue offset.

3. Administration and Operational Services [8.20 SY; E = \$534,492; R = \$534,492] 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 bookmobile and 1 Adult Literacy site.
 - o Decreased .30 staff year and increased \$8,285 to reallocate and realign resources for in-house automation in Professional Technical Support.
 - o Increased salary and benefit of \$10,475 for a proportionate share of negotiated salary increases.
 - o 100% program revenue offset.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
PROGRAM REVENUE				
Current Property Taxes	\$6,846,716	\$6,806,855	\$7,002,038	195,183
Taxes Other than Current Property	52,764	48,889	54,390	5,501
Use of Money and Property (Interest Earnings)	41,017	85,000	43,600	(41,400)
Fund Balance	448,867	629,025	448,378	(180,647)
Public Library Fund	269,566	156,125	435,635	279,510
Aid from Other Government Agencies (Grants)	47,327	2,514	2,400	(114)
Library Services	403,112	338,000	411,482	73,482
Branch City Contributions	167,375	114,526	117,000	2,474
Private Donations	35,450	15,000	145,000	130,000
Operating Transfer from General Fund	1,104,878	1,099,928	1,157,374	57,446
Other Revenue	40,675	34,500	101,500	67,000
Sub-Total	\$9,457,747	\$9,330,362	9,918,797	588,435
Total	\$9,457,747	\$9,330,362	\$9,918,797	\$588,435

EXPLANATION/COMMENT ON PROGRAM REVENUES

Overall, 1996-97 revenues are anticipated to exceed budget by \$127,385. Current Property Tax, Other Taxes, and revenue from library services are anticipated to exceed 1996-97 budgeted levels by \$108,848. Revenue from the Public Library Fund (PLF) exceeds budget by \$113,441 due to the Governor augmenting the State contribution to the PLF. The City of San Marcos' contribution of \$50,000 for 1995-96 was received in 1996-97. Private one-time donations are anticipated to be \$20,450 higher than budget primarily due to Wells Fargo's contribution to Homework Helpers and donations for furniture at the Descanso Branch Library. A mid-year grant for Adult Literacy of \$45,526 is reflected in Aid from Other Government Agencies. Interest earnings are anticipated to be \$43,983 lower than budget because of policy changes related to the Treasurers' Pool. The Fund Balance requirement is anticipated to be at \$448,867, or \$180,158 lower than budget and is primarily due to higher revenue levels and achieved savings in contracted services.

Branch City Contributions resulting from the City of Poway funding ten additional hours a week at the Poway Branch Library, effective December, 1995, is anticipated to be at budgeted levels. The City of San Marcos' 1996-97 contribution has been received.

Current Property Tax and Other Taxes are budgeted higher in 1997-98 by \$200,684, or 2.9%. Library Fines and Fees are \$73,482 higher due to the planned enhancement of efforts to collect overdue fines and fees. Branch City Contributions are estimated at approximately \$2,474 over 1996-97 levels. Private Donations are budgeted at \$130,000 higher due to anticipated fund raising efforts using a private contract fund raiser. The 1997-98 Fund Balance requirement has been reduced by \$180,647.

EXPLANATION/COMMENT ON OPERATING TRANSFER FROM GENERAL FUND

The 1996-97 General Fund Contribution to the Library of \$1,099,928 was budgeted to fund Adult Literacy, books and to offset branch operations to preclude further reduction in library hours and/or services. This core budgeting strategy has been carried forward into the 1997-98 Budget. A change in central budgeting for Rents and Leases impacts the Adult Literacy lease, which will now be shown in the Contribution to the Library at \$57,446 and brings the total General Fund Contribution to the Library for 1997-98 to a total of \$1,157,374.

In 1996-97, an additional \$4,073 was approved mid-year by the Board of Supervisors to fund telephone and data line requirements for the relocation of Adult Literacy to Santee and is shown in the 1996-97 Estimated Actual for Operating Transfer from the General Fund.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY: Branch Operations and Professional & Technical Support					
% of Resources: 95%					
<u>OUTCOME (Planned Result)</u>					
Library Hours Open *	41,703.0	52,314.0	51,115.0	52,633.5	51,603.0
<u>EFFECTIVENESS (Outcome/Input)</u>					
Cost Per Open Hour	\$170.98	\$170.55	\$185.03	\$177.27	\$192.21
<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	4.81	4.83	5.01	4.98	5.43

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	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0960	Manager, Library Services	1	1.00	0	0.00	\$46,380	\$0
0961	Mgr, Lib Comm Svs, Cap & Dev	1	1.00	0	0.00	63,155	0
2115	Director, County Library	1	1.00	1	1.00	86,107	86,086
2229	Deputy Director, County Library	0	0.00	2	2.00	0	119,896
2304	Administrative Assistant I	1	1.00	1	1.00	36,047	37,422
2369	Admin. Services Manager II	1	1.00	1	1.00	56,397	58,094
2412	Analyst II	1	1.00	1	1.00	39,836	43,093
2453	Departmental LAN Analyst III	0	0.00	1	1.00	0	47,797
2485	Distributed Network Technician II	0	0.00	2	1.75	0	43,736
2486	Distributed Network Technician III	0	0.00	1	1.00	0	29,101
2493	Intermediate Account Clerk	1	1.00	1	1.00	20,476	19,938
2510	Senior Account Clerk	1	1.00	1	1.00	24,673	25,401
2511	Senior Payroll Clerk	1	1.00	1	1.00	22,418	23,096
2700	Intermediate Clerk Typist	6	5.50	7	6.00	115,044	128,232
2758	Administrative Secretary III	1	1.00	0	0.00	31,703	0
3009	Word Processor Operator	1	1.00	1	1.00	24,455	25,187
3119	Dept Computer Specialist II	1	1.00	2	2.00	35,914	67,778
3817	Graphic Artist	1	0.50	1	0.50	14,710	15,781
4005	Bookmobile Driver	2	2.00	2	2.00	49,992	51,480
4015	Library Technician II	45	36.25	42	34.09	741,299	717,834
4016	Library Technician I	59	41.00	54	36.50	683,210	645,714
4020	Library Technician III	20	19.00	20	19.00	461,217	473,096
4021	Library Technician IV	3	3.00	3	3.00	85,833	87,358
4023	Librarian III	8	8.00	7	7.00	310,096	235,838
4024	Librarian II	16	15.50	16	15.50	541,889	555,902
4025	Librarian I	13	11.50	14	11.50	357,038	376,197
4035	Library Page	13	4.08	9	2.50	55,958	34,109
4037	Library Substitute	64	5.34	64	5.33	82,033	82,761
4043	Adult Literacy Specialist	1	1.00	1	1.00	31,279	36,240
4048	Principal Librarian	2	2.00	2	1.50	92,760	115,107
5905	Carpenter	1	1.00	1	1.00	31,558	32,494
6204	Carpenter Assistant	0	0.00	1	1.00	0	26,061
7516	Delivery Vehicle Driver	4	4.00	3	3.00	86,528	69,810
9999	Extra Help	40	6.00	141	26.50	238,375	456,247
Total		310	177.67	404	192.67	\$4,466,380	\$4,766,886
Salary Adjustments:						5,107	(127,812)
Premium/Overtime Pay:						15,661	15,661
Employee Benefits:						1,540,771	1,586,400
Salary Savings:						(82,923)	(87,682)
VTO Reductions:						(23,745)	(23,745)
Total Adjustments						\$1,454,871	\$1,362,822
Program Totals		310	177.67	404	192.67	\$5,921,251	\$6,129,708

PROGRAM: Contribution to Library Fund

DEPARTMENT: CONTRIBUTION TO LIBRARY FUND

PROGRAM #: 00001
MANAGER:

ORGANIZATION #: 0245
REFERENCE: 1997-98 Proposed Budget - Pg. 36-8

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Contribution to Library	\$727,926	\$830,822	\$1,100,805	\$1,099,928	\$1,157,374	5.2
TOTAL DIRECT COST	\$727,926	\$830,822	\$1,100,805	\$1,099,928	\$1,157,374	5.2
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$727,926	\$830,822	\$1,100,805	\$1,099,928	\$1,157,374	5.2
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The 1996-97 budget of \$1,099,928 was expended as budgeted; an additional \$877 was approved mid-year for public liability insurance.

ACHIEVEMENT OF 1996-97 OBJECTIVES

See Library Services Program for achievement of objections. The General Fund Contribution as shown above will be used to provide supplemental funding to achieve the objectives at the described levels.

1997-98 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.

MAJOR MAINTENANCE

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
MAJOR MAINTENANCE	\$4,661,690	\$3,874,278	\$3,277,850	\$1,087,599	\$3,666,659	\$2,579,060	237.1
MAJOR MAINTENANCE REMODELS	243,303	269,329	331,072	204,404	510,000	305,596	149.5
TOTAL DIRECT COST	\$4,904,993	\$4,143,607	\$3,608,922	\$1,292,003	\$4,176,659	\$2,884,656	223.3
PROGRAM REVENUE	(776,380)	(749,152)	(1,847,957)	(250,119)	(680,753)	(430,634)	172.2
NET GENERAL FUND COST	\$4,128,613	\$3,394,455	\$1,760,965	\$1,041,884	\$3,495,906	\$2,454,022	235.5
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To support the Board of Supervisors priorities in the implementation of repairs and restoration of capital assets.

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, and parking lot and mechanical system repairs within available resources.

To provide facility 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.

1997-98 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. Provide space remodeling services as approved and funded by the Board of Supervisors.
3. Evaluate and develop funding strategies to address unfunded requirements for major maintenance projects as identified in the annual Capital Improvement Plan (CIP).

PROGRAM: Major Maintenance

DEPARTMENT: MAJOR MAINTENANCE

PROGRAM #: 81900

ORGANIZATION #: 5590

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1997-98 Proposed Budget - Pg. 37-3

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Services & Supplies	\$4,613,219	\$3,869,845	\$3,277,850	\$1,087,599	\$3,644,906	235.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	48,471	4,433	0	0	21,753	100.0
TOTAL DIRECT COST	\$4,661,690	\$3,874,278	\$3,277,850	\$1,087,599	\$3,666,659	237.1
PROGRAM REVENUE	(630,865)	(649,999)	(1,710,509)	(144,119)	(170,753)	18.5
NET GENERAL FUND CONTRIBUTION	\$4,030,825	\$3,224,279	\$1,567,341	\$943,480	\$3,495,906	270.5
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary Page.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Estimated actual direct cost expenditures are \$2,190,251 more than the budgeted amount. This is due to mid-year Board approved project expenditures totaling \$500,655, and \$1,689,596 in prior year encumbrances expended in FY96-97.

ACHIEVEMENT OF 1996-97 OBJECTIVES

A five year deferred maintenance plan is updated annually to address current year priority projects and reduce the unfunded deferred major maintenance backlog. On September 17, 1996 (#48), the Board authorized \$1,367,250 from Proposition A residuals for County roof replacement and repairs. \$1,180,685 of the allocated roofing funds were expended and encumbered in FY96-97. The remaining balance was rebudgeted in FY97-98 and will be utilized for the remaining critical roof repairs.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the department Outcome and Output objectives on the Department Summary Page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

Support for project planning, estimating, contracting and inspection is provided by staff in the Facilities Services program in the Department of General Services.

The activities of this program are summarized as follows:

1. Craft Support [0.00 SY; E = \$539,908; R = \$20,000] including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
 - o Mandated/Discretionary Service Level.
 - o Providing an estimated \$539,908 in funding for force account services (cost applied).
 - o Offset by 4% in program revenue.

2. Contracted Services [0.00 SY; E = \$3,126,751; R = \$150,753] 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 \$3,126,751 (85% of budget) in privatized services.
 - o Offset by 5% in program revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
TAXES OTHER THAN CURRENT SEC:				
Sales/Use Tax - Crim Just (9063)	\$1,167,250	\$0	\$0	\$0
Sub-Total	\$1,167,250	\$0	\$0	\$0
FINES, FORFEITURES & PENALTIES:				
Criminal Justice Facilities (9176)	\$54,900	\$45,000	\$0	\$(45,000)
Penalty Assessment (9199)	23,602	0	0	0
Sub-Total	\$78,502	\$45,000	\$0	\$(45,000)
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Fed Aid-Comm.Develop Block Grant (9683)	\$0	\$0	\$69,000	\$69,000
Juvenile Placement Trust Fund (9746)	21,211	19,119	0	(19,119)
Aid from Redevelop. Agency (9744)	119,231	0	0	0
Sub-Total	\$140,442	\$19,119	\$69,000	\$49,881
CHARGES FOR CURRENT SERVICES:				
Other-Employee Maintenance (Housing) (9974)	\$62,485	\$80,000	\$80,000	\$0
Other Serv to ADV (9971)	119	0	0	0
Sub-Total	\$62,604	\$80,000	\$80,000	\$0
OTHER FINANCING SOURCES:				
Road Fund (9802)	\$0	\$0	\$0	\$0
Inmate Welfare Fund (9812)	87,518	0	0	0
Other Sales Taxable	1,076	0	0	0
Asset Forfeiture	6,669	0	0	0
Donation from Priv Party (9957)	166,448	0	0	0
COF Fund Balance	0	0	21,753	21,753
Sub-Total	\$261,711	\$0	\$21,753	\$21,753
Total	\$1,710,509	\$144,119	\$170,753	\$26,634

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$1,567,341	\$943,480	\$3,495,906	\$2,552,426
Total	\$1,567,341	\$943,480	\$3,495,906	\$2,552,426

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY96-97 revenues are \$1,566,390 more than budget. This is due to \$1,167,250 Proposition A Residuals used for roofing projects at various County facilities; \$119,231 for project MB7898 (Las Colinas) from the Poway Redevelopment trust fund; \$166,448 in cash incentives from SDG&E for energy efficient lighting projects; \$87,518 from inmate welfare funds for the Juvenile Hall Fencing Project (MB5895); and \$23,602 penalty assessment fees for Bailey Detention Security Fencing Project (MB6890).

FIXED ASSETS

Category	Total Cost
Equipment	\$21,753
Total	\$21,753

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
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ACTIVITY A: MAJOR MAINTENANCE SERVICES

% OF RESOURCES: 100%

OUTCOME (Planned Result)

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).	\$21.5 mill	\$22.8 mill	\$23.6 mill	\$23.6 mill	\$34.4 mill
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EFFECTIVENESS (Input/Outcome)

<u>Total Major Maintenance Program Funding</u> (Available for Project Expenditures)	\$9.5 mill	\$6.8 mill	\$5.3 mill	\$ 3.2 mill	\$4.6 mill
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• New appropriation	\$4.9 mill	\$1,037,434	\$2,541,931	\$ 380,000	\$2,580,000
• Rebudgets	\$3.9 mill	\$4,199,312	\$707,599	\$ 707,599	\$1,086,659
• Carryover	\$.7 mill	\$1,522,569	\$2,099,214	\$2,109,363	\$ 945,607

OUTPUT (Service or Product)

Increase major maintenance project funding and reduce remaining unfunded backlog costs

• <u>Total Projects</u>					
• Unfunded backlog costs ¹	\$21,544,200	\$22,817,045	\$23,617,456	\$23,617,456	\$34,400,000
• Total appropriations (New)	\$9,587,663	\$ 1,037,434	\$2,541,931	\$ 380,000	\$ 2,580,000
• Remaining unfunded backlog costs ²	\$16,644,200	\$21,779,611	\$21,075,525	\$23,237,456	\$31,820,000

EFFICIENCY (Input/Output)

Total project expenditures	\$4,891,702	\$3,874,278	\$3,277,850	\$ 2,928,420	\$3,689,813 ³
% of program funding expended	51%	57%	61%	86%	80%

¹ Unfunded major maintenance backlog is defined as unfunded current year major maintenance projects and prior year deferred projects which require funding.

² Remaining unfunded cost is the unfunded backlog cost less new appropriations.

³ Includes projected 1997-98 carryovers.

COMMENT

- 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.
- 7% of annually identified major maintenance program needs are proposed for funding in 1997-98.

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Services & Supplies	\$243,303	\$269,329	\$331,072	\$204,404	\$510,000	149.5
Other Charges	0	0	0	0	0	0
Fixed Assets	0	0	0	0	0	0
TOTAL DIRECT COST	\$243,303	\$269,329	\$331,072	\$204,404	\$510,000	149.5
PROGRAM REVENUE	(145,515)	(99,153)	(137,448)	(106,000)	(510,000)	381.1
NET GENERAL FUND CONTRIBUTION	\$97,788	\$170,176	\$193,624	\$98,404	\$0	(100.0)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary Page.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

1996-97 actual expenditures are \$126,668 higher than budget. This is due primarily to mid-year project expenditures totaling \$83,883 and \$42,785 in prior year encumbrances expended in FY96-97.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Several remodel projects were completed in FY96-97: CAC/COC Auditor Office Remodel (MR6898); Lakeside Center Removal Impediment (MR6896); the Marshal Locker Room Remodel (MR6897); and the COC Mail Room Remodel (MR6894). In addition, 4 mid-year remodels were approved by the Board: MR7890 and MR7899 in order to comply with ADA requirements at the County Administration Center; the Ruffin Road Annex Remodel (MR7888); and the Traffic Court/Airport Security Remodel (MR7896). The ADA Requirements Remodels, MR7890 and MR7899, are targeted for construction in FY97-98.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Outcome and Output Objectives on the Department Summary Page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The 1997-98 Budget contains no new project funding. Two revenue offset projects approved in 1996-97 are identified for rebudgeting: CAC - Removal of Impediments to the Disabled (MR7890), and CAC - ADA Barrier Removal (MR7899), in the amount of \$510,000.

The activities of this program are summarized as follows:

3. Craft Support [0.00 SY; E = \$0; R = \$0] including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
 - o Discretionary/Discretionary Service Level.
4. Contracted Services [0.00 SY; E = \$510,000; R = \$510,000] including construction contract work in County-owned and operated facilities; administration of contracts, writing specifications, designing plans, monitoring contracted work and coordinating the work with a variety of contractors and County craft support, is:
 - o Discretionary/Discretionary Service Level.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
INTERGOVERNMENTAL REV:				
Fed Aid - Comm Develop Block Grant (9683)	\$137,138	\$106,000	\$510,000	\$404,000
Sub-Total	\$137,138	\$106,000	\$510,000	\$404,000
OTHER FINANCING SOURCES				
OP Trans from COF (9805)	\$40	\$0	\$0	\$0
OP Trans from RF (9802)	123	0	0	0
Sub-Total	\$163	\$106,000	\$510,000	\$404,000
Total	\$137,448	\$106,000	\$510,000	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$193,624	\$98,404	\$0	\$(98,404)
Sub-Total	\$193,624	\$98,404	\$0	\$(98,404)
Total	\$193,624	\$98,404	\$0	\$(98,404)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue earned in 1996-97 is \$31,325 higher than budgeted due to completion of revenue carryover projects and mid-year funding of CDBG financed projects such as MR6885 Juvenile Hall Isolation Room and MR7870 CAC Barrier Removal.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
MAJOR MAINTENANCE REMODEL SUPPORT SERVICES					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Complete 80% of approved remodel projects in the same year as budgeted	80%	47%	40%	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	\$272,225	\$574,337	\$834,304	\$204,404	\$510,000 ²
Major maintenance remodeling expended	\$243,303	\$269,329	\$331,072	\$163,523	\$510,000
<u>EFFICIENCY (Input/Output)</u>					
% of program funding expended (expenditure/encumbrance)	89%	46.9%	40%	80%	100%

¹ Includes budgeted and mid-year appropriations.² Rebudgets

PUBLIC ADMINISTRATOR

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
FIDUCIARY SERVICES	\$2,182,846	\$2,200,064	\$2,298,975	\$2,289,134	\$2,403,338	114,204	5.0
TOTAL DIRECT COST	\$2,182,846	\$2,200,064	\$2,298,975	\$2,289,134	\$2,403,338	\$114,204	5.0
PROGRAM REVENUE	(2,295,429)	(1,493,220)	(1,571,939)	(1,429,419)	(1,470,332)	(40,913)	2.9
NET GENERAL FUND COST	\$(112,583)	\$706,844	\$727,036	\$859,715	\$933,006	\$73,291	8.5
STAFF YEARS	48.11	48.45	47.59	51.00	50.00	(1.00)	(2.0)

MISSION

Protect individuals and estates from abuse within the authorities of the California Government Code, the California Probate Code, California Health and Safety Code, and the Welfare and Institutions Code, by providing conservatorship and decedent estate administration services for the residents of San Diego County.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

Conservatorship Division

1. Comply 100% with Superior Court requirements for case management of conservatorships.
 - a. Administer 550 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 60% of the cases referred by citizens or agencies.
 - a. Respond to 840 citizen/agency inquiries.
 - b. Investigate 210 referrals

Decedent Division

4. Comply 100% with Superior Court requirements for administration of decedent estates.
 - a. Administer 900 decedent estates.
 - b. Complete and/or file 60 accountings as required by the Superior Court.
5. Find alternatives to County administration for 65% of the cases referred to this office.
 - a. Evaluate 3200 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

1997-98

DIRECTOR'S OFFICE	
Management-Administration Automation System	
<u>Position</u>	<u>Staff Years</u>
Public Administrator/ Guardian	1.00
Assistant Public Administrator/Guardian	1.00
Administrative Services Manager	1.00
Senior Account Clerk	1.00
Departmental Computer Specialist	1.00
Administrative Sec. III	1.00
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

40-2

FINANCIAL MANAGEMENT	
Account Services: Payments, Receipts, Records, Taxes; Estate Asset Accountability; Banking Services	
<u>Position</u>	<u>Staff Years</u>
Superv. Deputy PA/PG	1.00
Assoc. Accountant	1.00
Accounting Technician	2.00
Sr. Account Clerk	1.00
Intermediate Acct. Clerk	4.00
Total	9.00

CONSERVATORSHIP SERVICES	
Case Management; Estate Administration; Estate Asset Gathering, Protection, Management, Liquidation	
<u>Position</u>	<u>Staff Years</u>
Superv. Deputy PA/PG	1.00
Deputy PA/PG	6.00
Supervising Clerk	1.00
Estate Assistant	1.00
Stenographer	2.00
Criminal Legl Sec II	1.00
Legal Procedures Clk II	.50
Total	12.50

DECEDENT SERVICES	
Estate Administration; Estate Asset Gathering, Protection, Management, Distribution, Liquidation; Indigent Burial Services	
<u>Position</u>	<u>Staff Years</u>
Superv. Deputy PA/PG	1.00
Deputy PA/PG	6.00
Estate Assistant	1.00
Intermediate Clerk	1.00
Criminal Legl Sec I	1.00
Legal Procedures Clk II	.50
Total	10.50

PROPERTY MANAGEMENT	
Personal Property Pickup & Storage; Real Estate Sales, Rentals, Trust Deeds	
<u>Position</u>	<u>Staff Years</u>
Estate Property Manager	1.00
Senior Estate Mover	2.00
Estate Mover	4.00
Sr. Acct. Clerk	1.00
Total	8.00

AUTHORITY: California Probate Code; Welfare and Institutions Code, Division 8, Chapter 1; County Administrative Code, Sections 397-397.5 and 440; Health and Safety Code, Section 7104; Government Code, Section 27440 and 27462; and Board of Supervisors Policy E-7. This program is required to: (1) administer the estates of deceased persons and conservatees when estate assets are in danger of being lost, wasted, or misappropriated and there is no one else willing or able to administer the estates and (2) arrange for the disposition of indigent persons.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,946,866	\$2,009,521	\$1,977,305	\$2,065,175	\$2,099,358	1.7
Services & Supplies	109,021	104,499	211,885	123,959	203,980	64.6
Exp App to Pr. Yrs	0	1,027	9,930	0	0	0.0
Other Charges						
Indigent Burials	109,225	70,015	99,855	100,000	100,000	0.0
Exp App to Pr. Yrs OC	8,521	15,002	0	0	0	0.0
Fixed Assets	9,213	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,182,846	\$2,200,064	\$2,298,975	\$2,289,134	\$2,403,338	5.0
PROGRAM REVENUE	(2,295,429)	(1,493,220)	(1,571,939)	(1,429,419)	(1,470,332)	2.9
NET GENERAL FUND CONTRIBUTION	\$(112,583)	\$706,844	\$727,036	\$859,715	\$933,006	8.5
STAFF YEARS	48.11	48.45	47.59	51.00	50.00	(2.0)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Staff in this department exceeded all budgeted workload measurements, and only required 85% of the general fund net county cost budgeted for 1996-97. This resulted from over-realized legal fees, over-realized salary savings, and Title XIX-TCM reimbursement for conservatees receiving Medi-Cal services.

ACHIEVEMENT OF 1996-97 OBJECTIVESConservatorship Division

1. a. Staff managed 581 conservatorships compared to the budget estimate of 540.
b. 276 conservatorship accountings were completed and submitted to Superior Court compared to the budget estimate of 250.
2. Conservatee standards of care were ensured by meeting the goal of quarterly care inspection for 95% of appointed conservatorships.
3. Alternatives to county involvement were available to 63% of the 1381 inquiries/referrals in 96-97.

Decedent Division

1. All court reporting requirements were met for 738 decedent estates, requiring 82 accountings.
2. 1,995 inquiries/referrals were processed by this office with alternatives to county involvement successfully located in 56% of those cases. The percentage of inquiries/referrals can vary significantly from year to year based on the unpredictable circumstances of the decedent's estate.

Indigent Burial

1. 313 indigent decedent dispositions were completed in compliance with applicable state regulations and county policy.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to Department Summary page (Green Sheet).

1997-98 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 staff year reduction for this year is Estate Tax Accountant, due to out-sourcing income tax preparation for the decedent and conservatorship estates managed by this office.

The two major activities of this program are summarized as follows:

1. Decedent Services [23.60 SY; E = \$1,184,857; R = \$1,009,657] including administrative, legal, accounting, clerical, and property management support personnel, is:
 - o Mandated/Mandated service level;
 - o 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.
 - o 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 [26.40 SY; E = \$1,218,481; R = \$460,675] including administrative, legal, accounting, clerical, and property management support personnel, is:
 - o Mandated/Discretionary service level (Under Superior Court supervision and reporting requirements).
 - o 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. Elder financial abuse investigations and participation 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
Estate Administration Fees	\$939,371	\$760,657	\$869,810	109,153
Estate Legal Service Fees	509,263	400,000	400,000	0
Medi-Cal Services (SB 910)	0	5,000	0	(5,000)
Medi-Cal Services - TCM	68,000	13,562	100,000	86,438
Sub-Total				
OTHER REVENUE:				
Pooled Estate Investment and Deposit Interest	\$0	\$200,000	\$50,322	(149,678)
Indigent Burial Cost Recovery & Miscellaneous	15,999	14,200	14,200	0
Banking Services	0	0	0	0
Indigent Burial - Death Certificate Fee	39,306	36,000	36,000	0
Sub-Total	\$1,571,939	\$1,429,419	\$1,470,332	\$40,913
Total	\$1,571,939	\$1,429,419	\$1,470,332	\$40,913

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
	\$727,036	\$859,715	\$933,006	73,291
Sub-Total	\$727,036	\$859,715	\$933,006	\$73,291
Total	\$727,036	\$859,715	\$933,006	\$73,291

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 1997-98 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 favorable projected interest earnings on future estate assets deposited in commercial financial institutions. If interest earnings are over-realized, a mid-year request for additional appropriations will be prepared to upgrade the existing departmental hardware and software that is obsolete and no longer maintained by the manufacturers.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: CONSERVATORSHIP DIVISION					
% OF RESOURCES: 50.7%					
<u>OUTCOME (Planned Result)</u>					
Compliance with Superior Court Requirements	0	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Outcome	\$0	\$810,032	\$862,279	\$868,494	\$914,137
<u>OUTPUT (Service or Product)</u>					
Case management conservatorships	0	558	581	540	550
<u>EFFICIENCY (Input/Output)</u>					
Cost per case	\$0	\$1,450	\$1,484	\$1,608	\$1,662
<u>OUTCOME (Planned Result)</u>					
Find alternatives to County Public Guardian involvement for referrals	0	25%	63%	70%	60%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Outcome	\$0	\$269,668	\$287,426	\$289,498	\$304,713
<u>OUTPUT (Service or Product)</u>					
Number of Conservatorship referrals/inquiries	0	1,244	1,381	1,375	1,050
<u>EFFICIENCY (Input/Output)</u>					
Cost per referral/inquiry	\$0	\$296	\$208	\$211	\$290
ACTIVITY B: DECEDENT DIVISION					
% OF RESOURCES: 49.3%					
<u>OUTCOME (Planned Result)</u>					
Compliance with Superior Court requirements	0	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Outcome	\$0	\$362,731	\$365,660	\$354,403	\$379,563
<u>OUTPUT (Service or Product)</u>					
Decedent estates administered (Formal probates, summary probates, and indigent cases)	0	625	738	660	900
<u>EFFICIENCY (Input/Output)</u>					
Annual ave. cost per appointed case	\$0	\$580	\$495	\$537	\$422

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
<u>OUTCOME (Planned Result)</u>					
Find alternatives to County Administration for referrals	0	79%	56%	75%	65%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Outcome	\$0	\$673,642	\$679,083	\$658,177	\$704,902
<u>OUTPUT (Service or Product)</u>					
Total decedent estate referrals/inquiries	0	2,188	1,995	1,975	3,200
<u>EFFICIENCY (Input/Output)</u>					
Average cost per referral/inquiry	\$0	\$308	\$340	\$333	\$220
<u>OUTCOME (Planned Result)</u>					
Compliance with Health & Safety Code for disposition of indigent decedents	0	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Outcome (Total cost of cremations/burials)	\$0	\$85,017	\$104,527	\$100,000	\$100,000
<u>OUTPUT (Service or Product)</u>					
Indigent dispositions	0	245	313	300	300
<u>EFFICIENCY (Input/Output)</u>					
Average cost per indigent disposition	\$0	\$347	\$334	\$333	\$333

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2158	Public Administrator	1	1.00	1	1.00	72,946	72,935
2282	Asst. Public Administrator	1	1.00	1	1.00	50,778	59,948
2369	Administrative Svcs. Manager II	1	1.00	1	1.00	56,397	58,094
2403	Accounting Technician	2	2.00	2	2.00	54,944	56,556
2425	Associate Accountant	1	1.00	1	1.00	30,825	31,745
2493	Intermediate Acct Clerk	4	4.00	4	4.00	83,341	82,360
2502	Estate Tax Accountant	1	1.00	0	0.00	48,744	0
2510	Senior Account Clerk	3	3.00	3	3.00	74,019	76,203
2645	Senior Estate Mover	2	2.00	2	2.00	55,310	56,994
2671	Estate Mover	4	4.00	4	4.00	93,614	97,609
2700	Intermediate Clerk	4	4.00	4	4.00	84,970	87,744
2745	Supervising Clerk	1	1.00	1	1.00	28,611	29,464
2758	Administrative Sec. III	1	1.00	1	1.00	31,703	32,649
2760	Stenographer	2	2.00	2	2.00	40,824	43,016
2775	Criminal Legal Sec. I	1	1.00	1	1.00	30,885	31,830
2776	Criminal Legal Sec. II	1	1.00	1	1.00	33,060	34,046
2907	Legal Procedures Clerk II	1	1.00	1	1.00	20,922	19,749
3119	Dept. Comp. Specialist II	1	1.00	1	1.00	36,338	37,422
3637	Supv Dep Public Admin/Guardian	3	3.00	3	3.00	121,137	124,782
5600	Dep Pub Admin/Guardian II	12	12.00	12	12.00	410,436	417,209
5604	Estate Assistant	2	2.00	2	2.00	50,500	52,050
5605	Estate Property Manager	1	1.00	1	1.00	40,379	41,594
9999	Temporary Extra Help	1	1.00	1	1.00	7,500	7,500
Total		51	51.00	50	50.00	\$1,558,183	\$1,551,499
Salary Adjustments:						15,838	51,706
Premium/Overtime Pay:						2,000	2,000
Employee Benefits:						544,263	548,770
Salary Savings:						(46,601)	(46,109)
VTD Reductions:						(8,508)	(8,508)
Total Adjustments						\$506,992	\$547,859
Program Totals		51	51.00	50	50.00	\$2,065,175	2,099,358

PUBLIC SERVICES UTILITIES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Public Services Utilities	\$16,545,378	\$17,105,250	\$17,906,215	\$18,396,488	\$13,857,778	\$(4,538,710)	(24.7)
TOTAL DIRECT COST	\$16,545,378	\$17,105,250	\$17,906,215	\$18,396,488	\$13,857,778	\$(4,538,710)	(24.7)
PROGRAM REVENUE	(154,948)	(155,993)	(132,072)	(150,895)	(150,895)	0	0.0
NET GENERAL FUND COST	\$16,390,430	\$16,949,212	\$17,774,143	\$18,245,593	\$13,706,883	\$(4,538,710)	(24.7)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

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.

Under the direction of the CAO and Board of Supervisors, postage appropriations were removed from this budget and allocated in the new Mail Internal Service Fund, effective FY97-98.

1997-98 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 offset added utility costs associated with rate increases.
 - a. Utilize San Diego Gas & Electric financing to fund three energy modernization projects in major maintenance activities.

AUTHORITY: Administrative Code 398.5 Sections (j) Utilities/Vehicle Fuels and (i) Postage, delegate to the Department of General Services the administration of utilities.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Gas & Electric	\$11,258,347	\$10,387,504	\$10,440,007	\$11,300,000	\$11,300,000	0.0
Postage	4,415,312	5,017,918	5,295,111	4,643,410	0	(100.0)
Water and Sewage	1,681,428	2,208,677	2,252,103	2,128,655	2,128,655	0.0
Bottled Gas	101,516	105,663	116,034	94,000	94,000	0.0
Fixed Assets	0	0	0	0	0	0.0
Other Charges	0	311,888	755,978	1,021,000	1,021,000	0.0
Less Reimbursements	(911,225)	(926,400)	(953,018)	(790,577)	(685,877)	(13.2)
TOTAL DIRECT COST	\$16,545,378	\$17,105,250	\$17,906,215	\$18,396,488	\$13,857,778	(24.7)
PROGRAM REVENUE	(154,948)	(155,993)	(132,072)	(150,895)	(150,895)	0.0
NET GENERAL FUND CONTRIBUTION	\$16,390,430	\$16,949,257	\$17,774,143	\$18,245,593	\$13,706,883	(24.9)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary page.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

FY96-97 Estimated Actual net costs are \$737,385 less than FY96-97 Budget. This underexpenditure is primarily due to gas and electricity cost savings and the overrealization of Costs Applied.

Gas and electricity were underspent by \$859,993 due to reduced gas and electric costs associated with energy management/lighting retrofit projects at various County facilities.

Costs Applied was overrealized by \$162,441 due to increased utilities services to the Library Fund and Solid Waste Enterprise Fund.

FY96-97 estimated actual postage costs were over budget by \$651,701 by year end due to: (1) underfunding of the postage budget, (2) increased costs in postage for non-readable mail, and (3) the manufacturer's delay in delivering the LIVE encoder system which would process non-readable mail at a lesser postage rate.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Continued energy conservation projects designed to save consumption and costs.
 - a. Implemented eight energy conservation initiatives designed to reduce or avoid utility costs.
2. Reduced square foot consumption in order to avoid added utility costs associated with rate increases.
 - a. Utilized San Diego Gas & Electric financing to fund twelve energy modernization projects.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to Department Outcome and Output Objectives on the Department Summary page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

Payment of Countywide utilities is managed by staff in the Facilities Services Program of the Department of General Services. Effective FY97-98, postage costs were removed from this budget and will be paid by departments directly to the Mail Internal Services Fund.

The activities of this program are summarized as follows:

1. Gas and Electricity [0.00 SY; E = \$10,646,071; R = \$121,960] is:
 - o Discretionary/Discretionary Service Level.
 - o Providing for payments to SDG&E (\$11,300,000) to include the Downtown Central Jail.
 - o Offset by \$653,929 in costs applied.

2. Water and Sewage [0.00 SY; E = \$2,096,707; R = \$28,935] is:
 - o Mandated/Discretionary Service Level.
 - o Providing for the water and sewage costs of operating over 6.2 million square feet of County facilities.
 - o Offset by \$31,948 in costs applied.

3. 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.

4. Energy Conservation - Debt Service [0.00 SY; E = \$1,021,000; R = 0] is:
 - o Discretionary/Discretionary Service Level.
 - o Continuing to save energy consumptions and costs.
 - o Providing a financing vehicle for Board of Supervisors approved mechanical retrofit projects at the County Operations Center, County Administration Center and the South Bay Regional Center.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES				
Internal Service Fund (9786)	\$6,149	\$4,500	\$4,500	\$0
Chg in Airport EF (9787)	1,371	0	0	0
Chg in SWEF (9790)	3,710	0	0	0
Employee Maintenance (9974)	7,162	10,000	10,000	0
Other Miscellaneous (9979)	963	0	0	0
Change in Liquid Waste Ent. Fund. (9788)	7,475	0	0	0
Sub-Total	\$26,830	\$14,500	\$14,500	\$0
OTHER REVENUE:				
Rents and Concessions (9210)	\$18,624	\$10,500	\$10,500	\$0
Aid From City of San Diego (9741)	81,299	125,395	125,395	0
Aid From Other Govt. Agencies (9746)	0	0	0	0
Other Miscellaneous (9995)	4,271	500	500	0
Misc. Revenues/Other (9990)	250	0	0	0
Recovered Ex (9989)	798	0	0	0
Sub-Total	\$105,242	\$136,395	\$136,395	\$0
Revenue Total	\$132,072	\$150,895	\$150,895	\$0
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Road Fund (5682)	\$393,584	\$381,017	\$359,017	\$(22,000)
APCD (5683)	15,074	61,292	21,292	(40,000)
Airports (5687)	70,345	55,608	54,108	(1,500)
Liq. Waste (5688)	9,905	9,175	8,975	(200)
Solid Waste (5690)	164,790	54,485	52,485	(2,000)
Library Fund (5693)	339,384	229,000	190,000	(39,000)
Cost Applied Excess Cost (5998)	(40,064)	0	0	0
Sub-Total	\$953,018	\$790,577	\$685,877	\$(104,700)
Costs Applied Total	\$953,018	\$790,577	\$685,877	\$(104,700)
Total Revenue & Cost Applied	\$1,085,090	\$941,472	\$836,772	\$(104,700)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
	\$17,774,143	\$18,245,593	\$13,706,883	\$(4,155,105)
Sub-Total	\$17,774,143	\$18,245,593	\$13,706,883	\$(4,155,105)
Total	\$17,774,143	\$18,245,593	\$13,706,883	\$(4,155,105)

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.

FY96-97 Actual Costs Applied is estimated to overrealize FY96-97 Budget by \$162,441, primarily due to utilities services provided to the Library Fund and Solid Waste Enterprise Fund.

FY97-98 Budgeted Costs Applied is decreasing by \$104,700 to establish funding for the new Mail Internal Service Fund. Revenue remains unchanged from FY96-97 Budget.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
MANAGEMENT OF GAS, ELECTRIC, WATER AND SEWER SERVICES					
% OF RESOURCES: 74%					
<u>OUTCOME (Planned Result)</u>					
Provide reliable utility services to support the provision of public services.		100%	100%	100%	100%
Implement energy conservation rebate initiatives designed to reduce or avoid utility costs.		24	8	0	10
Utilize S.D.G.&E. financing to fund energy modernization projects in major maintenance activities.		0	12 ¹	2	1
<u>EFFECTIVENESS (Input/Outcome)</u>					
Direct Cost					
• Gas and Electricity		\$10,387,504	\$10,440,007	\$11,300,000	\$11,300,000
• Water and Sewer		<u>2,208,677</u>	<u>2,252,103</u>	<u>2,128,655</u>	<u>2,128,655</u>
		\$12,596,181	\$12,692,110	\$13,428,655	\$13,428,655
Third Party Resources					
• S.D.G.&E. Revolving Credit Line		\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000
Funding from credit line					
Annual debt service payment		\$1,990,715	\$4,073,756	\$3,340,650	\$5,313,191
Credit line balance		\$311,888	\$755,978	\$1,021,000	\$1,021,000
		\$3,321,173	\$1,682,222	\$2,680,350	\$ 682,795
<u>OUTPUT (Service or Product)</u>					
Provide utility services to 6.2 million square feet of County buildings					
• Owned		5,758,938	5,783,012	5,783,012	6,247,218
• Leased		403,033	529,860	529,860	459,860
<u>EFFICIENCY (Input/Output)</u>					
Average utility costs per sq. ft.		\$ 1.91	\$ 2.01	\$ 2.13	\$ 2.00
<u>OUTPUT (Service or Product)</u>					
Cumulative annual Kwh savings		5.6 M Kwh	10.8 M Kwh	9.9 M Kwh	12.9 M Kwh
Cumulative sq. ft. completed lighting retrofits		4.9 M Sq.Ft.	5.1 M Sq.Ft.	5.14 M Sq.Ft.	5.14 M Sq.Ft.
<u>EFFICIENCY (Input/Output)</u>					
Electrical cost avoidance		\$ 492,800	\$ 979,058	\$891,000	\$1,161,000
Rate consultant cost savings		\$ 275,984	\$ 263,977	\$300,000	\$ 200,000
<u>OUTPUT (Service or Product)</u>					
Kwh required per year (Million)		105,196	105,579	104,162	112,457
Reduce Kwh per sq. ft. per year to 16.5.		16.69	16.79	16.5	16.76
<u>EFFICIENCY (Input/Output)</u>					
Electricity cost per 1000 kwh		\$88.00	\$88.30	\$90.00	\$90.00

¹ Used third party financing to finance 11 various facility lighting retrofits and 1 mechanical retrofit at County Operations Center.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: (Continued)					
<u>OUTPUT (Service or Product)</u>					
Therms required per year (Millions)		1,806	2,056	1,958	2,007
<u>EFFICIENCY (Input/Output)</u>					
Gas cost per 1000 therms		\$446.65	\$543.20	\$483.00	\$485.72
Therms per sq. ft. per year		.287	.33	.315	.299
<u>OUTPUT (Service or Product)</u>					
Water required per year - units 748 gal		640,659	666,302	650,000	670,394
<u>EFFICIENCY (Input/Output)</u>					
Water use per sq. ft. per year (units)		.1	.1	.1	.1
Water cost per unit		\$ 1.61	\$1.62	\$ 1.65	\$1.63
Sewer cost per unit		\$ 1.50	\$1.50	\$ 1.53	\$1.51
Service cost per unit		\$.25	\$.26	\$.26	\$.26
Total cost per unit		\$ 3.36	\$3.38	\$ 3.44	\$3.40
ACTIVITY B:					
POSTAGE					
% OF RESOURCES: 26%					
<u>OUTCOME (Planned Result)</u>					
To provide postage for 52 County departments and offices.		100%	100%	100%	0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Postage costs		\$5,017,918	\$5,295,111	\$4,643,410	\$0
<u>OUTPUT (Service or Product)</u>					
Number of pcs. of U.S. mail		13,933,920	14,065,603	16,000,000	0
<u>EFFICIENCY (Input/Output)</u>					
U.S. Postal Rate/First Class/1 oz only		\$.320	\$.320	\$.320	\$0
County Cost when presorted & barcoded by Zip Code/First Class/1 oz.		\$.240	\$.235	\$.235	\$0
Differential		\$.056	\$.085	\$.085	\$0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost Avoidance Percentage		17.50%	26.60%	26.60%	0

COMMENT: Postage was transferred out of the Public Services Utility budget in FY97-98 to an Internal Service Fund.

REGISTRAR OF VOTERS

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Registration	\$993,611	\$1,083,819	\$1,078,703	\$1,095,405	\$1,107,876	12,471	1.1
Elections	3,267,087	4,229,280	3,673,596	3,831,928	4,073,655	241,727	6.3
Administration	400,943	369,340	1,892,715	459,455	466,960	7,505	1.6
TOTAL DIRECT COST	\$4,661,641	\$5,682,439	\$6,645,014	\$5,386,788	\$5,648,491	\$261,703	4.9
PROGRAM REVENUE	(3,228,011)	(2,393,810)	(2,584,377)	(1,503,500)	(766,000)	737,500	(49.1)
NET GENERAL FUND COST	\$1,433,630	\$3,288,629	\$4,060,637	\$3,883,288	\$4,882,491	\$999,203	25.7
STAFF YEARS	83.11	91.90	91.51	97.90	89.59	(8.31)	(8.5)

MISSION

Under the jurisdiction and direction of the Board of Supervisors and with the assistance of the California Secretary of State, conduct voter registration and voting processes with the highest level of professional election standards, accountability, security and integrity, thereby earning and maintaining public confidence in the electoral process.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Achieve a net increase of 0.2% in total voter registration over FY 1996-97 actuals.
 - a. Provide ongoing supplies and registration materials at 800 fixed public locations county-wide and 300 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. Update and cancel 170,000 voter registrations.
3. Verify 35% of all petition signatures submitted and 100% of absentee ballot signatures for one major election.
 - a. Verify 90,000 state and local initiative, nomination and in lieu petition signatures.
 - b. Verify 157,500 signatures on voted absentee ballots.
4. Provide timely election and voter registration information to a voting eligible population of 1,781,000.
 - 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.
5. Provide election information materials to candidates and campaigns for 350 elective offices in San Diego County.
 - a. Provide 500 candidates and campaign committees with candidate filing and campaign disclosure information.
 - b. Track and maintain finance documents for 1400 candidate and campaign committees.
6. Comply with California Elections Code by providing sample ballots to all registered voters.
 - a. Provide Sample Ballot pamphlets to 1,400,000 registered voters for the June 1998 Primary election.
 - b. Assemble and mail 196,500 absentee ballot packets to declared and requesting voters.
7. Conduct the Gubernatorial Primary election in compliance with the California Elections Code; and count ballots from 100% of Precincts by 1:30 a.m. election night.
 - a. Provide 1520 polling locations, poll workers and supplies.
 - b. Receive and count an estimated 681,000 voted ballots.
8. Provide leadership, planning and direction to the department.
 - c. Establish quantifiable goals and objectives for the department.
 - d. Develop policy to implement the goals and objectives of the department.
 - e. Communicate the department's mission through personal appearances and written communications with community and service groups, and the news media.
9. Provide administrative support to the department.
 - a. Process personnel actions and bi-weekly payroll for 55 permanent and up to 350 temporary positions.
 - b. Budget and account for a \$4.8 million net county cost.
 - c. Process requisitions and pay for \$2.8 million in program supplies and contracts.

REGISTRAR OF VOTERS

ADMINISTRATION

DEPARTMENT MANAGEMENT ELECTION PLANNING

Registrar	1.00
Assistant Registrar	1.00
Administrative Secretary III	1.00
Permanent Positions	3.00

Administrative Services

- ⇒ Budget/Accounting
- ⇒ Purchasing
- ⇒ Personnel/Payroll
- ⇒ Media Relations
- ⇒ Monitoring Legislation
- ⇒ Facility Management

Administrative Assistant III	1.00
Associate Accountant	1.00
Personnel Aide	1.00
Senior Account Clerk	1.00
Administrative Secretary I	1.00
Extra Help	.60

Permanent Positions	5.00
Staff Years	5.60

Voter Services

- ⇒ Voter Registration
- ⇒ Absentee Voting
- ⇒ Petitions
- ⇒ Public Records
- ⇒ Voter Outreach
- ⇒ Campaign Services

Division Chief, ROV	1.00
Election Processing Supervisor	3.00
Supervising Clerk	3.00
Senior Clerk	6.00
Intermediate Clerk Typist	9.00
Data Entry Supervisor	1.00
Data Entry Operator	1.00
Extra Help	23.40

Permanent Positions	24.00
Staff Years	47.40

Computer Services

- ⇒ Data Processing
- ⇒ Programming
- ⇒ Systems Analysis
- ⇒ Computer Operations
- ⇒ Vote Counting

Senior Systems Analyst	1.00
Associate Systems Analyst	1.00
Assist Systems Analyst	1.00
Senior Computer Operator	1.00
Computer Operator	2.00
Extra Help	.87

Permanent Positions	6.00
Staff Years	6.87

Precinct Services

- ⇒ Polling Places
- ⇒ Officer Recruitment
- ⇒ Precinct Planning/Mapping
- ⇒ Voting Equip Assembly/
Maintenance
- ⇒ Warehouse

Division Chief, ROV	1.00
Election Processing Supervisor	1.00
Election Tech Coordinator	1.00
Precinct Planning Technician III	1.00
Precinct Planning Technician II	2.00
Precinct Planning Technician I	2.00
Drafting Technician II	1.00
Drafting Technician I	1.00
Storekeeper I	1.00
Supervising Clerk	1.00
Senior Clerk	5.00
Extra Help	9.72

Permanent Positions	17.00
Staff Years	26.72

4-2-2

AUTHORITY: The Registration Program is authorized by Article II, Section 3 of the California State Constitution, and the California Elections Code sections 2000 - 2241.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$668,166	\$680,768	\$725,000	\$727,827	\$695,260	(4.5)
Services & Supplies	278,335	351,645	340,000	342,174	409,316	19.6
Other Charges	42,457	28,133	13,703	25,404	3,300	(87.0)
Fixed Assets	0	23,273	0	0	0	0.0
TOTAL DIRECT COST	\$988,958	\$1,083,819	\$1,078,703	\$1,095,405	\$1,107,876	1.1
PROGRAM REVENUE	(137,658)	(94,354)	(231,867)	(140,000)	(128,000)	(8.6)
NET GENERAL FUND CONTRIBUTION	\$851,300	\$989,465	\$846,836	\$955,405	\$979,876	2.6
STAFF YEARS	20.14	23.79	24.5	24.58	22.51	(8.4)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The estimated net cost of the Registration program is less than the budgeted amount due to two factors: 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 1996-97 OBJECTIVES

1. Increased registration of voting-eligible population of San Diego County by 6.85%
 - a. Provided ongoing supplies and registration materials at 817 fixed public locations county-wide, 102% of objective.
 - b. Provided 292 campaigns and candidates with training, materials and supplies to conduct voter registration drives, 49% of objective. (Most candidates/campaigns picked up registration supplies prior to the March Primary election.)
2. Accurately maintained a registered voter data base of 1,387,525.
 - a. Entered 245,920 new voter registrations, 81% of objective.
 - b. Changed and canceled 253,913 voter registrations, 79% of objective.
3. Verified signatures on all petitions and incoming absentee ballots for three major and three minor elections.
 - a. Verified 113,792 state and local initiative, nomination and in lieu petition signatures, 163% of objective.
 - b. Verified 263,675 signatures on voted absentee ballots, 93% of the objective.
4. Provided timely election and voter registration information.
 - a. Responded to 141,372 telephone, counter and correspondence inquiries from the public, 94% of objective.
 - b. Provided 811 copies of voter registrations to individuals and organizations authorized by law to receive such informations, 41% of objective.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Achieve a net increase of 0.2% in total voter registration over FY 1996-97 actuals.
 - a. Provide ongoing supplies and registration materials at 800 fixed public locations county-wide and 300 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. Update and cancel 170,000 voter registrations.
3. Verify 35% of all petition signatures submitted and 100% of absentee ballot signatures for one major election.
 - a. Verify 90,000 state and local initiative, nomination and in lieu petition signatures.
 - b. Verify 157,500 signatures on voted absentee ballots.
4. Provide timely election and voter registration information to a voting eligible population of 1,781,000.
 - 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.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The CAD's budget for the Registration program reflects a reduction in costs for Salaries and Benefits which is necessary to meet departmental budget allocations. This reduction may limit our ability to complete a 100% verification of more than one Statewide petition. Increased costs for Services and Supplies are due to the anticipated increase in petition activity which typically occurs in the odd/even fiscal year when most local and state petitions for the June 1998 Primary Election will be filed and verified.

The activities of this program are summarized as follows:

1. Registration of Eligible Population and Community Development [2.03 SY; E = \$99,600; R = \$70,000] including distribution and receipt of voter registration affidavits, is:
 - o Mandated/Mandated Service Level.
 - o Offset 70.3% by program revenue.
 - o Able to distribute 500,000 and receive 305,000 new affidavits of registration; and provide registration drive services to 500 candidates and campaigns.
2. Processing Affidavits [13.28 SY; E = \$653,928; R = \$41,000] 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 6.3% by program revenue.
 - o Able to process 305,000 new affidavits, and update the address of 170,000 others.
3. Signature Verification [4.95 SY; E = \$243,614; 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 State reimbursement for signature verification of absentee ballots is substantial and appears as revenue in the elections program).
 - o Able to verify 157,500 absentee signatures; receive and count 257,000 petition signatures; and verify 35% of petition signatures.
4. Public Record Activity [2.25 SY; E = \$110,734; R = \$17,000] 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 15.4% 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Outreach and Community Development	\$105,564	\$60,000	\$70,000	\$10,000
Recovered Postal Expenditures	111,405	60,000	41,000	(19,000)
Sale of Certified Copies of Affidavits of Registration	14,898	20,000	17,000	(3,000)
Sub-Total	\$231,867	\$140,000	\$128,000	\$(12,000)
Total	\$231,867	\$140,000	\$128,000	\$(12,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$846,836	\$955,405	\$979,876	\$(955,405)
Sub-Total	\$846,836	\$955,405	\$979,876	\$(955,405)
Total	\$846,836	\$955,405	\$979,876	\$(955,405)

EXPLANATION/COMMENT ON PROGRAM REVENUES

There is a slight decrease in estimated revenues in FY 1997-98 as compared to FY 1996-97 due to an anticipated decrease in voter registration activity in the Gubernatorial Primary election year as compared to the Presidential General year.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: REGISTERING THE ELIGIBLE POPULATION					
% OF RESOURCES: 9%					
<u>OUTCOME (Planned Result)</u>					
Increase Registration of Eligibles by 0.2 %	75.1%	70.7%	77.94	75.7%	78.6%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Increase	\$68,204	\$102,961	\$97,083	\$100,720	\$99,660
<u>OUTPUT (Service or Product)</u>					
Provide Supplies to Fixed Locations and Campaigns	1,083	1,144	1,109	800	1,100
<u>EFFICIENCY (Input/Output)</u>					
Cost per Location/Campaign Supplied	\$62.98	\$90.00	\$87.54	\$125.90	\$90.60

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 registered voters to eligible voters. To maintain the accuracy of the voter file, the Registrar conducts an annual "purge" of the voters who have moved and/or are ineligible, thus reducing the size of the voter file, while accepting new registrants. The net effect of these two processes on the size of the voter file is estimated at 0.2%.

**ACTIVITY B:
PROCESSING AFFIDAVITS****% OF RESOURCES: 59%**OUTCOME (Planned Result)

Maintain Voter Registration Files	1,344,733	1,258,756	1,387,525	1,400,000	1,400,000
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EFFECTIVENESS (Input/Outcome)

Cost per Voter File	\$.40	\$.52	\$.46	\$.46	\$.47
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OUTPUT (Service or Product)

# of Add & Change File Transactions	334,714	484,988	499,833	625,000	475,000
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EFFICIENCY (Input/Output)

Net Cost per Transaction	\$1.63	\$1.35	\$1.27	\$1.03	\$1.38
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Comment:

We anticipate a decrease in affidavits received and processed in FY97-98 as compared to FY96-97 due to a reduction in voter activity in the gubernatorial primary election year as compared to the presidential general election year. We anticipate a slight increase in net cost per transaction in comparison to the previous primary election year FY95-96.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY C: VERIFY SIGNATURES					
% OF RESOURCES: 22%					
<u>OUTCOME (Planned Result)</u>					
Comply with State Law Regarding Petition and Absentee Signature Verification	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost for Compliance	\$193,754	\$242,514	\$237,315	\$245,549	\$243,614
<u>OUTPUT A (Service or Product)</u>					
Petition Signatures Verified	75,685	113,824	113,792	70,000	90,000
<u>OUTPUT B (Service or Product)</u>					
AV Signatures Verified	228,046	205,651	263,675	283,500	157,200
<u>TOTAL OUTPUT (Services and Products)</u>					
All Signatures Verified	303,731	319,475	377,467	353,500	247,200
<u>EFFICIENCY (Input/Output)</u>					
Cost per Signature Verified	\$.64	\$.76	\$.63	\$.69	\$.98

Comment:

The State reimburses Counties for the cost of Absentee Voting. This revenue is consolidated in the Elections program.

**ACTIVITY D:
PUBLIC RECORDS****% OF RESOURCES: 10%**OUTCOME (Planned Result)

Population Eligible to Register & Vote *	1,734,930	1,780,296	1,780,296	1,770,691	1,781,000
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EFFECTIVENESS (Input/Outcome)

Cost per Eligible Registrant for Phone, Counter, Correspondence and Copy Services	\$.05	\$.06	\$.06	\$.06	\$.06
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OUTPUT (Service or Product)

Phone, Counter, Correspondence, Copies	78,145	147,870	142,183	152,100	150,000
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EFFICIENCY (Input/Output)

Cost per Contact/Transaction	\$1.14	\$.70	\$.76	\$.69	\$.74
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* Estimates Provided by the Secretary of State

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2426	Assistant Systems Analyst	0.50	0.50	0.50	0.50	21,554	22,204
2427	Associate Systems Analyst	0.50	0.50	0.50	0.50	25,590	26,357
2525	Senior Systems Analyst	0.50	0.50	0.50	0.50	28,198	29,047
2700	Intermediate Clerk Typist	6.00	6.00	6.00	6.00	123,967	124,959
2730	Senior Clerk	2.00	2.00	2.00	2.00	48,912	49,224
2745	Supervising Clerk	1.00	1.00	1.00	1.00	28,611	28,971
3020	Computer Operator	1.00	1.00	1.00	1.00	24,498	24,871
3021	Election Processing Spvr	1.00	1.00	1.00	1.00	33,533	34,946
3030	Data Entry Operator	2.00	2.00	1.00	1.00	42,590	21,936
3035	Data Entry Supervisor	1.00	1.00	1.00	1.00	25,615	26,393
3072	Senior Computer Operator	0.50	0.50	0.50	0.50	14,467	14,892
3100	Div. Chief, Reg. of Voters	1.00	1.00	1.00	1.00	47,558	44,663
9999	Non-Permanent	60.00	7.58	60.00	6.51	88,389	73,203
Total		77	24.58	76	22.51	\$553,482	\$521,666
Salary Adjustments:						0	0
Premium/Overtime Pay:						4,720	4,000
Employee Benefits:						188,592	188,511
Salary Savings:						(16,241)	(16,857)
VTD Reductions:						(2,726)	(2,060)
Total Adjustments						\$174,345	\$173,594
Program Totals		77	24.58	76	22.51	\$727,827	\$695,260

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,550,414	\$1,765,252	\$1,727,645	\$1,755,539	\$1,655,570	(5.7)
Services & Supplies	1,671,968	2,403,370	1,932,248	2,050,985	2,405,985	17.3
Other Charges	42,458	28,133	13,703	25,404	3,300	(87.0)
Fixed Assets	2,247	32,525	0	0	8,800	100.0
TOTAL DIRECT COST	\$3,267,087	\$4,229,280	\$3,673,596	\$3,831,928	\$4,073,655	6.3
PROGRAM REVENUE	(3,090,353)	(2,299,456)	(2,352,510)	(1,363,500)	(638,000)	(53.2)
NET GENERAL FUND CONTRIBUTION	\$176,734	\$1,929,824	\$1,321,086	\$2,468,428	\$3,435,655	39.2
STAFF YEARS	56.07	60.80	59.55	64.82	58.48	(9.8)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Program expenditures were greater than budgeted due to two unanticipated/unbudgeted special elections. The department was able to conduct these elections without requesting additional appropriations. Cost recoveries for these two elections resulted in unanticipated revenues of \$458,000. Moreover, revenues from jurisdictions participating in the November 1996 General Election exceed budgeted revenues by \$325,894. Additional revenues of \$162,260 were received from the State for a Special Election claim filed in FY 1994-95. This reimbursement was budgeted in FY 1995-96 but not received until FY 1996-97.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Provided election information and materials to all candidates, campaigns and government agencies eligible to run for 433 elective offices in San Diego County, 147% of objective.
 - a. Provided 706 candidates and campaign committees with candidate filing and campaign disclosure information, 78% of objective.
 - b. Maintained 1,286 campaign disclosures, 95% of objective.
2. Complied with California elections Code by providing sample ballots for three major and three minor elections.
 - a. Printed and mailed 1,714,755 sample ballots to all eligible registered voters, 122% of the objective.
 - b. Assembled and mailed 307,396 absentee ballot packets to requestors, 104% of objective.
3. Conducted three major and three minor elections; and count ballots from 100% of precincts by 2:00 a.m. election night for each election.
 - a. Provided 1,638 voting poll locations, 99% of the objective.
 - b. Received and counted 967,447 voted ballots, 92% of the objective.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Provide election information materials to candidates and campaigns for 350 elective offices in San Diego County.
 - a. Provide 500 candidates and campaign committees with candidate filing and campaign disclosure information.
 - b. Track and maintain finance documents for 1400 candidate and campaign committees.

2. Comply with California Elections Code by providing sample ballots to all registered voters.
 - a. Provide Sample Ballot pamphlets to 1,400,000 registered voters for the June 1998 Primary election.
 - b. Assemble and mail 196,500 absentee ballot packets to declared and requesting voters.
3. Conduct the Gubernatorial Primary election in compliance with the California Elections Code; and count ballots from 100% of Precincts by 1:30 a.m. election night.
 - a. Provide 1520 polling locations, poll workers and supplies.
 - b. Receive and count an estimated 681,000 voted ballots.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The Elections Program summarized below reflects increased service/supply expenditures related to normal and anticipated increases in printing costs for the party-specific sample ballots, ballot cards and voting-device pages required in a statewide partisan primary election. The reduction in costs for Salaries and Benefits is necessary to meet departmental budget allocations and will limit our ability to conduct any Special elections without additional appropriations.

The main election program activities are summarized as follows:

1. Information to Candidates and Campaigns [11.10 SY; E = \$244,310; R = \$50,000] including update of district and precinct boundaries, provision for ballot access, and campaign and candidate filing and financial disclosure is:
 - o Mandated/Mandated Service Level.
 - o Offset 20.5% 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 [9.86 SY; E = \$1,262,267; R = \$49,000] 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 3.9% by program revenue.
 - o Able to have printed and mailed 1,400,000 sample ballots and 196,500 absentee ballots to the voters.
3. Conduct of Elections [37.52 SY; E = \$2,567,078; R = \$539,000] including provision of polls and polls officers; collecting, processing, and counting ballots; storing election materials to Elections Code standards; and certifying the results of the election is:
 - o Mandated/Mandated Service Level.
 - o Offset 21% by program revenue.
 - o Able to supply and staff 1,520 polls locations for the June Primary election; collect, process, and count 681,000 ballots; and canvass and certify the results of the election.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Permanent Absentee Ballot Claim	\$19,254	\$2,500	\$0	\$(2,500)
Fines Related to Campaign Disclosure	1,900	0	0	0
Election Services to Other Gov't. Agencies	1,848,556	1,005,000	250,000	(755,000)
Special Elections - Chapter 39	162,260	0	0	0
Candidate Statements	78,647	50,000	50,000	0
Candidate Filing Fee	0	50,000	50,000	0
Non-Taxable Sales	17,171	20,000	17,000	(3,000)
Taxable Sales	20,031	30,000	32,000	2,000
Ballot Recount	2,992	0	0	0
Absentee Ballot Claim	192,200	200,000	230,000	30,000
Election Central Media Reimbursement	9,499	6,000	9,000	3,000
Sub-Total	\$2,352,510	\$1,363,500	\$638,000	\$(725,500)
Total	\$2,352,510	\$1,363,500	\$638,000	\$(725,500)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$1,321,086	\$2,468,428	\$3,435,655	\$967,227
Sub-Total	\$1,321,086	\$2,468,428	\$3,435,655	\$967,227
Total	\$1,321,086	\$2,468,428	\$3,435,655	\$967,227

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues from Election Services to Other Gov't Agencies are reduced because few cities or local districts choose to consolidate their regular elections with the June 1998 Gubernatorial Primary, thus limiting cost recoveries. The department operates on a four year election cycle and the fiscal year of the Gubernatorial Primary, FY 97-98, has the lowest cost recovery rate due to decreased participation by other billable entities.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: BALLOT ACCESS					
% OF RESOURCES: 6%					
<u>OUTCOME (Planned Result)</u>					
Elective Positions on County Ballots	282	339	433	295	250
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per Elective Position	\$1,309	\$749	\$509	\$733	\$843
<u>OUTPUT (Service or Product)</u>					
Candidate Papers Issued	663	479	706	900	500
<u>EFFICIENCY (Input/Output)</u>					
Cost per Candidate Served	\$490.30	\$456.81	\$243.83	\$205.17	\$421.62
<u>OUTPUT (Service or Product)</u>					
Maintain Candidate/Campaign Disclosures	1,229	1,248	1,286	1,350	1,400
<u>EFFICIENCY (Input/Output)</u>					
Cost per File Maintained	\$35.89	\$28.00	\$37.54	\$23.37	\$23.11

Comment:

We anticipate a decrease in candidate papers issued in FY97-98 compared to FY96-97 due to a reduction in elective positions on the ballot in the Gubernatorial Primary election year as compared to the Presidential General election year. Anticipated costs per candidate served in FY97-98 compare favorably with actual costs per candidate served in FY95-96.

**ACTIVITY B:
SAMPLE BALLOTS AND MAILING****% OF RESOURCES: 31%**OUTCOME (Planned Result)

Comply with Election Code	100%	100%	100%	100%	100%
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EFFECTIVENESS (Input/Outcome)

Cost of Compliance	\$993,738	\$1,311,077	\$1,138,815	\$1,203,627	\$1,262,267
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OUTPUT A (Service or Product)

Number of Voters Receiving Information	1,419,051	1,816,213	1,714,755	1,400,000	1,400,000
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EFFICIENCY (Input/Output)

Cost of Sample Ballot/Elec. Elig. Voter	\$.32	\$.60	\$.66	\$.65	\$.90
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OUTPUT B (Service or Product)

Number of Absentee Ballot Requests	267,854	249,635	307,396	296,940	196,500
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EFFICIENCY (Input/Output)

Cost per Absentee Request	\$.97	\$2.37	\$2.00	\$2.00	\$1.80
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PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY C: ELECTIONS					
% OF RESOURCES: 63%					
<u>OUTCOME (Planned Result)</u>					
Comply with Elections Code for Each Election Conducted	100% 6	100% 6	100% 6	100% 1	100% 1
Provide 100% Precinct Report by 1:30 am of Day Following Election	1:09am	12:51am	1:15am	2:00am	1:30a.m.
<u>EFFECTIVENESS (Input/Outcome)</u>					
Conduct of Elections Cost	\$2,882,606	\$2,664,446	\$2,314,365	\$2,412,100	\$2,565,251
<u>OUTPUT (Service or Product)</u>					
Provide Polling Locations	3,550	2,033	1,638	1,650	1,520
<u>EFFICIENCY (Input/Output)</u>					
Cost per Polls	\$812	\$1,311	\$1,413	\$1,462	\$1,687

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2426	Assistant Systems Analyst	0.50	0.50	0.50	0.50	\$21,555	\$22,205
2427	Associate Systems Analyst	0.50	0.50	0.50	0.50	25,589	26,357
2525	Senior Systems Analyst	0.50	0.50	0.50	0.50	28,199	29,047
2660	Storekeeper I	1.00	1.00	1.00	1.00	23,169	23,853
2700	Intermediate Clerk Typist	3.00	3.00	3.00	3.00	61,984	62,345
2730	Senior Clerk	9.00	9.00	9.00	9.00	220,104	221,510
2745	Supervising Clerk	3.00	3.00	3.00	3.00	85,833	86,913
3020	Computer Operator	1.00	1.00	1.00	1.00	24,497	24,872
3021	Election Processing Spvr	3.00	3.00	3.00	3.00	100,599	104,837
3072	Senior Computer Operator	0.50	0.50	0.50	0.50	14,468	14,893
3100	Div. Chief, Reg. of Voters	1.00	1.00	1.00	1.00	47,558	44,664
3103	Election Technician Coord.	1.00	1.00	1.00	1.00	39,110	40,455
3104	Precinct Planning Tech I	2.00	2.00	2.00	2.00	46,118	47,482
3105	Precinct Planning Tech II	2.00	2.00	2.00	2.00	54,210	55,830
3106	Precinct Planning Tech III	1.00	1.00	1.00	1.00	35,520	36,588
3801	Drafting Technician II	1.00	1.00	1.00	1.00	31,424	32,364
3802	Drafting Technician I	1.00	1.00	1.00	1.00	27,105	27,915
9999	Non-Permanent	980.00	33.82	980.00	27.48	536,550	425,206
Total		1,011	64.82	58	64.82	\$1,423,592	\$1,327,336
Salary Adjustments:						1	479
Premium/Overtime Pay:						19,440	19,680
Employee Benefits:						347,372	343,642
Salary Savings:						(29,863)	(29,898)
VTD Reductions:						(5,003)	(5,669)
Total Adjustments						\$331,947	\$328,234
Program Totals		1,011	64.82	58	64.82	\$1,755,539	\$1,655,570

AUTHORITY: San Diego County Charter and County Administrative Code provides for management services to direct department programs including the Registrar of Voters.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$388,372	\$355,496	\$381,374	\$447,960	\$452,698	1.1
Services & Supplies	9,800	13,844	11,400	11,495	14,262	24.1
Other Charges	0	0	1,499,941	0	0	0.0
Fixed Assets	2,771	0	0	0	0	0.0
TOTAL DIRECT COST	\$400,943	\$369,340	\$1,892,715	\$459,455	\$466,960	1.6
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$400,943	\$369,340	\$1,892,715	\$459,455	\$466,960	1.6
STAFF YEARS	6.90	7.31	7.46	8.50	8.60	1.2

PROGRAM MISSION

To provide leadership, planning, direction, and administrative services to the Registration and Elections programs of the Registrar of Voters department. To recruit, process and pay the nearly 350 temporary staff hired during the election cycle, and procure supplies needed to accomplish the objectives of the department's Registration, Elections, and Administration programs.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The difference between the 1996-97 budget and estimated actual is salary savings accrued for the position of Assistant Registrar of Voters, which was vacant for the 1st and 2nd quarters, and the position of Associate Accountant, which was vacant for the 3rd and 4th quarters. Additional expenditures of \$1,499,946 in Other Charges relates to an overbilling issue that was resolved by reimbursing districts for over-billed amounts plus interest.

ACHIEVEMENT OF 1996-97 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 463 temporary positions, 132% of the objective.
 - b. Prepared and accounted for a \$4.06 million net county cost budget, 105% of the objective.
 - c. Ordered, received, stored and paid for \$2.3 million in programs supplies and contracts, 94% of the objective.

1997-98 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 55 permanent and up to 350 temporary positions.
 - b. Budget and account for a \$4.8 million net county cost.
 - c. Process requisitions and pay for \$2.8 million in program supplies and contracts.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The Administration program reflects a slight increase due to negotiated contract increases. Services and supplies reflect an increase due to additional materials need for the June 1998 Primary election.

1. Administration and Management of the Department [3.00 SY; E = \$238,185; R = \$0] including interpretation of Elections Code compliance; legislative review and analysis; media interaction and community relations; departmental direction and management is:
 - o Mandated/Discretionary Service Level for Elections Code interpretation, departmental direction and management and media/community relations.
 - o Not revenue offset.
 - o Able to provide direction, management, legislative analysis and Elections Code interpretation to the department. Provide media interaction and community relations to the public.
2. Support Service Activities [5.60 SY; E = \$228,775; R = \$0] including personnel and payroll, purchasing and accounting; fiscal analysis and control; budget preparation; training; facility maintenance coordination; inventory control is:
 - o Mandated/Discretionary Service Level in payroll, purchasing, accounting and budgeting, and inventory control.
 - o Discretionary/Discretionary Service Level in training, and facility maintenance coordination.
 - o Not revenue offset.
 - o Able to meet department requests for services and supplies; personnel; facility maintenance; training opportunities; legislative review; fiscal analysis; SB90 reimbursement claims; budget preparation and monitoring; and provide the media with information and election results; and seek community input in decision making.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2163	Registrar of Voters	1.00	1.00	1.00	1.00	\$79,530	\$79,511
2233	Assistant Registrar of Voters	1.00	1.00	1.00	1.00	72,664	63,873
2302	Administrative Assistant III	1.00	1.00	1.00	1.00	47,558	48,991
2320	Personnel Aid	1.00	1.00	1.00	1.00	28,457	29,314
2425	Associate Accountant	1.00	1.00	1.00	1.00	38,248	39,399
2493	Intermediate Account Cler	1.00	1.00	.00	.00	20,024	0
2510	Senior Account Clerk	0.00	0.00	1.00	1.00	0	21,652
2756	Administrative Secretary I	1.00	1.00	1.00	1.00	22,719	23,398
2758	Administrative Secretary III	1.00	1.00	1.00	1.00	31,104	32,649
9999	Non-Permanent	4.00	0.50	0.60	0.60	6,999	10,995
Total		12	8.50	9	8.60	\$347,303	\$349,782
Salary Adjustments:						\$0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						112,887	115,154
Salary Savings:						(11,366)	(11,374)
VTO Reductions:						(864)	(864)
Total Adjustments						\$100,657	\$102,916
Program Totals		12	8.50	9	8.60	\$447,960	\$452,698

COUNTY-WIDE RENTS AND LEASES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
RENTS AND LEASES	\$10,810,080	\$9,741,323	\$7,950,208	\$8,722,840	\$0	\$(8,722,840)	(100.0)
TOTAL DIRECT COST	\$10,810,080	\$9,741,323	\$7,950,208	\$8,722,840	\$0	\$(8,722,840)	(100.0)
PROGRAM REVENUE	(2,718,461)	(2,174,020)	(1,549,374)	(1,585,679)	(0)	1,585,679	(100.0)
NET GENERAL FUND COST	\$8,091,619	\$7,567,303	\$6,400,834	\$7,137,161	\$0	\$(7,137,161)	(100.0)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To support Board of Supervisors priorities.

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.

Under the direction of the CAO and the Board of Supervisors, this program was discontinued at the end of FY96-97. Appropriations for lease payments were decentralized into the various individual program budgets of the many County departments and offices utilizing leased properties.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

See the Department of General Services Real Property program budget.

PROGRAM: RENTS AND LEASES

DEPARTMENT: COUNTY-WIDE RENTS AND LEASES

PROGRAM #: 82105

ORGANIZATION #: 5580

MANAGER: JOHN A. MILLER, Director

REFERENCE: 1997-98 Proposed Budget - Pg. 41-3

AUTHORITY: Federal Public law 91-646; California Code of Civil Procedure, State Government Code, State Administrative Code; County Administrative Code Article XXII(b) Section 398.5 (b), (k), (l), (m), (n), (p).

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Services & Supplies	\$12,078,721	\$11,002,271	\$9,307,449	\$10,045,654	\$0	(100.0)
Less Reimbursements	(1,268,641)	(1,260,948)	(1,357,241)	(1,322,814)	(0)	(100.0)
TOTAL DIRECT COST	\$10,810,080	\$9,741,323	\$7,950,208	\$8,722,840	\$0	(100.0)
PROGRAM REVENUE	(2,718,461)	(2,174,020)	(1,549,374)	(1,585,679)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$8,091,619	\$7,567,303	\$6,400,834	\$7,137,161	\$0	(100.0)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary page.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The FY96-97 net General Fund contributions are estimated to be \$736,327 under budget. Expenditures are projected to be \$738,205 under budget due primarily to: (1) the consolidation of the Revenue and Recovery offices into a new downtown lease, (2) the consolidation of the East County Adult and Juvenile Probation offices, (3) the successful negotiation of 40 sites for the Regional Communications System at costs under budget, and (4) the termination of the Sheriff Carlsbad lease. Revenues are projected to be underrealized by \$36,305 due to, (1) the relocation of the Small Claims unit from Public Defender lease space to the downtown Courthouse and, (2) the termination of the Sheriff Carlsbad lease.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Achieved \$812,146 in rental savings over lease term due to the successful renegotiation of four acquisition lease contracts.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the departmental Outcome and Output Objectives on the Department Summary page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

Under the direction of the CAO and Board of Supervisors, this program is being discontinued in FY97-98. Funds to cover lease costs were decentralized and budgeted in the department or office occupying the leased facility.

The Real Property Division of the Department of General Services will continue to provide lease acquisition and property management services, and to prepare lease cost projections for County departments during annual budget development.

1. Rents and Leases [0.00 SY; E = \$0; R = \$0]

o Mandated/Discretionary Service Level

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
FINES, FORFEITURES & PENALTIES				
Criminal Justice Facilities (9176)	\$289,165	\$289,202	\$0	\$(289,202)
Sub-Total	\$289,165	\$289,202	\$0	\$(289,202)
USE OF MONEY AND PROPERTY:				
Rents and Concessions (9210)	\$653,099	\$623,000	\$0	\$(623,000)
Sub-Total	\$653,099	\$623,000	\$0	\$(623,000)
AID FROM OTHER GOVERNMENT AGENCIES:				
State Aid - Office of Alcohol (9516)	\$243,427	\$243,500	\$0	\$(243,500)
Women, Infants & Children-WIC (9538)	5,735	21,000	0	(21,000)
Fed Aid for Contr - Other (9617)	37,821	52,560	0	(52,560)
Fed - Other Fed Grants (9678)	34,944	35,000	0	(35,000)
Aid From Other Government Agencies (9746)	4,887	29,850	0	(29,850)
Sub-Total	\$326,814	\$381,910	\$0	\$(381,910)
CURRENT SERVICES:				
Prop Tax Syst Adm Fee (9717)	\$28,498	\$36,492	\$0	\$(36,492)
Recording Fee - Modernization (9865)	99,300	99,300	0	(99,300)
Contract Cities - Law Svcs (9879)	152,498	155,775	0	(155,775)
Sub-Total	\$280,296	\$291,567	\$0	\$(291,567)
Revenue Total	\$1,549,374	\$1,585,679	\$0	\$(1,585,679)
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Road Fund (5682)	\$292,124	\$283,100	\$0	\$(283,100)
APCD (5683)	368,623	335,710	0	(335,710)
Internal Service Fund (5686)	62,648	63,100	0	(63,100)
Liquid Waste Enterprise Fund (5688)	141,865	129,600	0	(129,600)
Inmate Welfare Fund (5692)	4,524	4,600	0	(4,600)
Library Fund (5693)	502,028	506,704	0	(506,704)
Excess Cost (5998)	(14,571)	0	0	0
Costs Applied Total	\$1,357,241	\$1,322,814	\$0	\$(1,322,814)
Total	\$1,549,374	\$1,585,679	\$0	\$(1,585,679)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$6,400,834	\$7,137,161	\$0	\$(7,137,161)
Total	\$6,400,834	\$7,137,161	\$0	\$(7,137,161)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Overall FY96-97 revenue is projected to be \$36,305 underrealized due to: (1) the relocation of the Small Claims unit from the Public Defender lease space to the downtown Courthouse, Account 9746, (2) termination of the Sheriff Carlsbad lease negotiations, Account 9617, and (3) termination of the Health WIC Escondido lease, Account 9538. Account 9210 is projected to be overrealized by \$30,099 due to the mid-year addition of various new revenue leases. Cost applied reimbursements are projected to be overrealized due to the relocation of the Public Works Kearny Mesa Lease, Accounts 5682 and 5688, and Air Pollution Control lease expansion, Account 5683.

FINANCIAL/GENERAL GOVERNMENT

ASSESSOR/RECORDER/CLERK

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Property Valuation/ Identification	\$12,762,053	\$12,709,108	\$13,212,451	\$13,057,363	\$14,202,919	1,145,556	8.8
Recording Services	1,893,227	1,618,031	3,093,200	1,801,773	3,508,682	1,706,909	94.7
County Clerk Services	662,234	587,354	458,262	716,228	377,340	(338,888)	(47.3)
Micrographics	299,706	391,369	57,955	396,083	924,553	528,470	133.4
Modernization	2,306,498	2,518,579	1,021,150	2,391,267	2,179,597	(211,670)	(8.9)
Property Tax Administration	0	2,196,900	4,369,001	4,448,056	5,418,775	970,719	21.8
Department Administration	424,586	889,109	596,683	484,164	501,600	17,436	3.6
TOTAL DIRECT COST	\$18,348,304	\$20,910,450	\$22,808,702	\$23,294,934	\$27,113,466	\$3,818,532	16.4
PROGRAM REVENUE	(9,972,052)	(13,331,116)	(14,760,658)	(15,250,664)	(22,185,551)	(6,934,887)	45.5
NET GENERAL FUND COST	\$8,376,252	\$7,579,334	\$8,048,044	\$8,044,270	\$4,927,915	\$(3,116,355)	(38.7)
STAFF YEARS	399.00	400.50	446.00	450.00	452.00	2.00	0.4

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.

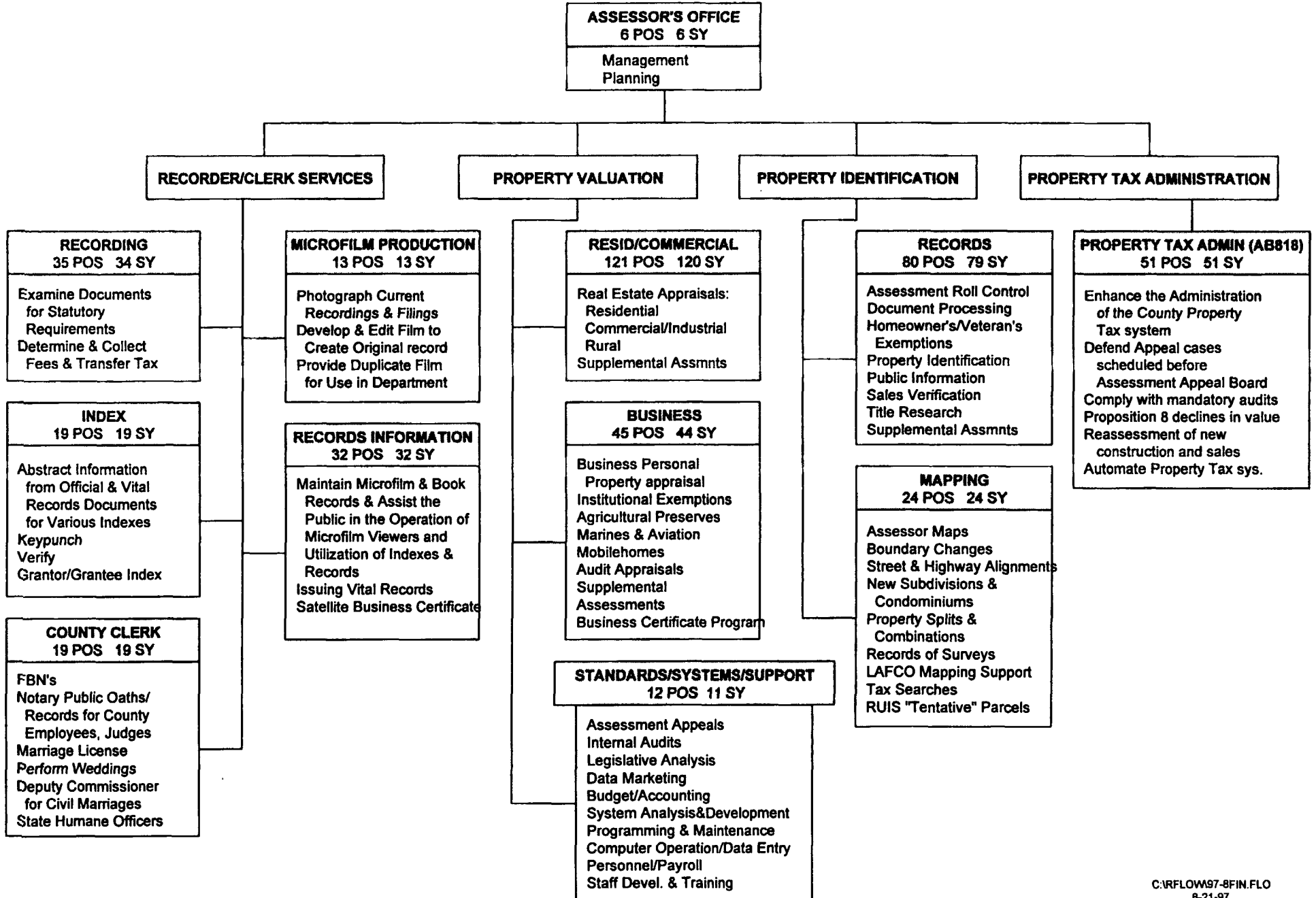
1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

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/refinement of the Automated Assessment Appeal and Roll Correction Systems.
 - a. Complete all Assessment Appeal cases by the two year statutory deadline.
 - b. Obtain maximum benefits from the enhanced systems for all user departments and provide an expanded data communications link to all branches.
 - c. Automate manual Roll Correction functions.
4. Convert all Vital Records, Fictitious Business Name Applications and Property Assessment Records to digitized images.
 - a. Provide enhanced document access to the public and internal operations through imaging systems.
 - b. Reduce document retention space requirements by eliminating hard copy where possible.
 - c. Produce additional revenue by the sale of digitized information.
5. 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.
 - d. Maximize value enrollment capabilities by expeditiously reassessing new construction and sales.
 - e. Apply for 3rd 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 1997-98 ADOPTED BUDGET

44-2



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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$12,211,599	\$11,967,102	\$12,260,403	\$12,442,041	\$12,809,438	3.0
Services & Supplies	550,454	704,171	947,605	615,322	1,393,481	126.5
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	37,835	4,443	0	0	0.0
TOTAL DIRECT COST	\$12,762,053	\$12,709,108	\$13,212,451	\$13,057,363	\$14,202,919	8.8
PROGRAM REVENUE	(245,238)	(190,587)	(254,384)	(239,035)	(5,266,987)	2,103.4
NET GENERAL FUND CONTRIBUTION	\$12,516,815	\$12,518,521	\$12,958,067	\$12,818,328	\$8,935,932	(30.3)
STAFF YEARS	272.00	273.00	269.50	269.50	268.50	(0.4)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Estimated salary & benefit costs are within budgeted allocations. Services and Supply costs are projected slightly above budgeted figures due to the higher than expected use of contract temporary extra help staffing and greater than expected expenditures in wiring costs for automation.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Public information systems at all Assessor locations will be operating imaging access information systems which will greatly enhance public access to information in the whole of the Assessor/Recorder/County Clerk.

Area/district mapping components for the Regional Information System (R.U.I.S) is ongoing work in progress.

Homeowners exemption processing will be included in the existing imaging efforts and is projected for completion in 1998-99 fiscal year.

Laptop automation has been initiated for audit appraisal activities and is being evaluated for expansion this fiscal year.

1997-98 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.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Property Valuation: [167.50 SY; E = \$9,976,544; R = \$3,285,737] 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 \$218 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.

2. Property Identification [101.00 SY; E = \$4,226,375; R = \$1,981,250] 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 1996-97, approximately 814,107 annual property assessments must be illustrated on the Assessment Roll. Identification and location functions must be completed prior to the revenue-producing valuation process.

Property Identification, through the Records and Mapping sections, reflects changes annually made to the Assessment Roll through changes in ownership, addresses, parcel number, legal description, exemption status, and Assessor maps describing property. These changes, for the most part, are generated by citizens of San Diego County.

The changes come to the Assessor in the form of various legal documents, such as grant deeds, trust documents, death certificates, parcel maps, subdivision and records of survey maps, and exemption claims from homeowners, veterans, churches, hospitals and charitable organizations. These documents undergo various clerical and engineering processes prior to their being submitted to a data entry environment for conversion into computer-acceptable input. Complex computer programs update large electronic master files with the changed data and ultimately produce a master file that reflects the current status of property. This program also does all mapping for the Local Agency Formation Commission (LAFCO).

This activity is:

- o Mandated/Discretionary Service Level.
- o Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating over \$2.0 billion annually in property tax revenue for 329 local taxing jurisdictions.
- o Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating in excess of \$218 million annually for the County which is our largest single source of discretionary revenue.
- o Responsible for maintaining more than 24,898 assessor maps delineating over 845,074 parcels in San Diego County.

FY 1997-98 revenue for this program will reflect the Auditor and Controller's recommendation that all Property Tax Administration revenue (SB 2557, SB 1559, AB 2890) be rebudgeted as Departmental Program Revenues and not reflected in the General Fund as General Fund Revenues. This change in how the County budgets Property Tax Administration Reimbursement revenue will be reflected in the 1997-98 change letter.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
Witness Fees	\$774	\$1,500	\$1,500	\$0
Property Tax System Administration (SB2557/SB1559)	0	0	4,200,000	4,200,000
Sale of Records	252,471	225,920	0	(225,920)
Supplemental Property Tax Admin. (AB 2890)	0	0	800,000	800,000
Miscellaneous	1,139	11,615	265,487	253,872
Reserve Designation Decreases (8999)	0	0	0	0
Recording Fee Modernization	0	0	0	0
Sub-Total	\$254,384	\$239,035	\$5,266,987	\$5,027,952
Total	\$254,384	\$239,035	\$5,266,987	\$5,027,952

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$12,958,067	\$12,818,328	\$8,935,932	\$(3,882,396)
Sub-Total	\$12,958,067	\$12,818,328	\$8,935,932	\$(3,882,396)
Total	\$12,958,067	\$12,818,328	\$8,935,932	\$(3,882,396)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1997-98 revenue for this program will reflect the Auditor and Controller's recommendation that all Property Tax Administration revenue (SB 2557, SB 1559, AB 2890) be rebudgeted as Departmental Program Revenues and not reflected in the General Fund as General Fund Revenues. This change in how the County budgets Property Tax Administration Reimbursement revenue will be reflected in the 1997-98 change letter.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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	\$997,115	\$980,000	\$980,000	\$0
<u>OUTPUT (Service or Product)</u>					
ASSESSMENT APPEAL CASES	0	28,129	22,995	29,000	20,000
<u>EFFICIENCY (Input/Output)</u>					
AVERAGE AUTOMATION COST PER APPEAL	\$0	\$35.45	\$42.62	\$33.79	\$0
<u>EFFECTIVENESS (Input/Outcome)</u>					
PROP. TAX REV. AT RISK FOR ALL APPEALS	\$0	\$142,447,341	\$115,000,000	\$135,000,000	\$90,000,000
<u>EFFICIENCY (Input/Output)</u>					
AVERAGE PROPERTY TAX REVENUE AT RISK PER APPEAL	\$0	\$5,064	\$5,001	\$4,655	\$4,500
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	\$38,374	\$158,000	\$164,333	\$0
<u>OUTPUT (Service or Product)</u>					
BUSINESS AUDITS PERFORMED	0	610	560	950	850
<u>EFFICIENCY (Input/Output)</u>					
AUTOMATION COST PER BUSINESS AUDIT	\$0	\$62.91	\$282.14	\$172.98	\$0
<u>OUTPUT (Service or Product)</u>					
ADDITIONAL ASSESSED VALUE FROM BUSINESS AUDITS PERFORMED	\$327,112,000	\$343,591,516	\$296,427,262	\$450,000,000	\$400,000,000
<u>EFFICIENCY (Input/Output)</u>					
ADDITIONAL ASSESSED VALUE PER BUSINESS AUDIT PERFORMED	\$525,059	\$563,265	\$529,334	\$473,684	\$400,000

COMMENTS

Automation for the Business Audits Division defined as annual cost of laptops over the useful life of the automation equipment per audit is \$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. No additional automation purchases will occur in 1997-98.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0211	Chief of Valuation	1	1.00	1	1.00	\$65,306	\$65,313
5514	Assessor Div. Chief II	3	3.00	3	3.00	186,043	189,902
5515	Assessor Div. Chief I	4	4.00	6	6.00	236,725	355,144
2525	Sr. Systems Analyst	2	2.00	1	1.00	112,794	58,094
2427	Associate Systems Analyst	5	5.00	5	5.00	242,809	255,312
5529	Supv. Audit - Appraiser	2	2.00	2	2.00	101,773	106,054
5513	Supervising Appraiser II	3	3.00	3	3.00	167,808	172,839
5512	Supervising Appraiser I	9	9.00	9	9.00	460,581	474,606
5516	Assessor's Field Asst.	1	1.00	0	0.00	47,431	0
5530	Audit Appraiser Spec.	2	2.00	2	2.00	92,129	96,318
5502	Appraiser IV	10	10.00	10	10.00	471,512	512,455
5526	Audit Appraiser III	9	9.00	9	9.00	386,647	403,646
5503	Appraiser III	26	26.00	26	26.00	1,160,490	1,190,544
3602	Asst. Div. Chief, Assessor	1	1.00	2	2.00	43,329	82,262
5527	Audit Appraiser II	7	7.00	7	7.00	275,327	256,715
5504	Appraiser II	47	46.00	47	46.00	1,775,844	1,751,415
5518	Property Assessment Spec. III	5	5.00	5	5.00	131,305	149,810
5517	Property Assessment Spec. II	6	6.00	6	6.00	156,101	168,339
3069	Sr. Data Entry Operator	1	1.00	0	0.00	22,930	0
3030	Data Entry Operator	5	5.00	0	0.00	101,692	0
2432	Systems Support Analyst II	1	1.00	1	1.00	39,461	39,803
3820	Cadastral Supervisor	4	4.00	4	4.00	164,776	169,716
3823	Sr. Cadastral Technician	9	9.00	9	9.00	306,860	319,734
3822	Cadastral Technician	13	13.00	13	13.00	386,633	390,483
2726	Principal Clerk II	1	1.00	1	1.00	35,987	31,258
2514	Supervising Assm't. Clerk	6	6.00	6	6.00	168,741	181,292
2508	Sr. Assessment Clerk	23	20.75	23	20.75	520,004	519,696
2509	Assessment Clerk	65	61.75	66	64.75	1,325,605	1,414,145
2730	Senior Clerk	1	1.00	1	1.00	24,673	25,401
2511	Senior Payroll Clerk	2	2.00	2	2.00	47,584	50,628
2510	Senior Account Clerk	1	1.00	1	1.00	24,673	22,069
2758	Admin. Secretary III	0	0.00	1	1.00	0	31,056
5534	Exemptions Specialist	1	1.00	1	1.00	39,902	41,095
9999	Seasonal - Extra Help	0	0.00	0	0.00	3,500	3,500
Total		276	269.50	273	268.50	\$9,326,975	\$9,528,644
Salary Adjustments (9007):						\$3,429	\$65,245
Premium/Overtime Pay:						0	0
Bilingual Pay:						0	0
Employee Benefits:						3,166,079	3,269,991
VTO Reductions:						(54,442)	(54,442)
Total Adjustments						\$3,115,066	\$3,280,794
Program Totals		276	269.50	273	268.50	\$12,442,041	\$12,809,438

PROGRAM #: 31526
 MANAGER: GREGORY J. SMITH

ORGANIZATION #: 1150
 REFERENCE: 1997-98 Proposed Budget - Pg. 42-9

AUTHORITY:

Government Code 24000 and Charter Section 13 provide for an elected County Recorder. Government Code Sections 27201 - 27383 describe the duties.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,760,792	\$1,456,616	\$2,826,563	\$1,626,868	\$3,067,127	88.5
Services & Supplies	132,435	161,415	266,637	174,905	394,555	125.6
Fixed Assets	0	0	0	0	47,000	100.0
TOTAL DIRECT COST	\$1,893,227	\$1,618,031	\$3,093,200	\$1,801,773	\$3,508,682	94.7
PROGRAM REVENUE	(4,789,276)	(5,014,537)	(5,380,618)	(4,981,161)	(5,965,446)	19.8
NET GENERAL FUND CONTRIBUTION	\$(2,896,049)	\$(3,396,506)	\$(2,287,418)	\$(3,179,388)	\$(2,456,764)	(22.7)
STAFF YEARS	49.00	48.50	68.50	48.50	80.50	66.0

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 Assessor/Recorder/Clerk.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Salaries & benefit and supply expenditures exceeded budgeted allocations due to the shift of recording related staffing and supply costs to the Recording Program. This shift in programmatic operations will produce savings in other Departmental programs and will more closely align recording related costs within the operational program where the primary function is recording of official documents. Estimated revenues are above budgeted levels due to a slight economic recovery and a small rise in real estate activity.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- * All documents submitted to this Office for recordation were recorded/filed and associated fees were collected and distributed to the appropriate entities.
- * The District Attorney Fraud Investigation Fee is being collected and distributed to trust for designated uses by the District Attorney.
- * Same day copy service is being maintained and expanded to all branch operations with assistance from the use of imaging automation which makes available digitized images at all Assessor locations.

1997-98 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.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Examining and Recording Documents [32.00 SY; E = \$1,394,756; R = \$3,851,520] including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Offset 100% by revenue.
 - o Able to examine and record approximately 632,559 documents, for a total of 1,877,510 pages examined and recorded during the fiscal year.
 - o Able to determine and collect fees of \$110,590 for the Public Works Monument Preservation Survey Fund.
 - o Able to collect fees of \$13,149,464 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 = \$87,172; R = \$87,172] 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 = \$43,586; R = \$43,586] 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 [18.00 SY; E = \$784,550; R = \$784,550] 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 2,407,579 official index records, for a total of 700,416 instruments indexed.

5. Microfilm Production [8.00 SY; E = \$348,689; R = \$348,689] 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 823,434 documents recorded for a total of 2,061,510 photographic images.

6. Records Information [19.50 SY; E = \$849,929; R = \$849,929] 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 \$521,811 for the County Battered Women and Battered Children fund; \$319,896 for the State Department of Health; and \$125,748 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 data enter approximately 8,076 confidential marriage records; 16,530 public marriages; 18,673 death certificate records; and 44,064 birth records during the 1996-97 fiscal year.
- o Able to data enter approximately 24,745 proof of publications for fictitious business name filings during the 1996-97 fiscal year.
- o Able to data enter approximately 12,131 old confidential marriage records; 21,476 amended death certificates and public/confidential marriage records; and 8,268 birth affidavits, adoptions and delayed records sent from Sacramento during the 1996-97 fiscal year.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Recording Fees	\$4,866,782	\$3,388,522	\$3,958,701	\$570,179
Copy Fees	842,442	1,921,245	1,921,245	0
Administration/Travel Contribution	(328,606)	(328,606)	(0)	328,606
Certified Copies of Vital Records	0	0	85,500	85,500
Sub-Total	\$5,380,618	\$4,981,161	\$5,965,446	\$984,285
Total	\$5,380,618	\$4,981,161	\$5,965,446	\$984,285

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS	\$(2,287,418)	\$(3,179,388)	\$(2,456,764)	\$722,624
Sub-Total	\$(2,287,418)	\$(3,179,388)	\$(2,456,764)	\$722,624
Total	\$(2,287,418)	\$(3,179,388)	\$(2,456,764)	\$722,624

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 Estimated Actual column are projected 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.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$47,000
Total	\$47,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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	723,655	686,656	666,656	1,001,223
<u>OUTPUT (Service or Product)</u>					
NUMBER OF DOCUMENTS EXAMINED/RECORDED	0	642,135	632,559	661,248	700,000
<u>EFFICIENCY (Input/Output)</u>					
COST PER DOCUMENT EXAMINED/RECORDED	0	1.13	1.09	1.01	1.43
<u>OUTPUT (Service or Product)</u>					
TOTAL REVENUE RECEIVED ON MANDATED EXAMINATION/RECORDING	0	5,348,380	4,538,176	3,647,560	4,200,000
<u>EFFICIENCY (Input/Output)</u>					
REVENUE PER DOCUMENT EXAMINED/RECORDED	0	8.33	7.17	5.52	6.00
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	695,952	501,073	486,479	800,000
<u>OUTPUT (Service or Product)</u>					
REVENUE RECEIVED TO PROVIDE RECORD	0	1,095,344	938,879	790,309	980,000
<u>EFFICIENCY (Input/Output)</u>					
REVENUE RETURN ON MANDATED EXPENDITURE	0	1.57/1	1.87/1	1.62/1	1.23/1

Note: At the request of the Auditor and Controller a new format for performance indicators was developed in FY95/96. No prior year data is available in this new format. Therefore no data is provided for FY94/95.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2525	Senior Systems Analyst	1	1.00	1	1.00	47,885	58,094
2542	Records Information Service Manager	1	1.00	1	1.00	60,727	62,546
2726	Principal Clerk II	1	1.00	1	1.00	35,987	31,258
2906	Legal Procedures Clerk III	3	3.00	0	0.00	79,228	0
2745	Supervising Clerk	1	1.00	1	1.00	28,611	24,856
3071	Senior Index Clerk	1	1.00	1	1.00	24,673	25,401
3053	Photo Reduction Technician	2	2.00	2	2.00	51,370	52,906
2730	Senior Clerk	1	1.00	0	0.00	24,673	0
3040	Microfilm Operator	6	6.00	6	6.00	134,434	135,840
2700	Intermediate Clerk Typist	16	15.50	16	15.50	317,020	332,968
3602	Asst Div. Chief Assessor	0	0.00	1	1.00	0	43,382
2907	Legal Procedures Clerk II	1	1.00	0	0.00	24,799	0
2903	Legal Procedures Clerk I	7	7.00	0	0.00	148,831	0
8801	Document Examiner Tech. I	0	0.00	15	15.00	0	402,525
8802	Document Examiner Tech II	0	0.00	16	16.00	0	488,592
8803	Document Examiner Tech III	0	0.00	5	5.00	0	183,510
3030	Data Entry Operator	2	2.00	0	0.00	41,379	0
2710	Junior Clerk Typist	6	6.00	0	0.00	92,936	0
3024	Index Clerk	0	0.00	15	15.00	0	335,991
9999	Temporary Extra Help	0	0.00	0	0.00	4,100	4,100
Total		49	48.50	81	80.50	\$1,116,653	\$2,181,969
Salary Adjustment						(0)	0
Integrated Leave Savings:						0	0
VTD Reductions:						(6,464)	(6,464)
Premium/Overtime Pay:						94,000	94,000
Employee Benefits:						422,679	797,622
Total Adjustments						\$510,215	\$885,158
Program Totals		49	48.50	81	80.50	\$1,626,868	\$3,067,127

AUTHORITY: Government Code Section 26800 ET SEQ. Mandates all activities of the County Clerk.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$621,857	\$557,995	\$426,606	\$667,351	\$328,463	(50.8)
Services & Supplies	40,377	29,359	31,656	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	\$662,234	\$587,354	\$458,262	\$716,228	\$377,340	(47.3)
PROGRAM REVENUE	\$(1,045,796)	\$(1,095,344)	\$(1,318,699)	\$(660,440)	\$(660,440)	0.0
NET GENERAL FUND CONTRIBUTION	\$(383,562)	\$(507,990)	\$(860,437)	\$55,788	\$(283,100)	(607.5)
STAFF YEARS	19.00	19.00	14.50	19.00	8.00	(57.9)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Actual expenditures for all categories of expenditures were within budgeted levels.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- * Implementation of the Assessment Appeal System has provided wide area network infrastructure to greatly enhance document distribution and access to both internal as well as public requests for documents.
- * Network software training is ongoing to improve and maximize utilization of new network technology.

1997-98 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.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

1. Central Administration Center/Marriage Facility [4.00 SY; E = \$188,672; R = \$471,772] 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; 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; record confidential licenses; issuing copies of confidential marriages; 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. San Marcos Branch [1.00 SY; E = \$47,167; R = \$47,167] 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.

- 3. El Cajon Branch [1.00 SY; E = \$47,167; R = \$47,167] 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. Kearney Mesa Branch [1.00 SY; E = \$47,167; R = \$47,167] 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. Chula Vista Branch [1.00 SY; E = \$47,167; R = \$47,167] 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.

Note: Legal Procedures Clerks normally budgeted in this program have been shifted to the Recording Services Program pending reclassification to a new class. Staffing for sub-program activities in the County Clerk operations will be augmented by staff budgeted in the Records sub-program within the Recording Services Program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
Filing fees (FBN & Notary)	\$67,607	\$42,000	\$42,000	\$0
Sub-Total	\$67,607	\$42,000	\$42,000	\$0
LICENSES:				
Marriage Licenses	\$419,279	\$350,000	\$350,000	\$0
Sub-Total	\$419,279	\$350,000	\$350,000	\$0
OTHER REVENUE:				
Recording Fee	\$438,002	\$0	\$0	\$0
Micrographics Fee	49,400	49,400	49,400	0
Other - copy	91,839	149,040	149,040	0
Other - Misc.	252,572	70,000	70,000	0
Sub-Total	\$831,813	\$268,440	\$268,440	\$0
Total	\$1,318,699	\$660,440	\$660,440	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
NET GENERAL FUND COST:	\$(860,437)	\$55,788	\$(283,100)	\$(338,888)
Sub-Total	\$(860,437)	\$55,788	\$(283,100)	\$(338,888)
Total	\$(860,437)	\$55,788	\$(283,100)	\$(338,888)

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.

Recording fees collected by the County Clerk Services Division would normally be transferred to the Recording Division. this transfer between divisions will be discontinued for the 1997-98 fiscal year. The budgeted estimate of recording fees will be posted in the Proposed Budget in 1998-99.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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	32,214	32,943	25,500	35,676
<u>OUTPUT (Service or Product)</u>					
# of staff performing FBN's	0	4	4	4	5
<u>EFFICIENCY (Input/Output)</u>					
# of FBN's performed per staff	0	8,053	8,236	6,375	7,135
<u>OUTPUT (Service or Product)</u>					
Revenue for annual Fictitious Business Name Filings	\$0	\$426,333	\$438,002	\$420,100	\$430,000
<u>EFFICIENCY (Input/Output)</u>					
Revenue per staff issuing Fictitious Business Names	\$0	\$106,583	\$109,500	\$105,025	\$86,000
<u>EFFICIENCY (Input/Output)</u>					
Average cost per staff issuing Fictitious Business Names	\$0	\$26,966	\$28,040	\$27,223	\$28,000

Comments:

Note: At the request of the Auditor and Controller a new format for performance indicators was developed in FY95/96. No prior year data is available in this new format and therefore no data is provided for FY94/95.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0230	Chief Deputy County Clerk	1	1.00	1	1.00	65,306	65,313
2906	Legal Procedures Clerk III	2	2.00	0	0.00	56,098	0
2758	Administrative Secretary III	1	1.00	1	1.00	31,703	27,520
2757	Administrative Secretary II	1	1.00	1	1.00	26,246	27,028
2403	Accounting Technician	1	1.00	1	1.00	23,894	26,576
2907	Legal Procedures Clerk II	1	1.00	0	0.00	24,799	0
2430	Cashier	1	1.00	1	1.00	19,604	21,201
2903	Legal Procedures Clerk I	8	8.00	0	0.00	169,629	0
2700	Intermediate Clerk Typist	3	3.00	3	3.00	58,349	61,491
9999	Temporary/Extra Help	0	0.00	0	0.00	1,700	1,700
Total		19	19.00	8	8.00	\$477,328	\$230,829
Integrated Leave Savings:						0	0
VTO Reductions:						(2,520)	(2,520)
Salary Adjustment						(0)	0
Premium/Overtime Pay:						13,900	13,900
Employee Benefits:						178,643	86,254
Salary Savings:						(0)	(0)
Total Adjustments						\$190,023	\$97,634
Program Totals		19	19.00	8	8.00	\$667,351	\$328,463

AUTHORITY: Government Code Section 27361.4 and San Diego County Ordinance #5950 authorizes the implementation of the program in this County.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$348,455	\$30,921	\$0	\$0	0.0
Services & Supplies	281,706	40,624	27,034	396,083	655,553	65.5
Fixed Assets	18,000	2,290	0	0	269,000	0.0
TOTAL DIRECT COST	\$299,706	\$391,369	\$57,955	\$396,083	\$924,553	133.4
PROGRAM REVENUE	(360,834)	(305,587)	(80,206)	(433,265)	(665,083)	53.5
NET GENERAL FUND CONTRIBUTION	\$(61,128)	\$85,782	\$(22,251)	\$(37,182)	\$259,470	(797.8)
STAFF YEARS	0.00	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/Digitized Images.

1996-97 ESTIMATED ACTUAL TO 1996-97 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. Projected expenditures for services and supplies for FY 1996-97 are below budgeted levels due to reduced expenditures and cost containment measures.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- * All hard copy recorded documents were converted to microfilm.
- * All microfilm equipment was maintained to optimize production and eliminate downtime.
- * Drop shipment supply requisition was maintained to insure optimum supply standards for quantity, freshness and environmental control guidelines.

1997-98 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.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Operations Management [0.00 SY; E = \$74,364; R = \$74,364] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset by the Micrographics Trust Fund.
 - o Perform all required functions on 1,041 master reels containing 2,061,510 images of recorded documents.

- o Prepare 5,211 public access duplicate rolls of master microfilm containing 10,301,150 images of recorded documents.
 - o Prepare 1,041 disaster recovery silver duplicates containing 2,061,510 images of recorded documents.
2. MICROGRAPHIC EQUIPMENT MAINTENANCE/REPLACEMENT/PURCHASE [0.00 SY; E = \$850,189; R = \$590,719] 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Micrographic Fees	\$117,388	\$470,447	\$702,265	\$231,818
Administration/Travel Contribution	(37,182)	(37,182)	(37,182)	0
Sub-Total	\$80,206	\$433,265	\$665,083	\$231,818
Total	\$80,206	\$433,265	\$665,083	\$231,818

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$(22,251)	\$(37,182)	\$259,470	\$296,652
Sub-Total	\$(22,251)	\$(37,182)	\$259,470	\$296,652
Total	\$(22,251)	\$(37,182)	\$259,470	\$296,652

EXPLANATION/COMMENT ON PROGRAM REVENUES

Unexpended funds for this program revert to the Micrographics Trust Fund instead of the General Fund in accordance with Government Code Section 27361.4.

Note: Administration/Travel Contribution refers to the portion of Micrographic fees allocated to the Overhead/Administration Program to offset the administrative support provided to the micrographic function.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$269,000
Total	\$269,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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	7	7	8	7
<u>OUTPUT (Service or Product)</u>					
NUMBER OF MICROFILM ROLLS PRODUCED	0	5,442	5,211	4,260	5,600
<u>EFFICIENCY (Input/Output)</u>					
AVERAGE NUMBER OF MICROFILM ROLLS PER STAFF	0	777.4	744.4	532.5	800

COMMENTS: Staffing associated with the conversion of hardcopy records to microfilm are budgeted in the Recording Services Program (Microfilm Production subprogram). Resources expended from the Micrographics Program are solely utilized in support of Microfilming official documents in the Office of the Assessor/Recorder/County Clerk.

Note: At the request of the Auditor and Controller, a new format for performance indicators was developed in FY95/96. No prior year data is available in this new format. Therefore, no data is provided for FY94/95.

AUTHORITY: Government Code Section 27361 (State 1984 Ch 1156, Section 3) authorizes the implementation of the program in this County.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,270,188	\$1,580,454	\$556,925	\$1,988,607	\$1,429,236	(28.1)
Services & Supplies	473,067	642,073	324,768	373,660	571,661	53.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	563,243	296,052	139,457	29,000	178,700	516.2
TOTAL DIRECT COST	\$2,306,498	\$2,518,579	\$1,021,150	\$2,391,267	\$2,179,597	(8.9)
PROGRAM REVENUE	(3,106,322)	(1,566,922)	(1,705,639)	(2,462,799)	(3,225,303)	31.0
NET GENERAL FUND CONTRIBUTION	\$(799,824)	\$951,657	\$(684,489)	\$(71,532)	\$(1,045,706)	1,361.9
STAFF YEARS	54.00	54.00	38.50	54.00	38.00	(29.6)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Recorder staffing costs have been shifted back to the Recording Services Program providing operational savings in this program and excess expenditures in the Recording Services Program. Services and supply expenditures are projected not to exceed budgeted allocations.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- * The assessment appeal infrastructure provided wide area network capabilities for improved document routing and public services.
- * Automated Recording/Accounting System is in production and is providing streamlined accounting and improved management of revenues collected.

1997-98 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 (12,131) 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 \$24,206,469.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Systems Analysis/Application Development [7.00 SY; E = \$418,256; R = \$418,256] 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 through the use of Imaging Technology.
 - 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.
 - o Provide for the development of an Imaging system that will simultaneously microfilm and scan in digitized format all recorded documents.

2. Grantor-Grantee Index Production [14.00 SY; E = \$392,296; R = \$392,296] 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 2,407,579 official index records, for a total of 700,416 instruments indexed.

3. Equipment Maintenance and Acquisition [2.00 SY; E = \$915,601; R = \$915,601] 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 \$139,457 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.

4. Personnel/Training/Payroll Services [3.00 SY; E = \$89,504; R = \$89,504] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by Modernization Trust Fund.
 - o Able to provide for the following line staff, supervisory and management training during the 1996-97 fiscal year:

COURSE PROVIDED	# OF ATTENDEES
Interaction Management	22
Performance-Based Step Advancement Workshop	86
Home Study Course Fundamentals of Supervision	87

- o Able to provide for the following line staff, supervisory and management training during the 1996-97 fiscal year (cont.):

COURSE PROVIDED	# OF ATTENDEES
Progressive Discipline	16
Customer Service Training	77
Preventing Sprains/Strains-Repetitive Motion Injuries	136
New Employee Orientation	26
Basic Supervision	5
Coaching for Success	6
Grievance and Arbitration	16
Time Management	4
Groupwise PC E-Mail Training	48
Access and Excel Windows Application Training	26
Windows 3.1 Training	43

5. Data Control [6.00 SY; E = \$168,544; R = \$168,544] including support personnel is:

- o Mandated/Discretionary Service Level.
- o Able to process 153,954 entries and corrections to vital records annually.

6. Fee Collection [6.00 SY; E = \$195,396; R = \$1,241,102] 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 1996-97 fiscal year, the following are projected deposits and will either be retained or disbursed to State and other local public entities: Recording fee \$4,291,876; Modernization Trust \$2,094,799; Micrographics Trust \$613,725; Document Transfer Tax \$13,149,464; Battered Children \$422,555; Trial Court \$1,157,498; County Clerk fees \$1,467,385, Copy fees \$931,281; Fictitious Business Name filings \$438,002; District Attorney Fraud Investigative Fee \$531,753.
- o Able to automate revenue/trust account tracking, disbursement, reporting and deposits.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Modernization	\$1,824,015	\$2,581,175	\$3,343,679	\$762,504
Administration/Travel Contribution	(118,376)	(118,376)	(118,376)	0
Sub-Total	\$1,705,639	\$2,462,799	\$3,225,303	\$762,504
Total	\$1,705,639	\$2,462,799	\$3,225,303	\$762,504

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT	\$(684,489)	\$(71,532)	\$(1,045,706)	\$(974,174)
Sub-Total	\$(684,489)	\$(71,532)	\$(1,045,706)	\$(974,174)
Total	\$(684,489)	\$(71,532)	\$(1,045,706)	\$(974,174)

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
Modular Furniture & Equipment	\$68,000
Data Processing Equipment	110,700
Total	\$178,700

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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	\$213,299	\$219,698	\$213,397	\$210,000
<u>OUTPUT (Service or Product)</u>					
NUMBER OF RECORDS DATA ENTERED	0	208,550	153,954	230,124	163,416
<u>EFFICIENCY (Input/Output)</u>					
AVERAGE COST PER RECORD DATA ENTERED	0	1.02	1.43	.93	1.28
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	\$178,073	\$226,106	\$219,521	\$205,000
<u>OUTPUT (Service or Product)</u>					
TOTAL FEES COLLECTED/ACCOUNTED FOR	\$0	\$22,356,869	\$24,206,469	\$22,398,114	\$24,500,000
<u>EFFICIENCY (Input/Output)</u>					
AVG. COST OF COLLECTION/ACCOUNTING FOR FEE	0	.0080	.0093	.0098	.008

Note: At the request of the Auditor and Controller, a new format for performance indicators was developed in FY95/96. No prior year data is available in this new format. Therefore, no data is provided for FY94/95.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2526	Recorder, Program Dev. Specialist	1	1.00	1	1.00	51,007	43,234
2525	Senior System Analyst	0	0.00	1	1.00	0	47,797
2307	Dept. Personnel Officer III	1	1.00	1	1.00	44,217	45,522
2320	Personnel Aide	0	0.00	1	1.00	0	24,713
2508	Senior Assessment Clerk	0	0.00	1	1.00	0	21,981
2427	Associate System Analyst	1	1.00	1	1.00	51,179	33,306
2433	Systems Support Analyst III	1	1.00	1	1.00	56,397	58,094
3119	Dept. Computer Specialist II	2	2.00	2	2.00	62,069	68,211
2493	Intermediate Account Clerk	2	2.00	2	2.00	41,372	41,298
2494	Payroll Clerk	1	1.00	1	1.00	19,500	20,074
2710	Junior Clerk Typist	1	1.00	0	0.00	15,319	0
3030	Data Entry Operator	2	2.00	0	0.00	38,579	0
2403	Accounting Technician	1	1.00	1	1.00	26,848	28,278
2425	Assoc. Accountant	1	1.00	1	1.00	27,472	30,242
2499	Principal Systems Analyst	1	1.00	1	1.00	60,727	62,546
2505	Senior Accountant	1	1.00	0	0.00	46,442	0
2700	Intermediate Clerk Typist	3	3.00	8	8.00	56,251	152,796
2758	Admin. Secretary III	1	1.00	0	0.00	28,952	0
2725	Principal Clerk I	0	0.00	1	1.00	0	28,178
2369	Admin. Services Manager II	0	0.00	1	1.00	0	59,070
2907	Legal Procedures Clerk II	14	14.00	0	0.00	347,186	0
3020	Computer Operator	1	1.00	1	1.00	26,203	26,987
3023	Index Clerk Supervisor	1	1.00	0	0.00	29,473	0
3024	Index Clerk	15	15.00	8	8.00	328,992	159,944
3069	Senior Data Entry Operator	1	1.00	0	0.00	22,930	0
3071	Senior Index Clerk	1	1.00	3	3.00	25,685	71,037
2510	Senior Acct. Clerk	1	1.00	1	1.00	21,422	23,160
Total		54	54.00	38	38.00	\$1,428,222	\$1,046,468
Salary Adjustments:						5,727	0
Integrated Leave Program						(0)	(0)
Premium/Overtime Pay:						39,200	39,200
Employee Benefits:						523,432	351,542
Salary Savings:						(0)	(0)
VTO Reductions:						(7,974)	(7,974)
Total Adjustments						\$560,385	\$382,768
Program Totals		54	54.00	38	38.00	\$1,988,607	\$1,429,236

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. Participation in this program for a 2nd option year was approved by the Board of Supervisors on November 13, 1996.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$473,142	\$1,903,447	\$2,453,589	\$3,077,252	25.4
Services & Supplies	0	582,859	1,385,187	887,727	1,684,183	89.7
Fixed Assets	0	1,140,899	1,080,367	1,106,740	657,340	(40.6)
TOTAL DIRECT COST	\$0	\$2,196,900	\$4,369,001	\$4,448,056	\$5,418,775	21.8
PROGRAM REVENUE	(0)	(4,269,030)	(5,536,948)	(5,989,800)	(5,900,692)	(1.5)
NET GENERAL FUND CONTRIBUTION	\$0	\$(2,072,130)	\$(1,167,947)	\$(1,541,744)	\$(481,917)	(68.7)
STAFF YEARS	0.00	49.00	49.00	53.00	51.00	(3.8)

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 and renewed for a second option year on November 13, 1996. 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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Salary & benefit expenditures are projected below budgeted allocations. Services and Supplies are projected slightly higher than budgeted appropriations due to the use of greater than expected contract extra help staffing.

ACHIEVEMENT OF 1996-97 OBJECTIVES

All objectives were met for the 1996-97 fiscal year. State - County Property Tax Administration Program loan obligations in the form of performance objectives/measures were satisfied for the 1995-96 fiscal year loan amount of \$5,413,943. A letter confirming the repayment of the loan obligations stated above was received from the State Department of Finance on July 16, 1997.

1997-98 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.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Property Valuation: [36.00 SY; E = \$3,167,679; R = \$3,649,596] 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 = \$1,381,256; R = \$1,381,256] 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 3rd 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.

3. Equipment Maintenance and Acquisition [1.00 SY; E = \$791,618; R = \$791,618] including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Offset 100% by Property Tax Administration Program resources.
 - o Provide maintenance contracts on all equipment serving to support, maintain, improve the modernized creation, retention, and retrieval of information in the County's Property Tax Administration system.
 - o Acquire approximately \$372,217 in fixed assets to support and improve departmental operations in the area of Property Tax Administration.
4. Systems Analysis/Application Development [1.00 SY; E = \$78,222; R = \$78,222] including support personnel is:
- o Discretionary/Discretionary Service Level.
 - o Offset 100% by Property Tax Administration Program resources.
 - o Able to prepare computer programs to modernize the department's Property Identification and Property Valuation functions.
 - o Able to automate the Roll Correction procedure to eliminate data entry and save staff time.
 - o Able to improve document retention, retrieval and distribution with the use of Imaging Technology.
 - o Providing personal computer maintenance, training and assistance to department personnel.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
Property Tax System Admin. Fee	\$5,536,948	\$5,989,800	\$6,246,734	\$256,934
Property Tax (Admin./Support Offset)	\$0	\$0	\$(346,042)	(346,042)
Sub-Total	\$5,536,948	\$5,989,800	\$5,900,692	\$(89,108)
Total	\$5,536,948	\$5,989,800	\$5,900,692	\$(89,108)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
GENERAL FUND SUPPORT COSTS:	\$(1,167,947)	\$(1,541,744)	\$(481,917)	\$1,059,827
Sub-Total	\$(1,167,947)	\$(1,541,744)	\$(481,917)	\$1,059,827
Total	\$(1,167,947)	\$(1,541,744)	\$(481,917)	\$1,059,827

EXPLANATION/COMMENT ON PROGRAM REVENUES

Note: Estimated Revenue for the 1996-97 CAO Adopted Budget are contingent upon complying with the State-County Property Tax Administration Program Agreement.

FIXED ASSETS

Category	Total Cost
Office Equipment - General	\$36,740
Modular Furniture & Equipment	111,000
Data Processing Equipment	509,600
Total	\$657,340

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
5503	Appraiser III	5	5.00	5	5.00	\$186,245	\$200,284
5504	Appraiser II	0	0.00	9	9.00	0	227,457
5514	Assessor Division Chief II	1	1.00	1	1.00	53,737	60,992
2427	Associate Systems Analyst	1	1.00	1	1.00	41,276	52,714
2514	Supervising Assessment Clerk	3	3.00	3	3.00	76,110	78,577
2508	Senior Assessment Clerk	3	3.00	3	3.00	64,002	70,022
3602	Assistant Division Chief	2	2.00	0	0.00	73,082	0
2509	Assessment Clerk	13	13.00	13	13.00	241,244	253,802
5510	Appraiser Trainee	9	9.00	0	0.00	216,567	0
5518	Property Assessment Spec. III	3	3.00	3	3.00	88,380	91,068
5517	Property Assessment Spec. II	12	12.00	12	12.00	293,526	298,035
7516	Delivery Vehicle Driver	1	1.00	1	1.00	19,052	19,609
9999	Summary Extra Help	0	0.00	0	0.00	1,059,681	1,136,755
Total		53	53.00	51	51.00	\$2,412,902	\$2,489,315
Salary Adjustments: Sal. Adj. (9007)						\$(543,445)	\$99,072
Premium/Overtime Pay:						0	0
Employee Benefits:						584,132	547,979
VTO Reductions:						(0)	(59,114)
Total Adjustments						\$40,687	\$587,937
Program Totals		53	53.00	51	51.00	\$2,453,589	\$3,077,252

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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$416,314	\$815,055	\$549,066	\$467,596	\$486,032	3.9
Services & Supplies	8,272	74,054	47,617	16,568	15,568	(6.0)
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$424,586	\$889,109	\$596,683	\$484,164	\$501,600	3.6
PROGRAM REVENUE	(424,586)	(889,109)	(484,164)	(484,164)	(501,600)	3.6
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$112,519	\$0	\$0	0.0
STAFF YEARS	6.00	6.00	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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Salary & Benefit expenditures are projected within budgeted allocations. Services and supply costs exceeded budgeted levels due to the posting of office expenditures for support functions to this program.

ACHIEVEMENT OF 1996-97 OBJECTIVES

- * Repetitive motion injury training was provided to 136 line staff personnel with data entry responsibilities or who spend significant amount of time working at their personal computers.
- * An application and associated contract documents were approved by the Board of Supervisors to exercise the 3rd option year of participating in the State-County Property Tax Administration Program.
- * All constituent requests for information or concerns were responded to by the appropriate functional division in the Assessor/Recorder/County Clerk's Office.
- * Interactive Management Training was provided to 22 supervisors in the 1996-97 fiscal year. Basic Supervision training was provided to 5 supervisors in the 1996-97 fiscal year.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Provide additional 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 repetitive motion injury avoidance training to all data entry related personnel.

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. Comply with the 3rd option year negotiated performance objectives defined in the State-County Property Tax Administration Program agreement.
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 additional Performance-Based Step Advancement Training to management and supervisory personnel.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Department Administration: [6.00 SY; E = \$501,600; R = \$501,600] 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.
- Coordinate and facilitate all internal audit studies.
- 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 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)	328,606	328,606	0	(328,606)
Property Tax (Admin. Support Offset)	0	0	346,042	346,042
Sub-Total	\$484,164	\$484,164	\$501,600	\$17,436
Total	\$484,164	\$484,164	\$501,600	\$17,436

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$112,519	\$0	\$0	\$0
Sub-Total	\$112,519	\$0	\$0	\$0
Total	\$112,519	\$0	\$0	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

Estimated actual revenue for 1996-97 FY reflects Administrative offset revenue from other programs within this department. Administrative offset revenue from the Recording Services Program will be shifted to the Property Tax Administration Program for the 1997-98 fiscal year.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0110	Assessor/Recorder/County Clerk	1	1.00	1	1.00	\$99,991	\$103,462
0210	Chief Deputy County Assessor	1	1.00	1	1.00	91,422	94,127
0250	Chief Deputy County Recorder	1	1.00	1	1.00	73,459	71,304
2411	Analyst I	1	1.00	1	1.00	36,338	37,422
2759	Admin. Secretary IV	1	1.00	1	1.00	29,684	32,649
2758	Admin. Secretary III	1	1.00	1	1.00	28,952	31,057
9999	Summary Extra Help	0	0.00	0	0.00	500	500
Total		6	6.00	6	6.00	\$360,346	\$370,521
Salary Adjustments:						0	0
Premium/Overtime Pay:						400	400
Employee Benefits:						107,422	115,683
Salary Savings:						(0)	(0)
VTO Reductions:						(572)	(572)
Total Adjustments						\$107,250	\$115,511
Program Totals		6	6.00	6	6.00	\$467,596	\$486,032

AUDITOR AND CONTROLLER

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Auditing	\$1,433,159	\$1,399,877	\$1,309,879	\$1,512,896	\$1,662,562	149,666	9.9
County Budget Planning and Implementation	1,023,141	1,312,084	1,370,716	1,302,392	1,449,843	147,451	11.3
Accounting and Fiscal Control	5,246,328	5,467,878	5,508,969	5,620,242	5,883,135	262,893	4.7
Purchasing and Contracting	1,910,061	2,041,464	2,039,967	2,074,691	2,073,162	(1,529)	(0.1)
Revenue and Recovery	7,677,858	5,835,221	5,084,091	5,071,819	5,827,715	755,896	14.9
Administrative Support	1,529,609	1,749,649	1,755,619	1,420,323	1,577,676	157,353	11.1
TOTAL DIRECT COST	\$18,820,156	\$17,806,173	\$17,069,241	\$17,002,363	\$18,474,093	\$1,471,730	8.7
PROGRAM REVENUE	(3,471,742)	(3,096,096)	(3,436,678)	(3,032,742)	(4,142,742)	(1,110,000)	36.6
NET GENERAL FUND COST	\$15,348,414	\$14,710,077	\$13,632,563	\$13,969,621	\$14,331,351	\$361,730	2.6
STAFF YEARS	456.16	392.51	358.71	382.00	384.50	2.50	0.7

MISSION

Maintain the financial integrity of the County of San Diego by providing oversight of County fiscal operations, including accounting and fiscal control, budget planning and development, internal audit services, purchasing and contracting services, and receivables collection services. These services are performed in accordance with generally accepted accounting principles and auditing standards and established accounting policies, laws, procedures, systems and controls.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. 70% of audit recommendations will be accepted by the auditee.
2. 90% of audit recommendations will be implemented.
3. Complete 100% of mandated audits.
 - a. Perform 70 audits.
4. The variance between adopted and actual discretionary County revenue will be less than 2%. as a result of analysis of economic trends and an on-going evaluation of revenue sources, fund balances, and available resources.
5. Complete the year with a fund balance sufficient to increase Contingency Reserve by 5%.
 - a. Produce the Proposed and Adopted Budgets, the Budget Outlook Report, quarterly status reports, and monthly operational reports.
6. Obtain a customer approval rating of good or better for 90% of survey repondents.
 - a. Assign staff for direct customer support to more than 50 budget units.
7. Process 98% of deposit permits within 1 day of receipt.
 - a. Process 24,000 deposit permits.
8. Issue 98% of Accounts Payable warrants within 15 days of receipt of payment authorization.
 - a. Issue 273,000 warrants
9. Close the fiscal year in a non-deficit condition.
 - a. Monitor \$2.2 billion in expenditures and revenues.
10. Purchase 70% of requisitioned line items within 21 days.
 - a. Process \$115,000,000 in purchase orders.
11. Exercise every legal option available to the County for 100% of the receivables due and payable for collection.
 - a. Collect \$62,000,000 in receivables.

AUDITOR AND CONTROLLER

AUDITING		COUNTY BUDGET PLANNING AND IMPLEMENTATION		ACCOUNTING AND FISCAL CONTROL		PURCHASING AND CONTRACTING		REVENUE AND RECOVERY		ADMINISTRATIVE SUPPORT	
EDP Audits		Budget Analysis and Review of Major County Issues		Accounting: Enterprise, Special Districts, Grant, Probation, Various COC Departments and Redevelopment		Centralized Purchasing and Contracting		Child and Spousal Support Collection, Enforcement, and Account Maintenance.		Executive/Administrative Support to the Auditor and Controller Department	
Efficiency and Effectiveness Audits		Capital Improvement Budget Preparation		Accounts Receivable		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		Board Letter Review		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		Capital Project Control		Permanent Staff Years		Permanent Staff Years		Controlled Financial Meetings	
Permanent	Staff Years	Permanent	Staff Years	Permanent	Staff Years	Permanent	Staff Years	Permanent	Staff Years	Permanent	Staff Years
Internal Audits Director	1.0	County Budget Director	1.0	Contract Review & Fiscal Certification		Purchasing & Contr. Director	1.0	Revenue & Recovery Director	1.0	Chief Financial Officer/Auditor and Controller	1.0
Internal Audits Manager	2.0	Division Chief, County Budget Office	2.0	County Payroll Processing		Manager of Contracting	1.0	Admin. Services Mgr II	1.0	Asst Auditor/Controller	1.0
EDP Audit Specialist I	1.0	Senior County Budget Analyst	5.0	Financial Reporting		Manager, Procurement Png.	1.0	Division Chief, Revenue & Recovery	3.0	Admin. Services Mgr. II	1.0
Senior Auditor/Accountant	9.0	County Budget Analyst	8.0	Fiscal Control of Real and Unsecured Property Tax System		Material Manager	1.0	Administrative Assistant I	1.0	Analyst II	0.5
Associate Accountant	14.0	Administrative Secretary IV	1.0	Fund Balance Projections		Accounting Technician	1.0	Administrative Assistant I	1.0	Administrative Assistant I	1.0
Admin. Secretary II	1.0	Senior Clerk	1.0	General Ledger Control		Analyst II	1.0	Personnel Aide	1.0	Administrative Secretary IV	1.0
Dept. Computer Spec. I	1.0			Interest Apportionment		Intermediate Account Clerk	1.0	Departmental Personnel Off II	1.0	Administrative Secretary III	1.0
Total	29.0	Total	18.00	Line Item Budget Preparation		Senior Account Clerk	1.0	Cashier	3.0	Administrative Secretary III	1.0
				Payment of County Claims		Buyer II	10.0	Section Chief, Revenue & Recovery	7.0	St. Word Proc. Operator	1.0
				Proposition 4 Compliance		Procurement Contracting Off.	5.0	Revenue & Recovery Off III	14.5	Word Processing Operator	1.0
				Revenue Analysis/Forecasting		Buyer III	3.0	Revenue & Recovery Off I	1.0	Mail Processing Technician	3.0
				Tax Apportionment		Warehouse Material Handler	3.0	Revenue & Recovery Off II	26.0	Supervising Stores & Mail Systems Specialist, A&C	1.0
						Material Storekeeper I	2.0	Revenue & Recovery	9.0	Senior Clerk	1.0
						Material Storekeeper II	2.0	Officer Trainee	17.5	Admin. Secretary III	1.0
						Supv. Material Storekeeper	1.0	Intermediate Account Clerk	1.0	Intermediate Clerk Typist	2.0
						Intermediate Clerk Typist	2.0	Senior Accountant	2.0	A&C Payroll Technician	1.0
						Senior Clerk	4.0	Accounting Technician	4.0	Debt. Mgmt. Analyst	1.0
						Admin. Secretary III	1.0	Senior Account Clerk	1.0	Dept. Computer Spec. II	1.0
						Data Entry Operator	2.0	Senior Cashier	1.0	Total	19.50
						Department Computer Specialist III	1.0	Storekeeper I	1.0		
						Intermediate Clerk Typist	26.5	Intermediate Clerk Typist	26.5		
						Senior Clerk	4.0	Departmental Clerk	1.0		
						Admin. Secretary III	1.0	Administrative Secretary III	1.0		
						Data Entry Operator	24.0	Legal Procedures Clerk III	1.0		
						Senior Clerk	3.0	Legal Procedures Clerk II	1.0		
						Senior Data Entry Operator	1.0	Mail Clerk/Driver	1.0		
						Intermediate Account Clerk	21.0	Department Computer Specialist II	1.0		
						Data Entry Operator	3.0	Total	127.5		
						Intermediate Clerk	13.0				
						Cashier	2.0				
						Word Processing Operator	1.50				
				Total	143.50						

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PROGRAM: Auditing

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81802
MANAGER: Young Choi

ORGANIZATION #: 1050
REFERENCE: 1997-98 Proposed Budget -- Pg. 43-3

AUTHORITY: This program carries out Auditor responsibilities mandated in Government Code Sections 26883, 26900, 26909 and 26910 and County Charter Section 801.1

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,403,146	\$1,385,964	\$1,295,792	\$1,491,270	\$1,480,936	(0.7)
Services & Supplies	22,735	13,913	14,087	21,626	181,626	739.9
Other Charges	0	0	0	0	0	0.0
Fixed Assets	7,278	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,433,159	\$1,399,877	\$1,309,879	\$1,512,896	\$1,662,562	9.9
PROGRAM REVENUE	(133,810)	(162,170)	(133,876)	(161,250)	(111,250)	(31.0)
NET GENERAL FUND CONTRIBUTION	\$1,299,349	\$1,237,707	\$1,176,003	\$1,351,646	\$1,551,312	14.8
STAFF YEARS	25.40	24.60	20.90	29.00	29.00	0.0

PROGRAM MISSION

To promote the accountability, internal control, efficiency, and effectiveness of public service delivery by providing independent, objective, and cost-effective audit and related value-added services in accordance with generally accepted auditing standards.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The Net General Fund Contribution for this program is estimated to be \$174,643 under budget.

ACHIEVEMENT OF 1996-97 OBJECTIVES

All 1996-97 objectives were achieved except for the number of audits conducted.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. 70% of audit recommendations will be accepted by the auditee.
2. 90% of audit recommendations will be implemented.
3. Complete 100% of mandated audits.
 - a. Perform 70 audits.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Audits [29.00 SY; E = \$1,662,562; R = \$111,250] 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Fees for Auditing Services	\$108,928	\$138,750	\$88,750	(50,000)
Interfund Charges	24,948	22,500	22,500	0
Sub-Total	\$133,876	\$161,250	\$111,250	\$(50,000)
Total	\$133,876	\$161,250	\$111,250	\$(50,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$1,176,003	\$1,351,646	\$1,551,312	199,666
Sub-Total	\$1,176,003	\$1,351,646	\$1,551,312	\$199,666
Total	\$1,176,003	\$1,351,646	\$1,551,312	\$199,666

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
AUDIT PROJECTS/REPORTS					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
90% of audit recommendations accepted by auditee	N/A	N/A	N/A	90%	90%
70% of audit recommendations implemented	N/A	N/A	N/A	N/A	70%
Complete 100% mandated audits	100%	100%	100%	100%	
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to achieve Outcomes	\$1,433,159	\$1,399,877	\$1,348,579	\$1,512,896	\$1,552,562
<u>OUTPUTS (Service or Product)</u>					
Perform 70 audits	111	114	79	110	70
<u>EFFICIENCY (Input/Output)</u>					
Cost per audit	\$12,911	\$12,280	\$17,070	\$13,754	\$22,179

Comments:

Currently the cost to perform each audit is accumulated in terms of staff time. The dollar cost of these audit hours will be reflected in the Adopted Budget document. The total budget for this division is reflected here as an alternative until more accurate data is available.

A reduction in the number of audits to be performed is the result of a shift from compliance audits to management audits of selected County departments.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0310	Internal Audits Director	1	1.00	1	1.00	\$59,113	\$80,306
2447	Internal Audits Manager	0	0.00	2	2.00	0	100,368
0311	Auditor & Controller Mgr	1	1.00	0	0.00	53,735	0
2507	EDP Audit Specialist II	2	2.00	0	0.00	122,612	0
2506	EDP Audit Specialist I	3	3.00	1	1.00	161,205	55,336
2501	Senior Auditor/Accountant	6	6.00	9	9.00	275,197	388,448
2425	Associate Accountant	14	14.00	14	14.00	458,705	481,385
2758	Admin. Secretary III	0	0.00	1	1.00	0	27,527
3118	Dept. Computer Spec. I	0	0.00	1	1.00	0	26,609
2700	Intermediate Clerk Typist	1	1.00	0	0.00	18,845	0
3009	Word Processor Operator	1	1.00	0	0.00	24,455	0
Total		29	29.00	29	29.00	\$1,173,867	\$1,159,979
Salary Adjustments:						0	33,519
Premium/Overtime Pay:						22,089	22,089
Employee Benefits:						373,086	361,129
Salary Savings:						(71,481)	(89,489)
VTO Reductions:						(6,291)	(6,291)
Total Adjustments						\$317,403	\$320,957
Program Totals		29	29.00	29	29.00	\$1,491,270	\$1,480,936

AUTHORITY: This program carries out budgetary and economic oversight responsibilities in County Charter Sections 703.4 and 800 and Administrative Code Article VII.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,000,339	\$1,294,429	\$1,254,301	\$1,253,318	\$1,263,954	0.8
Services & Supplies	13,603	17,655	116,415	49,074	135,889	176.9
Other Charges	0	0	0	0	0	0.0
Fixed Assets	9,199	0	0	0	50,000	100.0
TOTAL DIRECT COST	\$1,023,141	\$1,312,084	\$1,370,716	\$1,302,392	\$1,449,843	11.3
PROGRAM REVENUE	(81,825)	(52,034)	(60,664)	(81,289)	(81,289)	0.0
NET GENERAL FUND CONTRIBUTION	\$941,316	\$1,260,050	\$1,310,052	\$1,221,103	\$1,368,554	12.1
STAFF YEARS	15.85	18.85	18.56	18.75	18.00	(4.0)

PROGRAM MISSION

To provide customer focused program and financial decision-making support to the Board of Supervisors, the Chief Administrative Officer and Deputy Chief Administrative Officers which is policy-based and advances the goals and vision of the Board of Supervisors utilizing the recently adopted General Management System philosophy.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Expenditures are estimated to be \$88,949 over budgeted appropriations due to payments for extra help personnel that is a standard transfer expense from the salaries account and the requirement to include prior year expenditures with estimated actual expenditures.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. The County Budget Office developed a budget plan for fiscal year 1997-98 that was adopted by the Board of Supervisors.
2. Completed the fiscal year with a normal fund balance and met all fiscal obligations.
3. Created two year strategic plan to structurally balance the budget, beginning with the 1997-98 budget.
4. Created management reserve accounts for all groups and departments.
5. Developing a comprehensive financial reporting system initially utilizing monthly and quarterly reporting data and expanding to other budget management areas.
6. Received Government Finance Officer's Association Award, Distinguished Budget Presentation, for fiscal year 1996-97.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. The variance between adopted and actual discretionary County revenue will be less than 2% as a result of analysis of economic trends and an on-going evaluation of revenue sources, fund balances, and available resources.
2. Complete the year with a fund balance sufficient to increase Contingency Reserve by 5%.
 - a. Produce the Proposed and Adopted Budgets, the Budget Outlook Report, three quarterly status reports, and monthly operational reports.

3. Obtain a customer approval rating of good or better for 90% of survey respondents.
 - a. Assign staff for direct customer support to more than 50 budget units.
4. Receive an award from the Government Finance Officers Association (GFOA) for Distinguished Budget Presentation.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. County Budget Planning and Implementation [18.00 SY; E = \$1,449,843; 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, providing budgetary consulting and decision making support analysis as needed.
 - o 6.2% offset by program revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
Interfund Charges	\$60,664	\$81,289	\$81,289	\$0
Sub-Total	\$60,664	\$81,289	\$81,289	\$0
Total	\$60,664	\$81,289	\$81,289	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND CONTRIBUTION:				
Sub-Total	\$1,310,052	\$1,221,103	\$1,368,554	\$147,451
Total	\$1,310,052	\$1,221,103	\$1,368,554	\$147,451

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues in this program vary annually based on normal variations in the A-87 cost recovery program.

FIXED ASSETS

Category	Total Cost
Specialized Department Equipment	\$50,000
Total	\$50,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
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ACTIVITY A:
BUDGET DEVELOPMENT AND MANAGEMENT

% OF RESOURCES: 100%

OUTCOME (Planned Result)

Variance between adopted and actual discretionary revenue	2%	2.3%	2%	2% or less	2% or less
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Complete the year with a fund balance sufficient to increase Contingency Reserve by 5%					5%
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EFFECTIVENESS (Input/Outcome)

Cost to maintain accuracy in adopted revenue amount and achieve sufficient savings **

OUTPUT (Service or Product)

Major decision budget documents	8	8	7	7	7
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EFFICIENCY (Input/Output)

Cost to produce a major budget document **

OUTCOME (Planned Result)

Obtain a good or better rating on 90% of satisfaction surveys					90%
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EFFECTIVENESS (Input/Outcome)

Cost to obtain a good or better rating **

OUTPUT (Service or Product)

Provide assistance with budget development and management for more than 50 budget units					50
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EFFICIENCY (Input/Output)

Cost per budget unit **

Comments

Currently there is no reliable cost accounting system for the activities of this program. A system will be developed to account for the accurate assignment of costs during FY 1997-98.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2165	County Budget Office Director	1	1.00	1	1.00	\$89,180	\$90,350
0359	Div Chief, County Budget Office	2	2.00	2	2.00	129,195	129,166
2392	County Budget Analyst	10	10.00	10	10.00	510,070	525,410
2393	Senior County Budget Analyst	3	3.00	3	3.00	174,812	182,968
2759	Administrative Secretary IV	1	1.00	1	1.00	34,140	35,160
2730	Senior Clerk	1	1.00	1	1.00	24,339	25,401
3009	Word Processor Operator	1	.75	0	0.00	15,932	0
Total		19	18.75	18	18.00	\$977,668	\$988,455
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						302,333	312,424
Salary Savings:						(22,021)	(32,263)
VTO Reductions:						(4,662)	(4,662)
Total Adjustments						\$275,650	\$275,499
Program Totals		19	18.75	18	18.00	\$1,253,318	\$1,263,954

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,152,460	\$5,419,679	\$5,403,195	\$5,542,161	\$5,805,054	4.7
Services & Supplies	47,494	39,490	101,168	72,831	72,831	0.0
Other Charges	4,036	6,258	4,606	5,250	5,250	0.0
Fixed Assets	42,338	2,451	0	0	0	0.0
TOTAL DIRECT COST	\$5,246,328	\$5,467,878	\$5,508,969	\$5,620,242	\$5,883,135	4.7
PROGRAM REVENUE	(2,236,852)	(1,965,023)	(1,975,846)	(2,024,767)	(2,604,767)	28.6
NET GENERAL FUND CONTRIBUTION	\$3,009,476	\$3,502,855	\$3,533,123	\$3,595,475	\$3,278,368	(8.8)
STAFF YEARS	129.11	136.62	137.46	142.00	143.50	1.1

PROGRAM MISSION

To prescribe and control the various accounting and financial systems of the County of San Diego and other governmental entities, as mandated.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Expenditures are estimated to be \$13,852 under budgeted appropriations.

ACHIEVEMENT OF 1996-97 OBJECTIVES

All objectives for fiscal year 1996-97 were achieved.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Process 98% of deposit permits within 1 day of receipt.
 - a. Process 24,000 deposit permits.
2. Process and distribute bar-coded property tags for 100% of all assets purchased by the County in excess of \$5,000.
 - a. Process 14,000 fixed asset transactions.
3. Achieve an accuracy rate of 100% on Property Tax Bills and the Assessment Roll.
 - a. Process 4,800,000 Property Tax Services transactions
4. Issue 98% of Accounts Payable warrants within 15 days of receipt of payment authorization.
 - a. Issue 273,000 warrants
5. Close the fiscal year in a non-deficit condition.
 - a. Monitor \$2.2 billion in expenditures and revenues.
6. Achieve an Unqualified Opinion on the County's General Purpose External Financial Reports.
7. Comply 100% with appropriation limitations specified in Proposition 4.
8. Comply 100% with the fiscal and reporting requirements specified in the Trial Court Funding Agreement.
9. Comply 100% with fiscal and reporting requirements specified by the State Realignment of Programs.
10. 100% of official statements for debt issuances will include accurate and complete disclosures pertaining to the County's financial condition.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Budget Accounting Division [10.00 SY; E = \$527,583; 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 10.6% offset by program revenues.

2. Property Tax Services [20.00 SY; E = \$918,690; R = \$1,035,000] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for preparation of property tax bills and apportionment of tax revenues.
 - o 58.2% offset by program revenues.

3. Controller Branch Office [30.75 SY; E = \$1,271,541; R = \$861,575] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for accounting services to several County departments, special districts and enterprise funds.
 - o 67.8% offset by program revenues.

4. Probation Accounting [16.00 SY; E = \$590,176; 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 2.9% offset by program revenues.

5. Other Fiscal Control Subactivities [66.75 SY; E = \$2,575,145; R = \$635,381] is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for General Accounting, Payroll and Travel Accounting and Accounts Payable.
 - o 22.9% offset by program revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES AND FEES:				
Fees for Various Accounting Services	\$893,201	\$1,055,491	\$969,276	(86,215)
Interfund Charges	1,082,645	969,276	1,135,491	166,215
Property Tax System Administration Fee	0	0	350,000	350,000
AB-2890 Recovered Costs	0	0	150,000	150,000
Sub-Total	\$1,975,846	\$2,024,767	\$2,604,767	\$580,000
Total	\$1,975,846	\$2,024,767	\$2,604,767	\$580,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND CONTRIBUTION:	\$3,533,123	\$3,595,475	\$3,278,368	(317,107)
Sub-Total	\$3,533,123	\$3,595,475	\$3,278,368	\$(317,107)
Total	\$3,533,123	\$3,595,475	\$3,278,368	\$(317,107)

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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	98.5%	98%	98%	98%	98%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to process 98% of Deposit Permits within 1 day of receipt:	23,814	26,463	30,843	31,000	61,661
<u>OUTPUT (Service or Product)</u>					
Number of deposit permits processed	26,631	23,935	23,734	24,000	24,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per Deposit Permit processed:	1.12	1.11	1.30	1.30	1.32
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 \$5000	100%	100%	100%	100%	100%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to process fixed asset transactions	13,253	17,201	19,806	15,000	15,972
<u>OUTPUT (Service or Product)</u>					
Number of Fixed Asset transactions to processed	17,170	16,014	15,284	14,000	14,000
<u>EFFICIENCY (Input/Outcome)</u>					
Cost per assigned fixed asset transaction	1.30	1.07	1.30	1.07	1.14
ACTIVITY C: PROPERTY TAX SERVICES TRANSACTIONS					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Achieve an accuracy rate of 100% for Property Tax Bills roll and tax apportionments	100%	100%	100%	100%	100%

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to achieve a 100% accuracy rate in the production of Property Tax Bills and tax apportionment	4,543,470	2,356,161	4,847,141	2,400,000	2,400,000
<u>OUTPUT (Service or Product)</u>					
Number of Property Tax Services Transactions to be processed	4,543,470	4,738,213	4,800,000	4,700,000	4,900,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per transaction	0.54	0.50	0.50	0.51	0.49
ACTIVITY D: ACCOUNTS PAYABLE WARRANTS ISSUED (COUNTY & SCHOOL DISTRICTS)					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Issue 98% of Accounts Payable warrants within 15 days of payment authorization	98%	97%	97%	98%	98%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to issue 98% of Accounts Payable warrants within 15 days of receipt of payment authorization:	863,697	930,925	828,204	893,750	868,138
<u>OUTPUT (Service or Product)</u>					
Number of payable warrants issued	272,535	265,269	270,594	273,000	273,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per warrant issued	3.17	3.51	3.06	3.27	3.18

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2168	Accounting and Fiscal Director	1	1.00	1	1.00	\$ 75,053	75,040
0310	Senior Auditor & Controller Mgr	2	2.00	2	2.00	139,824	146,450
2496	Auditor/Controller Mgr. II (0311)	3	3.00	3	3.00	173,047	181,054
2498	Auditor/Controller Mgr. III (0310)	1	1.00	1	1.00	65,306	67,273
2415	Auditor/Controller Comp Spec	1	1.00	1	1.00	51,179	52,714
2429	Revenue & Budget Accountant	2	2.00	2	2.00	102,014	105,082
2525	Senior Systems Analyst	1	1.00	1	1.00	56,397	58,094
2335	Compensation/Systems Coord.	2	2.00	2	2.00	102,358	105,428
2501	Senior Auditor/Accountant	13	13.00	13	13.00	608,592	634,114
2425	Associate Accountant	22	22.00	22	22.00	773,195	803,190
2480	A/C Payroll Technician	8	8.00	8	8.00	225,187	235,712
2411	Analyst I	0	0.00	1	1.00	0	31,551
2403	Accounting Technician	18	18.00	17	17.00	490,520	474,972
2510	Senior Account Clerk	23	23.00	24	23.50	553,386	584,772
2730	Senior Clerk	3	3.00	3	3.00	72,962	70,605
2430	Cashier	2	2.00	2	2.00	41,516	42,117
3009	Word Processing Operator	1	1.00	1	1.00	21,295	21,936
2493	Intermediate Account Clerk	21	21.00	21	21.00	436,957	449,200
2700	Intermediate Clerk Typist	14	14.00	13	13.00	277,886	266,335
3030	Data Entry Operator	3	3.00	3	3.00	61,896	64,745
3069	Senior Data Entry Operator	1	1.00	1	1.00	22,930	23,613
2507	EDP Audits Specialist II	0	0.00	1	1.00	0	51,949
2757	Admin. Secretary II	0	0.00	1	1.00	0	22,797
9999	Extra Help	0	0.00	0	0.00	4,725	14,725
Total		142	142.00	144	143.50	\$4,356,225	\$4,583,468
Salary Adjustments:						(2,381)	26,714
Premium/Overtime Pay:						0	0
Employee Benefits:						1,479,846	1,571,057
Salary Savings:						(267,223)	(351,879)
VTO Reductions:						(24,306)	(24,306)
Total Adjustments						\$1,185,936	\$1,221,586
Program Totals		142	142.00	144	143.50	\$5,542,161	\$5,805,054

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,773,537	\$1,831,680	\$1,854,165	\$1,984,879	\$1,960,456	(1.2)
Services & Supplies	111,920	135,710	185,802	89,812	112,706	25.5
Other Charges	0	0	0	0	0	0.0
Fixed Assets	24,604	74,074	0	0	0	0.0
TOTAL DIRECT COST	\$1,910,061	\$2,041,464	\$2,039,967	\$2,074,691	\$2,073,162	(0.1)
PROGRAM REVENUE	(633,829)	(548,756)	(686,108)	(530,585)	(530,585)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,276,232	\$1,492,708	\$1,353,859	\$1,544,106	\$1,542,577	(0.1)
STAFF YEARS	48.00	43.88	40.83	48.00	47.00	(2.1)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Net General Fund Contributions are estimated to be \$190,247 under budget.

ACHIEVEMENT OF 1996-97 OBJECTIVES

All objectives for fiscal year 1996-97 were achieved.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Purchase 70% of requisitioned line items within 21 days.
 - a. Process \$115,000,000 in purchase orders.
2. Fill 91% of orders from stock (no back orders).
 - a. Issue \$6,209,889 in stock from stores.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Purchasing/Contracting [31.00 SY; E = \$1,290,008; 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 = \$783,154; 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICE:				
Road Fund	\$170,134	\$184,838	\$184,838	\$0
Air Pollution Control District	46,243	57,830	57,830	0
Internal Service Fund	79,877	86,660	86,660	0
Airport Enterprise Fund	34,928	11,390	11,390	0
Liquid Waste Fund	43,985	45,560	45,560	0
Library Fund	18,417	15,032	15,032	0
Solid Waste Fund	64,362	0	0	0
Sub-Total	\$457,946	\$401,310	\$401,310	\$0
OTHER REVENUE:				
Recovered expenses (auction sales)	\$106,199	\$78,000	\$78,000	\$0
Sale of surplus/scrap material (nontaxable)	117,609	48,275	48,275	0
Sale of surplus/scrap material (taxable)	4,354	3,000	3,000	0
Sub-Total	\$228,162	\$129,275	\$129,275	\$0
Total	\$686,108	\$530,585	\$530,585	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$1,353,859	\$1,544,106	\$1,542,577	\$(1,529)
Total	\$1,353,859	\$1,544,106	\$1,542,577	(1,529)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue projections for the 1997-98 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.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: PURCHASING					
% OF RESOURCES: 44.9%					
<u>OUTCOME (Planned Result)</u>					
% of requisitioned line items purchased within 21 days	67%	49.63%	43.33	75%	70%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to operate Purchasing		\$916,821	\$702,065	\$931,744	\$931,057
<u>OUTPUT (Service or Product)</u>					
Dollar value of purchase orders processed **		\$117,208,256	\$113,564,285	\$115,000,000	\$115,000,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per \$100 of purchases		\$.78	\$.62	\$.81	\$.81
ACTIVITY B: STORES					
% OF RESOURCES: 18.6%					
<u>OUTCOME (Planned Result)</u>					
% of items filled from stock (no back orders)	86%	92.95%	88.65%	90%	91%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to operate stores		\$380,529	\$545,379	\$386,772	\$386,437
<u>OUTPUT (Service or Product)</u>					
Dollar value of items issued		\$6,209,889	\$6,438,691	\$6,300,000	\$6,500,000
<u>EFFICIENCY (Input/Output)</u>					
Cost per \$100 in items issued	\$7.02	\$6.13	\$8.47	\$6.14	\$5.95

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2166	Purchasing and Contracting Director	1	1.00	1	1.00	\$77,462	\$77,445
2621	Manager of Contracting (0285)	1	1.00	1	1.00	53,675	55,274
2618	Manager, Procurement Planning (0965)	1	1.00	1	1.00	49,947	51,443
2653	Materiel Manager (0964)	1	1.00	1	1.00	41,690	42,946
2403	Accounting Technician	1	1.00	1	1.00	27,472	28,278
2412	Analyst II	2	2.00	1	1.00	72,941	37,422
2493	Int. Acct. Clerk	1	1.00	1	1.00	19,508	18,596
2510	Senior Account Clerk	1	1.00	1	1.00	24,673	22,770
2610	Buyer II	10	10.00	10	10.00	312,742	326,432
2622	Procurement Contracting Officer	5	5.00	5	5.00	227,035	226,533
2640	Buyer III	3	3.00	3	3.00	105,937	109,894
2651	Warehouse Material Handler	3	3.00	3	3.00	61,394	65,298
2665	Materiel Storekeeper I	2	2.00	2	2.00	44,328	42,240
2667	Materiel Storekeeper III	2	2.00	2	2.00	55,926	57,638
2668	Supv. Materiel Storekeeper	1	1.00	1	1.00	28,058	27,984
2700	Intermediate Clerk Typist	2	2.00	2	2.00	42,590	43,872
2730	Senior Clerk	4	4.00	4	4.00	98,474	101,390
2758	Admin. Secretary III	1	1.00	1	1.00	31,703	32,649
3030	Data Entry Operator	2	2.00	2	2.00	42,590	43,872
3120	Dept. Computer Specialist III	1	1.00	1	1.00	43,109	44,409
7515	Stores Delivery Driver	3	3.00	3	3.00	76,241	79,981
9999	Temporary Extra Help	0	0.00	0	0.00	3,000	3,000
Total		48	48.00	47	47.00	\$1,540,495	\$1,539,366
Salary Adjustments:						0	0
Premium/Overtime Pay:						17,473	17,473
Employee Benefits:						512,266	515,375
Salary Savings:						(77,273)	(103,676)
VTO Reductions:						(8,082)	(8,082)
Total Adjustments						\$444,384	\$421,090
Program Totals		48	48.00	47	47.00	\$1,984,879	\$1,960,456

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).

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,209,332	\$5,213,313	\$4,363,735	\$4,406,215	\$4,546,893	3.2
Services & Supplies	436,635	588,384	687,819	665,604	1,280,822	92.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	31,891	33,524	32,537	0	0	0.0
TOTAL DIRECT COST	\$7,677,858	\$5,835,221	\$5,084,091	\$5,071,819	\$5,827,715	14.9
PROGRAM REVENUE	(382,426)	(368,113)	(580,184)	(234,851)	(814,851)	247.0
NET GENERAL FUND CONTRIBUTION	\$7,295,432	\$5,467,108	\$4,503,907	\$4,836,968	\$5,012,864	3.6
STAFF YEARS	217.83	151.02	122.70	126.00	127.50	1.2

PROGRAM MISSION

To provide cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due and owing the County of San Diego.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The Revenue and Recovery Program actual expenditures in salaries and benefits are estimated to be \$42,480 less than budgeted. Services and Supplies and Fixed Asset expenditures exceeded budgeted levels due to the use of contract extra help to temporarily fill vacant positions and the requirement to include prior year expenditures with estimated actual expenditures. The programs Net General Fund Contribution is estimated to be \$333,061 under budget.

ACHIEVEMENT OF 1996-97 OBJECTIVES

The Revenue and Recovery Program collected \$66,377,937 at an estimated cost of \$0.10 per dollar collected. The amount collected was greater than the 1996-97 objective of \$62 million due to increased collections primarily in Social Services, Probation and attorney fee accounts. The objective of mailing 432,000 statements was exceeded by 64.3% for a total of 710,000. In addition, 239,925 receipts were processed which exceeded the objective of 175,000 by 37.1%. The recording of 9,380 of liens and other documents was less than the projected total of 12,000 because of a decrease in the number of General Relief grants of lien being submitted to Revenue and Recovery for processing.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Exercise every legal option available to the County for 100% of the receivables which are due and payable for collection.
 - a. Collect \$62,000,000 in receivables.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Accounts Receivable Collections [127.50 SY; E = \$5,827,715; R = \$814,851] including support personnel is:
 - o 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
Adult Probation Restitution Administrative Fee	335,614	134,851	234,851	\$100,000
Collection Fees - Administrative Costs	0	0	480,000	480,000
Service Charge on Collected Accounts	100,000	0	0	0
Solid Waste Fund	33,830	0	0	0
Sub-Total	\$469,444	\$134,851	\$714,851	\$580,000
OTHER REVENUE:				
Court Fees and Costs - Court Appointed Attorneys	\$100,000	\$100,000	\$100,000	0
Return Check Fees	9,742	0	0	0
Other Miscellaneous	998	0	0	0
Sub-Total	\$110,740	\$100,000	\$100,000	\$0
Total	\$580,184	\$234,851	\$814,851	\$580,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$4,503,907	\$4,836,968	\$5,012,864	\$175,896
Sub-Total	\$4,503,907	\$4,836,968	\$5,012,864	\$175,896
Total	\$4,503,907	\$4,836,968	\$5,012,864	\$175,896

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues in the amount of \$480,000 from collections of overaged accounts were budgeted in the Public Defender and other departments for Fiscal Year 1996-97, offsetting \$480,000 in appropriations for the cost of contract commissions in Revenue & Recovery. For the Fiscal Year 1997-98, these revenues will be budgeted in Revenue & Recovery.

Other revenue increases reflect the over achievement of budgeted revenues for the last three fiscal years.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY 1.:					
Collections of Accounts Receivable					
% OF RESOURCES:	100.0%				
<u>OUTCOME</u>					
% of accounts for which every available legal option has been exercised to obtain payment	100%	100%	100%	100%	100%
<u>EFFECTIVENESS</u>					
Cost to exercise every option for each receivable	\$7,677,858	\$5,835,221	\$5,084,091	\$5,071,819	\$5,827,715
<u>OUTPUT</u>					
Dollars collected	\$127,355,730	\$89,516,366	\$66,377,937	\$62,000,000	\$62,000,000
<u>EFFICIENCY</u>					
Cost per dollar collected (includes A-87 overheads)	\$0.089	\$0.098	\$0.100	\$0.100	\$0.100

COMMENTS:

Collections for FY 1996-97 estimated actual have decreased from FY 1995-96 actual figures as a result of the transfer of child support collections to the District Attorney's office during FY 1995-96. In addition, the decrease in Solid Waste disposal fees and usage of the landfills has also contributed to the decrease in collections. Total collections for Fiscal Year 1997-98 could decrease by up to \$35 million if the sale of the County's Solid Waste operations is completed.

The total number of debtors and the total accounts receivable managed by the department changes on a daily basis. Figures for FY 1994-95 include child support receivables and debtors that were transferred to the District Attorney's Office during FY 1995-96. The following amounts measure the size of the department workload on the last day of the fiscal year:

County Receivables	\$458,313,988	\$209,516,032	\$240,316,481	\$235,000,000	\$255,000,000
Number of Debtors	250,000	143,000	145,727	153,000	153,000

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2167	Revenue and Recovery Director	1	1.00	1	1.00	\$89,642	\$89,617
2369	Administrative Services Mgr II	1	1.00	1	1.00	56,397	58,094
0900	Division Chief, Rev. & Recovery	3	3.00	3	3.00	155,925	156,542
2304	Administrative Assistant I	1	1.00	1	1.00	36,338	37,422
2320	Personnel Aide	1	1.00	1	1.00	28,457	29,314
2328	Departmental Personnel Off. II	1	1.00	1	1.00	47,558	48,991
2403	Accounting Tech.	1	1.00	2	2.00	23,154	51,674
2430	Cashier	3	3.00	3	3.00	68,859	68,620
2475	Section Chief, Rev. & Recov.	7	7.00	7	7.00	285,889	291,759
2477	Revenue and Recovery Off. III	14	14.00	15	14.50	440,594	453,358
2478	Revenue and Recovery Off. I	1	1.00	1	1.00	24,799	25,554
2479	Revenue and Recovery Off. II	26	26.00	27	26.00	708,787	710,073
2483	Rev. & Recov. Officer Trainee	9	9.00	9	9.00	184,436	184,618
2493	Intermediate Account Clerk	18	18.00	18	17.50	369,688	373,712
2505	Senior Accountant	1	1.00	1	1.00	46,442	47,826
2510	Senior Account Clerk	4	4.00	4	4.00	98,692	97,615
2513	Senior Cashier	1	1.00	1	1.00	25,321	26,088
2660	Storekeeper I	1	1.00	1	1.00	20,149	20,112
2700	Intermediate Clerk Typist	26	26.00	27	26.50	535,554	571,178
2709	Departmental Clerk	1	1.00	1	1.00	15,475	16,185
2758	Administrative Secretary III	1	1.00	1	1.00	31,703	32,649
2906	Legal Procedures Clerk III	1	1.00	1	1.00	28,049	28,903
2907	Legal Procedures Clerk II	1	1.00	1	1.00	24,799	22,595
3039	Mail Clerk Driver	1	1.00	1	1.00	21,339	21,979
3119	Dept. Computer Specialist II	1	1.00	1	1.00	30,852	36,511
Total		126	126.00	130	127.50	\$3,398,898	\$3,500,989
Salary Adjustments:						2,793	(1,810)
Premium/Overtime Pay:						4,770	4,770
Employee Benefits:						1,195,541	1,240,986
Salary Savings:						(176,457)	(178,712)
VTO Reductions:						(19,330)	(19,330)
Total Adjustments						\$1,007,317	\$1,045,904
Program Totals		126	126.00	130	127.50	\$4,406,215	\$4,546,893

PROGRAM: Administrative Support

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 92101
MANAGER: Robert Booker, Ed.D.

ORGANIZATION #: 1050
REFERENCE: 1997-98 Proposed Budget - Pg. 43-27

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$862,283	\$846,885	\$894,459	\$849,458	\$985,065	16.0
Services & Supplies	433,876	712,007	568,745	401,215	527,961	31.6
Other Charges	0	0	41,392	64,650	64,650	0.0
Fixed Assets	233,450	190,757	251,023	105,000	0	(100.0)
TOTAL DIRECT COST	\$1,529,609	\$1,749,649	\$1,755,619	\$1,420,323	\$1,577,676	11.1
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,529,609	\$1,749,649	\$1,755,619	\$1,420,323	\$1,577,676	11.1
STAFF YEARS	19.97	17.54	18.26	18.25	19.50	6.8

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Service and Supplies and Fixed Asset expenditures are estimated to exceed budgeted levels due to the use of contract extra help to temporarily fill vacant positions and the requirement to include prior year expenditures with estimated actual expenditures.

ACHIEVEMENT OF 1996-97 OBJECTIVES

All 1996-97 objectives were achieved.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

The cost of this program is an internal indirect cost to the various departmental programs. During the FY 1997-98 a method will be developed to allocate these costs to the benefitting subprograms. The allocation of these indirects will produce greater accuracy in the effectiveness and efficiency measures presented in each program budget for the current and subsequent years.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [19.50 SY; E = \$1,577,676; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for department management, budgeting, personnel, payroll, clerical, and warrant control services.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
TOTAL PIECES PROCESSED FOR CONTROLLED MAILING					
% OF RESOURCES: 100%					
<u>OUTCOME (Planned Result)</u>					
Total pieces processed for controlled mailing	6,478,999	7,174,550	6,807,971	6,671,326	6,820,507
<u>EFFECTIVENESS (Input/Outcome)</u>					
Daily average of controlled mailings in a 260 work day period	24,919	27,594	26,185	25,659	26,233
<u>OUTPUT (Service or Product)</u>					
Average cost of postage	\$0.27	\$0.28	\$0.25	\$0.25	\$0.26
<u>EFFICIENCY (Input/Output)</u>					
Cost of annual postage	\$1,728,309	\$2,035,968	\$2,008,528	\$1,659,108	\$1,798,648

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2106	Chief Fin. Officer/Auditor & Contr.	1	1.00	1	1.00	114,290	114,255
2203	Ass't Auditor & Controller	1	1.00	1	1.00	100,260	100,248
0310	Sr. Auditor & Controller Mgr.	1	1.00	1	1.00	47,885	73,225
2302	Administrative Assistant III	1	1.00	1	1.00	40,383	43,982
2412	Analyst II	0	0.00	1	1.00	0	31,551
2304	Administrative Assistant I	1	1.00	1	.50	31,610	18,533
2759	Administrative Secretary IV	1	1.00	1	1.00	34,140	35,160
3008	Sr. Word Proc. Operator	1	1.00	1	1.00	26,373	27,168
3009	Word Processing Operator	1	1.00	1	1.00	24,455	25,187
3076	Mail Processing Technician	3	3.00	3	3.00	67,026	70,137
2658	Storekeeper II	1	1.00	0	0.00	25,530	0
2730	Senior Clerk	1	1.00	1	1.00	24,673	25,401
2758	Administrative Secretary III	1	1.00	1	1.00	31,104	32,649
2725	Principal Clerk	1	1.00	0	0.00	32,419	0
2700	Intermediate Clerk Typist	2	2.00	2	2.00	40,003	42,217
2480	A&C Payroll Technician	1	1.00	1	1.00	25,815	26,576
2420	Debt. Mgt. Analyst	1	.25	1	1.00	10,296	50,184
3068	Supv. Stores & Mail Sys. Spec.	0	0.00	1	1.00	0	27,227
3120	Dept. Computer Spec. II	0	0.00	1	1.00	0	36,547
9999	Extra Help	0	0	0	0.00	11,025	11,025
Total		19	18.25	20	19.50	\$687,287	\$791,272
Salary Adjustments:						2,544	14,121
Premium/Overtime Pay:						7,875	7,875
Employee Benefits:						223,180	250,701
Salary Savings:						(69,045)	(76,521)
VTO Reductions:						(2,383)	(2,383)
Total Adjustments						\$162,171	\$193,793
Program Totals		19	18.25	20	19.50	\$849,458	\$985,065

BOARD OF SUPERVISORS, DISTRICT 1

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
District #1	\$457,180	\$494,901	\$532,371	\$535,028	\$578,950	43,922	8.2
TOTAL DIRECT COST	\$457,180	\$494,901	\$532,371	\$535,028	\$578,950	\$43,922	8.2
PROGRAM REVENUE	(1,112)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$456,068	\$494,901	\$532,371	\$535,028	\$578,950	\$43,922	8.2
STAFF YEARS	6.37	7.28	8.15	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.

Supervisor Greg Cox represents more than 500,000 residents of San Diego County's First District on the Board of Supervisors.

The First Supervisorial District extends from the Pacific Ocean east to the Otay and San Miguel mountains, and from our international border with Mexico north to the communities of Point Loma and Ocean Beach. At the heart of the district is San Diego Bay, a 23-square mile resource for commerce, ecology and recreation.

The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and several communities within the City of San Diego, including Golden Hill, La Playa, Barrio Logan, Nestor, Ocean Beach, Palm City, Point Loma, San Ysidro and Downtown San Diego. The district also includes the unincorporated communities of Bonita, Lincoln Acres, Otay Mesa and Sunnyside.

Supervisor Cox directs a highly-experienced professional staff whose fundamental mission is to make County government effective, responsible and visionary, and to ensure its accessibility and responsiveness to the citizens of the First Supervisorial District. Supervisor Cox's staff assists him in policy development, research, analysis and review of County budget and operations. Increased costs reflect the appropriate professional staffing level for policy initiatives and constituent services, as well as the operation of an active student intern opportunity program.

Since joining the Board of Supervisors, Supervisor Cox has been strongly committed to reforming San Diego County's welfare system, increasing public safety resources, promoting the interests of children, youth and families and providing expanded recreational opportunities through the development of Otay Valley Regional Park, Sweetwater Regional Park, Tijuana River Valley Regional Park and the Bayshore Bikeway.

1997-98 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, and air pollution.
- 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
MANAGER: Supervisor Greg Cox

ORGANIZATION #: 0010
REFERENCE: 1997-98 Proposed Budget - Pg. 44-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$424,013	\$463,491	\$508,655	\$520,028	\$563,950	8.4
Services & Supplies	23,741	31,410	23,716	15,000	15,000	0.0
Fixed Assets	9,426	0	0	0	0	0.0
TOTAL DIRECT COST	\$457,180	\$494,901	\$532,371	\$535,028	\$578,950	8.2
PROGRAM REVENUE	(1,112)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$456,068	\$494,901	\$532,371	\$535,028	\$578,950	8.2
STAFF YEARS	6.37	7.28	8.15	10.00	11.00	10.0

PROGRAM MISSION

See department mission.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Expenditures are expected to be within budget.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$80,862	\$78,489
0373	Legislative Assistant II	7	7.00	9	9.00	272,918	372,125
0374	Chief of Staff	0	0.00	1	1.00	0	64,728
9999	Temporary Extra Help	2	2.00	0	0.00	28,934	28,934
Total		10	10.00	11	11.00	\$382,714	\$544,276
Salary Adjustments:						\$22,376	\$(150,995)
Employee Benefits:						114,938	170,669
Salary Savings:						(0)	(0)
VTO Reductions:						0	0
Total Adjustments						\$137,314	\$19,674
Program Totals		10	10.00	11	11.00	\$520,028	\$563,950

BOARD OF SUPERVISORS, DISTRICT 2

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
District #2	\$432,496	\$459,919	\$539,290	\$518,740	\$630,000	111,260	21.5
TOTAL DIRECT COST	\$432,496	\$459,919	\$539,290	\$518,740	\$630,000	\$111,260	21.5
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$432,496	\$459,919	\$539,290	\$518,740	\$630,000	\$111,260	21.5
STAFF YEARS	6.85	7.22	8.79	10.00	12.00	2.00	20.0

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.

The Second Supervisorial District contains the bulk of the remaining unincorporated areas within the County of San Diego, covering more than 2,000 square miles, geographically the largest of the five supervisorial districts. Over 535,000 people live in the district. Of that number, 221,000 live in the unincorporated area, more than the other four supervisorial districts combined. The district includes the cities of Poway, El Cajon, La Mesa, Lemon Grove, Santee, and the communities of Allied Gardens, Del Cerro, Grantville, and Rolando in the City of San Diego; as well as the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, Santa Ysabel, Shelter Valley, Spring Valley, Tecate, and Vallecitos.

Because of the large unincorporated areas in the Second District where residents rely on County government for most or all local government services, residents have more contact and demand more services from their County Supervisor than in more urbanized districts.

The Second District budget has effectively decreased 26.4 percent since 1990. Since 1993, the Second District has returned more than \$217,000 to the General Fund. Increased costs reflect recently completed staffing adjustments to more adequately and effectively handle policy initiatives/analysis and inquiries from the public, in particular the 221,000 unincorporated area constituents. There has been widespread demand to open the district office to address the needs of residents and to make County government more accessible than would otherwise be possible with the very long travel distances between much of the district and downtown San Diego. Therefore, increased costs also include the opening of the El Cajon district office to better serve the public.

With this action, the Second Supervisorial District will be increasing customer service to the residents of East County. As a result, County government will be brought closer to the people, thereby addressing problems and concerns more quickly and productively, while still keeping the total office budget relatively low compared to the other five districts.

1997-98 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, and air pollution.
- 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: 1997-98 Proposed Budget - Pg. 45-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$415,630	\$432,702	\$500,248	\$506,710	\$617,970	22.0
Services & Supplies	14,094	20,839	21,298	12,030	12,030	0.0
Fixed Assets	2,772	6,378	17,744	0	0	0.0
TOTAL DIRECT COST	\$432,496	\$459,919	\$539,290	\$518,740	\$630,000	21.4
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$432,496	\$459,919	\$539,290	\$518,740	\$630,000	21.4
STAFF YEARS	6.85	7.22	8.79	10.00	12.00	20.0

PROGRAM MISSION

See department mission.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Estimated actual expenditure figures are shown as greater than budgeted figures due to expenditure of prior year budgeted funds.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$80,862	\$78,489
0373	Legislative Assistant II	9	9.00	10	10.00	293,264	334,054
0374	Chief of Staff	0	0.00	1	1.00	0	63,539
9999	Temporary Extra Help	0	0.00	0	0.00	0	0
Total		10	10.00	12	12.00	\$374,126	\$476,082
Salary Adjustments:						\$13,404	\$(21,093)
Employee Benefits:						119,180	162,981
Salary Savings:						(0)	(0)
VTO Reductions:						0	0
Total Adjustments						\$132,584	\$141,888
Program Totals		10	10.00	12	12.00	\$506,710	\$617,970

BOARD OF SUPERVISORS, DISTRICT 3

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
District #3	\$517,205	\$538,756	\$560,053	\$588,713	\$598,713	10,000	1.7
TOTAL DIRECT COST	\$517,205	\$538,756	\$560,053	\$588,713	\$598,713	\$10,000	1.7
PROGRAM REVENUE	(0)	(0)	(15)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$517,205	\$538,756	\$560,038	\$588,713	\$598,713	\$10,000	1.7
STAFF YEARS	8.30	8.35	8.30	10.00	12.00	2.00	20.0

MISSION

To maintain and enhance the quality of life of the residents of San Diego County by providing and overseeing regional services such as public protection, health and safety, libraries, parks, planning and land use and general government that lie within the jurisdiction of the County Board of Supervisors and particularly the Third District.

The budget of the Third District reflects staffing commensurate with the size of the district, its population growth and the myriad of services provided to the constituents. Budget also reflects a quality service relationship with the Third District's population. District Three's economic/quality of life profile requires diverse services and professional skills among the members of the Third District staff. Since the district is molded by a multitude of factors, including a wide variety of industry, education and research facilities, retail, farming, the highest concentration of tourism, five city governments and the unincorporated area, the district office reflects the business, education and population diversity of the district.

District Three is a growing, vibrant area. Population growth can be attributed to not only climate and lifestyle, but to the many economic opportunities available. County government must do its share to promote quality of life.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

- o To provide the very best customer service.
- o 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 regional growth, traffic, and air pollution.
- o To promote economic security and jobs. To expand the economy and to enhance international trade and development.
- o To preserve open space, parks and recreational facilities.
- o To focus on prevention in the areas of health, social services, welfare and the criminal justice system.

PROGRAM: Legislative, District 3

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0030

MANAGER: Supervisor Pamela Slater

REFERENCE: 1997-98 Proposed Budget - Pg. 46-3

AUTHORITY: California Constitution Article XI, Section 4, Government Code Section 25000 - 26490; County Charter Section 500 & 501.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$488,903	\$521,431	\$542,596	\$557,717	\$567,717	1.8
Services & Supplies	28,302	17,325	17,457	30,996	30,996	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$517,205	\$538,756	\$560,053	\$588,713	\$598,713	1.7
PROGRAM REVENUE	(0)	(0)	(15)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$517,205	\$538,756	\$560,038	\$588,713	\$598,713	1.7
STAFF YEARS	8.30	8.35	8.30	10.00	12.00	20.0

PROGRAM MISSION

See department mission.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Expenditures are expected to be within budget.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$80,862	\$78,489
0373	Legislative Assistant II	9	9.00	10	10.00	323,248	373,944
0374	Chief of Staff	0	0.00	1	1.00	0	64,501
9999	Temporary Extra Help	0	0.00	0	0.00	9,289	9,289
Total		10	10.00	12	12.00	\$413,399	\$526,223
Salary Adjustments:						\$12,152	\$(136,147)
Employee Benefits:						132,166	177,641
Salary Savings:						(0)	(0)
VTO Reductions:						0	0
Total Adjustments						\$144,318	\$41,494
Program Totals		10	10.00	12	12.00	\$557,717	\$567,717

BOARD OF SUPERVISORS, DISTRICT 4

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
District #4	\$508,722	\$518,930	\$524,382	\$533,764	\$579,000	45,236	8.5
TOTAL DIRECT COST	\$508,722	\$518,930	\$524,382	\$533,764	\$579,000	\$45,236	8.5
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$508,722	\$518,930	\$524,382	\$533,764	\$579,000	\$45,236	8.5
STAFF YEARS	7.27	7.55	7.81	10.00	12.00	2.00	20.0

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.

1997-98 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, and air pollution.
- 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: 1997-98 Proposed Budget - Pg. 47-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 24690; County Charter Sections 500 & 501.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$483,862	\$466,957	\$489,838	\$513,164	\$558,400	8.8
Services & Supplies	19,836	42,672	21,518	15,000	15,000	0.0
Other Charges	0	5,455	13,026	5,600	5,600	0.0
Fixed Assets	5,024	3,846	0	0	0	0.0
TOTAL DIRECT COST	\$508,722	\$518,930	\$524,382	\$533,764	\$579,000	8.5
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$508,722	\$518,930	\$524,382	\$533,764	\$579,000	8.5
STAFF YEARS	7.27	7.55	7.81	10.00	12.00	20.0

PROGRAM MISSION

See department mission.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Expenditures are expected to be within budget.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$80,862	\$78,489
0373	Legislative Assistant II	9	9.00	10	10.00	305,803	332,154
0374	Chief of Staff	0	0.00	1	1.00	0	55,037
9999	Temporary Extra Help	0	0.00	0	0.00	0	0
Total		10	10.00	12	12.00	\$386,665	\$465,680
Salary Adjustments:						\$6,854	\$(67,107)
Employee Benefits:						119,645	159,827
Salary Savings:						(0)	(0)
VTO Reductions:						0	0
Total Adjustments						\$126,499	\$92,720
Program Totals		10	10.00	12	12.00	\$513,164	\$558,400

BOARD OF SUPERVISORS, DISTRICT 5

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
District #5	\$527,910	\$547,005	\$641,256	\$643,545	\$678,395	34,850	5.4
TOTAL DIRECT COST	\$527,910	\$547,005	\$641,256	\$643,545	\$678,395	\$34,850	5.4
PROGRAM REVENUE	(1,108)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$526,802	\$547,005	\$641,256	\$643,545	\$678,395	\$34,850	5.4
STAFF YEARS	7.82	8.19	9.54	11.00	13.00	2.00	18.2

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.

1997-98 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, and air pollution.
- 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: 1997-98 Proposed Budget - Pg. 48-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$483,984	\$517,644	\$621,218	\$626,615	\$656,265	4.7
Services & Supplies	21,388	18,993	18,230	16,930	22,130	30.7
Fixed Assets	22,538	10,368	1,808	0	0	0.0
TOTAL DIRECT COST	\$527,910	\$547,005	\$641,256	\$643,545	\$678,395	5.4
PROGRAM REVENUE	(1,108)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$526,802	\$547,005	\$641,256	\$643,545	\$678,395	5.4
STAFF YEARS	7.82	8.19	9.54	11.00	13.00	18.2

PROGRAM MISSION

See department mission.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Expenditures are expected to be within budget.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$80,862	\$78,489
0373	Legislative Assistant II	10	10.00	11	11.00	331,165	427,516
0374	Chief of Staff	0	0.00	1	1.00	0	64,039
9999	Extra Help	0	0.00	0	0.00	0	0
Total		11	11.00	13	13.00	\$412,027	\$570,044
Salary Adjustments:						\$81,300	\$(108,018)
Employee Benefits:						133,288	194,239
Salary Savings:						(0)	(0)
VTO Reductions:						0	0
Total Adjustments						\$214,588	\$86,221
Program Totals		11	11.00	13	13.00	\$626,615	\$656,265

BOARD OF SUPERVISORS, GENERAL OFFICE

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
General Office	\$120,919	\$123,484	\$107,223	\$252,828	\$195,802	(57,026)	(22.6)
TOTAL DIRECT COST	\$120,919	\$123,484	\$107,223	\$252,828	\$195,802	\$(57,026)	(22.6)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$120,919	\$123,484	\$107,223	\$252,828	\$195,802	\$(57,026)	(22.6)
STAFF YEARS	2.69	2.32	2.28	5.00	4.00	(1.00)	(20.0)

MISSION

To provide office support to the main receptionist area of the Board of Supervisors under the direction of the Clerk of the Board of Supervisors.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Provide support to the Board of Supervisors and the public.
 - a. Continue to provide efficient administrative office support to the five offices of the County Board of Supervisors.

PROGRAM: Legislative, General Office

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0060

MANAGER: Thomas J. Pastuszka

REFERENCE: 1997-98 Proposed Budget - Pg. 49-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000-26490; County Charter Section 500 & 501.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$98,034	\$91,146	\$83,481	\$228,096	\$107,505	(52.9)
Services & Supplies	22,885	32,338	23,742	24,732	88,297	257.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$120,919	\$123,484	\$107,223	\$252,828	\$195,802	(22.6)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$120,919	\$123,484	\$107,223	\$252,828	\$195,802	(22.6)
STAFF YEARS	2.69	2.32	2.28	5.00	4.00	(20.0)

PROGRAM MISSION

See Department Mission.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Expenditures are expected to be within budget.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See Department Objectives.

NOTE: As a result of Board action in August, 1996, a consolidation of the Board General Office with the Clerk of the Board was completed with a transfer of three positions from program #80101, organization #0060 and offset appropriations to program #80102, organization #0130. The changes are reflected in both program budgets for FY1997-98.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0372	Legislative Assistant I	2	2.00	0	0.00	\$24,823	\$0
0373	Legislative Assistant II	1	1.00	1	1.00	37,101	26,018
2730	Senior Clerk	1	1.00	0	0.00	20,813	0
8801	Independent Fiscal Analyst	1	1.00	1	1.00	55,383	55,380
9999	Extra Help	0	0.00	2	2.00	0	0
Total		5	5.00	4	4.00	\$138,120	\$81,398
Salary Adjustments:						45,150	0
Employee Benefits:						44,826	26,107
Salary Savings:						(0)	(0)
VTO Reductions:						0	0
Total Adjustments						\$89,976	\$26,107
Program Totals		5	5.00	4	4.00	\$228,096	\$107,505

MEDIA AND PUBLIC RELATIONS

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Media & Public Relations ¹ (includes Video Services)	\$931,193	\$1,076,844	\$1,741,953	\$1,815,683	\$1,519,229	(296,454)	(16.3)
TOTAL DIRECT COST	\$931,193	\$1,076,844	\$1,741,953	\$1,815,683	\$1,519,229	\$(296,454)	(16.3)
PROGRAM REVENUE	(1,338,925)	(1,339,158)	(1,447,943)	(1,111,683)	(1,519,229)	(407,546)	36.7
FUND BALANCE CONTRIBUTION	\$407,732	\$262,314	\$(294,010)	\$(704,000)	\$0	704,000	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	3.91	6.79	9.57	12.00	19.00	7.00	58.3

MISSION

It is the mission of Media & Public Relations to provide accurate, up-to-date information on County government services and activities to the media and public, consistent with the Board of Supervisors' goals and priorities, via media outreach, printed materials, the Internet and the County Television Network.

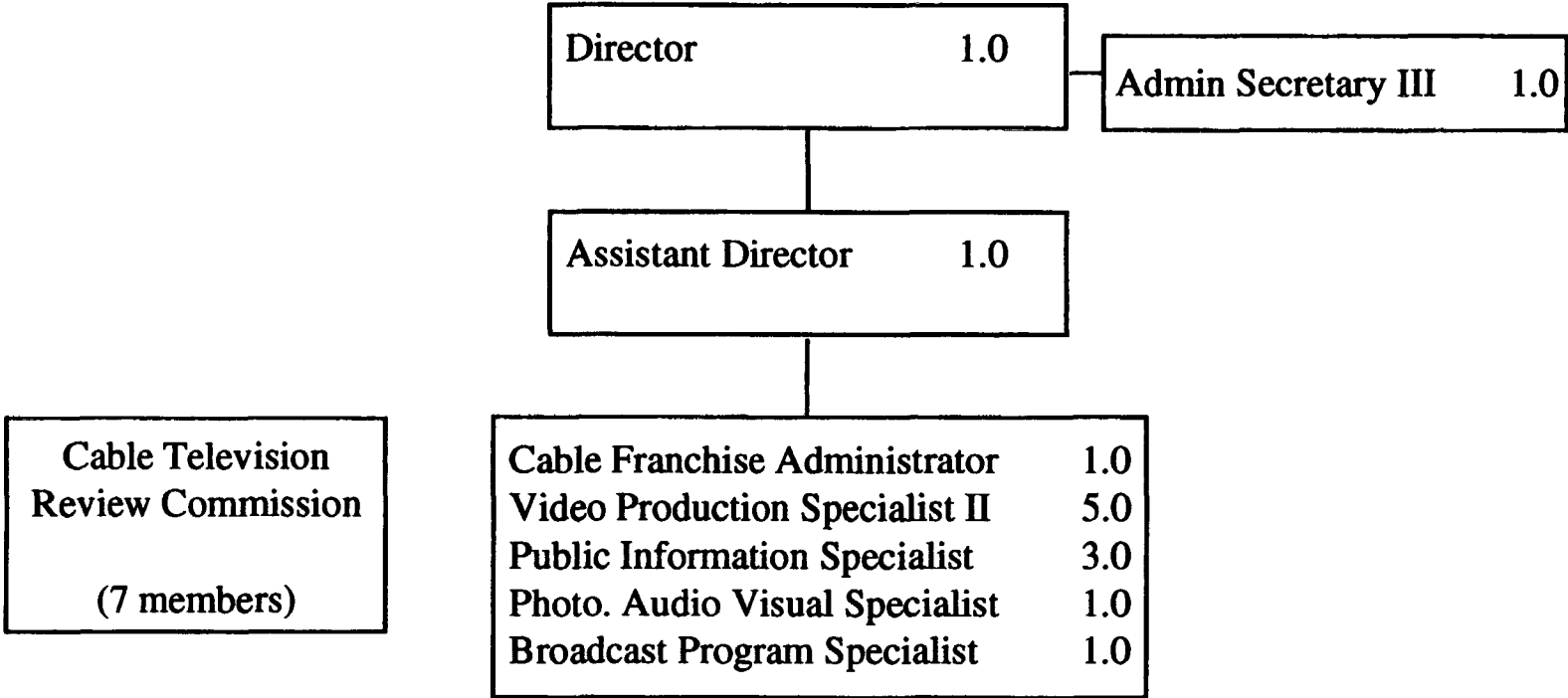
1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

Provide information on County programs, policies and events to 2.7 million citizen/customers of San Diego County.

1. Direct public information and media activities in all county departments and agencies. Ensure that consistent, accurate information is made known to the public and all media on issues of interest. Conduct a minimum of 12 monthly meetings with all Public Information Officers and those responsible for press releases to be sure information dissemination reflects DMPR guidelines and objectives.
2. Prepare and produce publications that inform citizens of county services, including the County annual report and County services directory.
3. Increase number of original programming productions created for broadcast on County Television Network to a minimum of 60 new, 30 minute programs. These will publicize County programs and facilities, plus educate and inform our customers about the important issues facing the County.
4. Manage the internal communications program including publication of least 6 editions of "County News" for all employees, 12 CAO Open Phone programs, and a series of at least 6 employee meetings designed to facilitate dialogue with the CAO.
5. Effectively regulate cable television service, within the confines of state and federal law, for the unincorporated areas of San Diego County.

¹ The Department of Media and Public Relations (MPR) was established this fiscal year as a result of the reorganization of the Chief Administrative Office (CAO). The department merges the Cable Television Department, which includes Video Services, and the Office of Media and Public Relations (formerly with the CAO).

**MEDIA & PUBLIC RELATIONS
FY 1997-98 ADOPTED BUDGET**



Permanent Positions:	14.0
Extra Help Positions:	5.0
Total Positions:	19.0

CHIEF ADMINISTRATIVE OFFICE

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Central County Administration ¹	\$4,627,482	\$5,865,455	\$5,884,292	\$7,373,068	\$2,916,410	(4,456,658)	(60.5)
CAO Special Projects ²	558,375	449,193	0	0	0	0	0.0
Disaster Preparedness ³	647,188	607,304	720,314	651,588	0	(651,588)	(100.0)
Memberships, Audits & Other Charges	1,023,350	560,246	1,026,533	1,173,201	628,201	(545,000)	(46.5)
Regional Urban Information System (RUIS) ⁴	341,568	300,312	384,148	445,756	0	(445,756)	(100.0)
Citizen's Law Enforcement ⁵ Review Board	290,498	192,762	194,690	199,012	0	(199,012)	(100.0)
TOTAL DIRECT COST	\$7,488,461	\$7,975,272	\$8,209,977	\$9,842,625	\$3,544,611	\$(6,298,014)	(64.0)
PROGRAM REVENUE	(1,384,114)	(2,315,310)	(3,669,751)	(3,765,297)	(66,073)	3,699,224	(98.3)
NET GENERAL FUND COST	\$6,104,347	\$5,659,962	\$4,540,226	\$6,077,328	\$3,478,538	\$(2,598,790)	(42.8)
STAFF YEARS	71.50	71.92	64.83	73.00	27.00	(63.0)	(86.3)

¹ In an effort to maximize the management of the County's resources, the Chief Administrative Office (CAO) was reorganized during FY 1996-97. A mid-year Board action transferred appropriations for 14 staff years (sy) from the CAO's Central County Administration program budget and established Executive Offices for the following: Community Services, Public Safety, Land Use & Environment and Health & Human Services Agency (partial funding).

The second phase of the reorganization occurs in FY 1997-98. The following programs have been transferred from the Central County Administration to the following:

Public Safety Group (See page 1-1)

Juvenile Justice Commission - 2 sy

Health & Human Services Agency (See page 19-1)

Commission of Children, Youth & Families - 2 sy
Veterans Service Office - 7 sy

Land Use & Environment Group (See page 23-1)

Trade & Business Development - 2 sy

Media & Public Relations (See page 65-1)

Media & Public Relations - 4 sy

² 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.

³ As part of the CAO reorganization, effective FY 1997-98, the Office of Disaster Preparedness has been transferred to the Public Safety Group. FY 1996-97 estimated actuals are included in the CAO summary totals. For comprehensive program information for FY 1995-96 and FY 1996-97, please refer to the Public Safety Group budget (Reference page 1-1).

⁴ As part of the CAO reorganization, effective FY 1997-98, the RUIS has been transferred to the Land Use & Environment Group. FY 1996-97 estimated actuals are included in the CAO summary totals. For comprehensive program information for FY 1995-96 and FY 1996-97, please refer to the Land Use & Environment Group budget (Reference page 22-1).

⁵ As part of the CAO reorganization, the Citizen's Law Enforcement Review Board has been established as a separate program within the Public Safety Group.

CHIEF ADMINISTRATIVE OFFICE

MISSION:

Working with the Board of Supervisors, the public and County employees, create a county government that is customer focused and responsive to citizens' needs and priorities. Implement the policy directions of the Board of Supervisors, and manage the day-to-day operations and functions of County government.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Fiscal Stability

Implement a Financial Strategic Plan and an Operational Plan; build management reserves and implement a strategic plan; roll out quantitative and qualitative goals, and implement employee pay for performance; restructure long-term debt; improve budgetary discipline by limiting appropriations for level of service to ongoing revenue versus one time money; improve cash flow; develop a comprehensive financial reporting system; and identify all one time monies and encumbrances. Specifically:

- a. Budget Reserve -- develop a management reserve for each department; begin a zero-basing program beginning with the Departments of Public Works, Animal Control, Social Services and San Diego Municipal Court; review competition/divestiture options. Strive for smaller, less intrusive government at all levels;
- b. Risk Identification -- Implement a risk plan for County contracts and create a set of policies and procedures for proposed public financing; review all contracts within the County to improve performance, lower costs and improve quality;
- c. Economic Development -- identify and implement value-added contributions to be made by the County to regional initiatives. Identify initiatives that can create value for the County, such as streamlining the regulatory process to reduce the cost of doing business; and
- d. Financial Independence -- Develop and implement initiatives to gain greater financial independence such as aggressive asset management and grants.

2. Solid Waste

Implement the Board of Supervisors' decisions to: (1) develop a competitive process for sale of the solid waste system and resultant divestiture of the system from the County, completing the divestiture process; (2) negotiate and award agreements for specialized services necessary for the strategic plan of the solid waste system sale; (3) stabilize the system, including reductions in tipping fees; and, (4) investigate potential transfer station sites in the North County.

3. Welfare Reform

Implement reforms at no or negligible impact on the budget. Emphasize reforms that stabilize and promote the economic well being of families to create tax payers instead of tax dependents.

4. General Management System

Complete the implementation of the General Management System. The system will include: the development of an overall and department-specific strategic, long range plan and an annual operational plan; the allocation of resources to implement those plans; a reporting system to facilitate monitoring of progress; and a system of motivation, evaluation, and rewards for achievement. In order to be successful, the system must include the development of effective lines of communication among the operating and support departments.

5. Capital Improvements

Complete the Capital Improvement Plan, making commitments toward long-term infrastructure improvements and major maintenance with appropriate financing mechanisms.

6. Customer Service

Implement a County wide customer service training program. As part of that effort, train 100 percent of County employees that interact regularly with the public, and create and conduct a customer satisfaction survey.

7. Improve Strategic Planning and Intergovernmental Affairs

Increase revenue, defend against unfunded mandates and increase local control. Develop County Strategic Plan and implement as part of the General Management Systems initiative. Implement an "Effective Family of Government" to emphasize regional cooperation with the 18 municipalities in the region.

CHIEF ADMINISTRATIVE OFFICE

8. Improve Marketing of the County

Develop and implement a plan to improve the image and public understanding of the County and its programs. Better utilize the County Television Network, including increasing local production.

9. Consolidation and Competitization Initiatives

Expand the Internal Service Fund concept. Design and implement a process for providing an unbiased and consistent evaluation between the County workforce and the private sector; examine competing these services with the private sector during 1997. Seek to resolve outstanding issues with the City of San Diego and with other cities.

10. Implement Administrative Improvements

- a. Staff Support -- Complete organizational realignments and threading functions across departments;
- b. Human Resources-- Implement a Management Resource Review, goal setting and performance evaluations, a Personal Development Plan, an Employee Satisfaction Survey, and Diversity initiatives; and, improve recruitment and retention;
- c. Streamlining -- Initiate continuous process improvement to streamline both internal and external regulations; and,
- d. Information Systems (IS) -- implement an IS Plan for an integrated architecture and to improve customer satisfaction. Hold a Technology Summit in 1997 to bring together media and technology leaders.

**CHIEF ADMINISTRATIVE OFFICE
FY 1997-98 ADOPTED BUDGET**

CHIEF ADMINISTRATIVE OFFICE	
Chief Administrative Officer	1.0
CAO Project Manager	1.0
CAO Staff Officer	4.0
Word Processor Operator	1.0
Senior Clerk	1.0
Total	8.0

STRATEGY & INTERGOVERNMENTAL AFFAIRS	
Director	1.0
CAO Staff Officer	3.0
Principal Admin. Analyst	1.0
Admin Secretary III	1.0
Legislative Secretary	1.0
Total	7.0

LABOR RELATIONS	
Labor Relations Manager	1.0
Labor Relations Specialist	3.0
Confidential Office Assistant	1.0
Admin Secretary III	1.0
Total	6.0

ADMINISTRATIVE SERVICES	
Admin Services Manager II	1.0
Admin Assistant II	1.0
Admin Assistant I	1.0
Admin Secretary III	1.0
Accounting Technician	1.0
Sr Word Processor Operator	1.0
Total	6.0

Total Positions: 27.0

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 with certain exceptions. County Administrative Code Sections 125 and 125.1 establish and specify the functions of the Office of Strategy and Intergovernmental Affairs.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,183,363	\$3,487,877	\$2,897,922	\$3,749,328	\$1,854,103	(50.5)
Services & Supplies	1,399,531	2,371,738	2,969,370	3,623,740	1,062,307	(70.7)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	44,588	5,840	17,000	0	0	0.0
TOTAL DIRECT COST	\$4,627,482	\$5,865,455	\$5,884,292	\$7,373,068	\$2,916,410	(60.4)
PROGRAM REVENUE	(836,734)	(1,804,327)	(2,516,846)	(2,662,499)	(66,073)	(97.5)
NET GENERAL FUND CONTRIBUTION	\$3,790,748	\$4,061,128	\$3,367,446	\$4,710,569	\$2,850,337	(39.5)
STAFF YEARS	49.5	53.04	52.50	58.00	27.00	(53.4)

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 implement the legislative program of the Board of Supervisors.
4. 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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

In January 1997, appropriations were transferred from the CAO's budget to establish separate departments for the Deputy Chief Administrative Officers (DCAOs). Only salary and benefit appropriations were transferred in 1996-97 for the DCAOs and support staff. Fourteen positions were transferred to create the Community Services, Public Safety, Land Use & Environment and Health & Human Services Agency Executive Offices.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Executive Office - Supported the Board of Supervisors at all public meetings.
2. Office of Strategy & Intergovernmental Affairs - Advocated the Board of Supervisors' 1996 federal and state legislative programs.
3. Media and Public Relations - Provided public information to 2.7 million citizens of San Diego County.
4. Veterans Service Office - Obtained a monetary or medical (USDVA, DOD or DCVA) benefit for 340,000 veterans.
5. Administrative Services - Provided payroll, personnel services, purchasing, travel, and word processing support to the Chief Administrative Office (CAO), Deputy CAO Groups (Community Services, Land Use & Environment, and Public Safety), Media and Public Relations, Human Resources (DHR), and Equal Opportunity Management Office (EOMO).

6. Commission on Children, Youth, and Families - Administered programs in seven AB1741 Youth Pilot sites, allowing each site to develop plans specific to the needs of their community.
7. Trade and Business Development - Secured five letters of commitment from businesses for relocation into San Diego County or expansion of existing business in unincorporated areas.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Executive Office - Support the Board of Supervisors at all public meetings.
 - a. Review, revise and docket Board letters/agenda items.
 - b. Assign and coordinate Board/agenda referrals.
 - c. Support the Board at business and land use hearings.
 - d. Review and respond to citizen inquiries on County matters.
2. Office of Strategy & Intergovernmental Affairs - Advocate the Board of Supervisors' 1997 federal and state legislative program.
 - a. Prepare issue papers and related background materials for the 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 State and Federal legislative sponsorship proposals.
 - c. Screen State and Federal bills to identify important County issues for Board consideration.
3. Labor Relations
 - a. Negotiate labor contracts with nine unions for 23 bargaining units.
 - b. Administer labor agreements and provide labor relations advice to the CAO and department management.
 - c. Negotiate various special issues including:
 - Employee Pre-Funding of Retiree Health Insurance
 - Safety Retirement for Probation Officers
 - Impact bargaining relating to organizational transition
 - d. Conduct training, including dispute resolution and discipline case advocacy institutes.
4. Administrative Services - Provides payroll, personnel services, purchasing, and travel support to the Chief Administrative Office (CAO), Deputy CAO Groups (Community Services, Land Use & Environment, and Public Safety), Media & Public Relations, Citizens Law Enforcement Review Board (CLERB), Human Resources (DHR), Equal Opportunity Management Office (EOMO), and the San Dieguito JPA.
 - a. Process payroll claims for 218 employees.
 - b. Process 2,000 requisitions, sub-orders and claims.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Executive Office [8.00 SY; E = \$799,327; R = \$33,103] 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 that County executives and employees receive adequate information to perform special projects as requested by the Board of Supervisors.
2. Office of Strategy & Intergovernmental Affairs [7.00 SY; E = \$1,261,175; 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 Developing strategic plans for legislative advocacy and interagency relations.
 - o Preparing the County legislative program and positions on legislation.
3. Labor Relations [6.00 SY; E = \$505,892; R = \$32,970] including support personnel, this activity is:
- o Mandated Activity/Mandated Service Level.
 - o Remaining at 1996-97 staffing level and offset 6.5% by revenue.
 - o Responsible for negotiating labor contracts.
 - o Responsible for administering labor agreements and provide labor relations advice to the CAO and department management.
4. Administrative Services [6.00 SY; E = \$350,016; R = \$0] includes support personnel. This activity is:
- o Discretionary Activity/Discretionary Service Level.
 - o Provides payroll, personnel services, purchasing, and travel support to the Chief Administrative Office (CAO), Deputy CAO Groups - Community Services, Land Use & Environment, and Public Safety, Media & Public Relations, Citizens Law Enforcement Review Board (CLERB), Human Resources (DHR), Equal Opportunity Management Office (EOMO), and the San Dieguito JPA.
 - o Coordinating and developing the Chief Administrative Officer's departmental budget.
5. Juvenile Justice Commission - Transferred to Public Safety Group (see page 1-1).
6. Commission on Children, Youth & Families - Transferred to Health & Human Services Agency (see page 19-1).
7. Veterans Service Office - Transferred to Health & Human Services Agency (see page 19-1).
8. Trade & Business Development - Transferred to Land Use & Environmental Group (see page 23-1).
9. Media & Public Relations - Trnasferred to Media & Public Relations (see page 65-1).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund	\$33,483	\$33,483	\$33,483	0
Air Pollution Control District	9,623	9,623	9,623	0
Airport Enterprise Fund	1,435	1,435	1,435	0
Liquid Waste	4,187	4,187	4,187	0
Solid Waste	113,328	10,615	10,615	0
Library Fund	6,730	6,730	6,730	0
Other Mis.	60	0	0	0
Sub-Total	\$168,846	\$66,073	\$66,073	\$0
OTHER REVENUE:				
Miscellaneous - Prior Year	0	0	0	0
Miscellaneous - Recovered Expenditures	4,923	0	0	0
Sub-Total	\$4,923	\$0	\$0	\$0
OTHER FINANCING SOURCES:				
Operating Transfer from CATV	\$97,200	\$102,200	\$0	(102,200)
Operating Transfer from Other/SP District	\$70,397	\$190,000	\$0	(190,000)
Sub-Total	\$167,597	\$292,200	\$0	\$(292,200)
INTERGOVERNMENTAL REVENUE:				
State Aid for Veterans Affairs	\$234,000	\$234,000	\$0	(234,000)
Aid from Joint Powers Authority	0	0	0	0
Aid from Other Government Agency	18,191	10,000	0	(10,000)
Federal Aid - Community Block Grant	4,975	10,000	0	(10,000)
Federal Aid - Other Federal Grants	481,786	600,002	0	(600,002)
Federal Aid - Family Preservation	1,436,528	1,450,224	0	(1,450,224)
Sub-Total	\$2,175,480	\$2,304,226	\$0	\$(2,304,226)
Total	\$2,516,846	\$2,662,499	\$66,073	\$(2,596,426)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$3,367,446	\$4,710,569	\$3,478,538	\$(1,232,031)
Total	\$3,367,446	\$4,710,569	\$3,478,538	\$(1,232,031)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Program revenues have been reduced by \$2,596,426 as a result of the Chief Administrative Officer's (CAO) reorganization:

- * Operating Transfer from CATV: \$102,200 retained in the Department of Media & Public Relations
- * Operating transfer from Other/Sp District: \$190,000 transferred to Edgemoor Development Fund
- * State Aid for Veterans Affairs: \$234,000 transferred to the Health & Human Services Agency (Veterans Service Office)
- * Federal Aid - Other Grants/Family Preservation: \$2,050,226 transferred to the Health & Human Services Agency (Commission on Children, Youth & Families)
- * Federal Aid - Community Block Grant: \$10,000 transferred to Land Use & Environment Group (Trade & Business Development)

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
<u>Executive and Administrative Services</u>							
0347	CAO Project Manager	1	1.00	1	1.00	62,041	67,043
0348	CAO Staff Officer	13	13.00	4	4.00	721,267	237,634
2104	Deputy Chief Admin. Officer	3	3.00	0	0.00	328,841	0
2109	Chief Admin. Officer	1	1.00	1	1.00	139,540	150,585
2206	Asst. Chief Admin. Officer	1	1.00	0	0.00	116,461	0
2302	Administrative Assistant III	1	1.00	0	0.00	47,558	0
2303	Admin. Assistant II	1	1.00	1	1.00	28,457	39,963
2304	Admin. Assistant I	0	0.00	1	1.00	0	31,551
2369	Admin. Services Manager II	0	0.00	1	1.00	0	47,797
2403	Accounting Technician	1	1.00	1	1.00	27,149	28,278
2413	Analyst III	1	1.00	0	0.00	38,553	0
2511	Senior Clerk	1	1.00	1	1.00	24,673	20,722
2758	Admin. Secretary III	1	1.00	1	1.00	26,332	32,649
2759	Admin. Secretary IV	3	3.00	0	0.00	96,638	0
3008	Sr. Word Processor Operator	2	2.00	1	1.00	50,828	27,168
3009	Word Processor Operator	1	1.00	1	1.00	21,295	21,936
9999	Extra Help	0	0.00	0	0.00	104,042	122,542
Sub-Total		31	31.00	14	14.00	\$1,833,675	\$827,868
<u>Office of Strategy & Intergovernmental Affairs</u>							
2276	Dir, Intergovernmental Affairs	1	1.00	1	1.00	83,461	120,454
2309	Principal Legislative Coord.	1	1.00	0	0.00	56,397	0
2367	Principal Admin Analyst	1	1.00	1	1.00	53,735	55,336
0348	CAO Staff Officer	0	0.00	3	3.00	0	156,873
2788	Legislative Secretary	0	0.00	1	1.00	0	30,194
2758	Admin. Secretary III	1	1.00	1	1.00	31,703	32,649
Sub-Total		4	4.00	7	7.00	\$225,296	\$395,506
<u>Juvenile Justice Commission (A)</u>							
0368	Admin. Ofcr., Juv. Justice Com	1	1.00	0	0.00	49,947	0
2409	Juvenile Justice Com. Asst.	1	1.00	0	0.00	37,577	0
Sub-Total		2	2.00	0	0.00	87,524	\$0
<u>Commission on Children and Youth (B)</u>							
0350	Coord, Com. on Children & Youth	1	1.00	0	0.00	49,692	0
2758	Admin. Secretary III	1	1.00	0	0.00	26,246	0
Sub-Total		2	2.00	0	0.00	\$75,938	\$0
<u>Office of Media and Public Relations (C)</u>							
0349	Director, Office of MPR	1	1.00	0	0.00	55,618	0
2357	Photographic Audio Visual Spec.	1	1.00	0	0.00	41,001	0
3816	Graphic Designer	1	1.00	0	0.00	41,001	0
2758	Admin. Secretary III	1	1.00	0	0.00	25,945	0
Sub-Total		4	4.00	0	0.00	\$163,565	\$0
<u>Trade and Business Development (D)</u>							
0347	CAO Project Manager	1	1.00	0	0.00	53,778	0
2757	Administrative Secretary II	1	1.00	0	0.00	21,489	0
Sub-Total		2	2.00	0	0.00	\$75,267	\$0

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
Veterans Service Office (B)							
0351	Veteran Service Officer	1	1.00	0	0.00	56,663	0
2342	Senior Veteran Services Rep.	1	1.00	0	0.00	38,805	0
2353	Veterans Services Rep.	3	3.00	0	0.00	103,905	0
2745	Supervising Clerk	1	1.00	0	0.00	24,140	0
2757	Administrative Secretary II	1	1.00	0	0.00	26,246	0
Sub-Total		7	7.00	0	0.00	\$249,759	\$0
Labor Relations Office							
0355	Labor Relations Manager	1	1.00	1	1.00	72,428	72,413
0356	Labor Relations Specialist	3	3.00	3	3.00	177,396	179,150
2746	Confidential Office Assistant	1	1.00	1	1.00	22,719	19,732
2758	Admin. Secretary III	1	1.00	1	1.00	29,239	28,399
Sub-Total		6	6.00	6	6.00	\$301,782	\$299,694
Total		58	58.00	27	27.00	\$3,012,806	\$1,523,068
Salary Adjustments:						(81,281)	(121,996)
Premium/Overtime Pay:						0	37,000
Employee Benefits:						915,811	459,676
Salary Savings:						(93,192)	(41,975)
VTO Reductions:						(4,816)	(1,670)
Total Adjustments						\$736,522	\$331,035
Program Totals		58	58.00	27	27.00	\$3,749,328	\$1,854,103

Program transfers resulting from Chief Administrative Office reorganization:

- (A) Juvenile Justice Commission to the Public Safety Group (see page 1-1).
- (B) Commission on Children, Youth and Families and Veterans Service Office to the Health and Human Services Agency (see page 18-1).
- (C) Media and Public Relations to Media and Public Relations (see page 63-1).
- (D) Office of Trade and Business Development to the Land Use and Environment Group (see page 22-1).

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$511,518	\$409,288	\$0	\$0	\$0	0.0
Services & Supplies	45,376	39,905	0	0	0	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	1,481	0	0	0	0	0.0
TOTAL DIRECT COST	\$558,375	\$449,193	\$0	\$0	\$0	0.0
PROGRAM REVENUE	(132,492)	(90,119)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$425,883	\$359,074	\$0	\$0	\$0	0.0
STAFF YEARS	7.33	5.93	0.00	0.00	0.00	0.0

PROGRAM MISSION

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.

PROGRAM: Memberships, Audits, and Other Charges

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 00001

ORGANIZATION #: 0200

MANAGER: Lawrence B. Prior III

REFERENCE: 1997-98 Proposed Budget - Pg. 50-12

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	1,021,367	543,949	1,019,983	1,165,201	620,201	(46.8)
Other Charges	1,983	16,297	6,550	8,000	8,000	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,023,350	\$560,246	\$1,026,533	\$1,173,201	\$628,201	(46.5)
PROGRAM REVENUE	(0)	(0)	(550,000)	(550,000)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$1,023,350	\$560,246	\$476,533	\$623,201	\$628,201	0.8
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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Actual memberships costs were higher than expected due to an unbudgeted membership, the Southern California Water Committee.

ACHIEVEMENT OF 1996-97 OBJECTIVES

N/A

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

N/A

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

1. Memberships, Audits, and Other Charges - [0.00 SY; E = \$628,201; R = \$0]

- o Mandated Activity/Discretionary Service Level
- o Costs for this program are summarized as follows:

	1996-97	1996-97	1997-98	Change From
	<u>Est.</u>	<u>Actual</u>	<u>Budget</u>	<u>1996-97</u>
			<u>Budget</u>	<u>Budget</u>
<u>Services and Supplies</u>				
Independent Audit	\$ 130,000	\$ 130,000	\$ 135,000	\$ 5,000
County Department Audits	0	150,000	150,000	0
California State Association of Counties (CSAC)	161,385	161,385	161,385	0
San Diego Association of Governments (SANDAG)	81,702	86,210	86,210	0
McDougal - Legal Services	549,290	550,000	0	(550,000)
Urban County Caucus	20,000	20,000	20,000	0
Southern Calif. Water Com.	10,000	0	0	0
San Dieguito Joint Powers Authority	<u>67,606</u>	<u>67,606</u>	<u>67,606</u>	<u>0</u>
Sub-Total	<u>\$1,019,983</u>	<u>\$1,165,201</u>	<u>\$ 620,201</u>	<u>\$ (545,000)</u>
 <u>Other Charges</u>				
Search and Rescue	<u>\$ 6,550</u>	<u>\$ 8,000</u>	<u>\$ 8,000</u>	<u>\$ 0</u>
Sub-Total	<u>\$ 6,550</u>	<u>\$ 8,000</u>	<u>\$ 8,000</u>	<u>\$ 0</u>
Total	<u>\$1,026,533</u>	<u>\$1,173,201</u>	<u>\$ 628,201</u>	<u>\$ (545,000)</u>

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Source of Revenue		\$550,000		
Sub-Total	\$0	\$550,000	\$0	\$(550,000)
Total	\$0	\$550,000	\$0	\$(550,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:		\$623,201		
Sub-Total	\$0	\$623,201	\$0	\$(623,201)
Total	\$0	\$623,201	\$0	\$(623,201)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 96-97 program revenue was a one-time source of funds used to offset the legal services' contract (McDougal). Prop A residuals, authorized by the Board of Supervisors, were used.

PROGRAM: Civil Assessment Commissions

DEPARTMENT: Civil Assessment

PROGRAM #: 86000
MANAGER: ROBERT BOOKER, Ed.D.

ORGANIZATION #: 1680
REFERENCE: 1997-98 Proposed Budget - Pg. 51-3

AUTHORITY: Penal Code 1214.1 allows the Court to impose a civil assessment of up to \$250 against any defendant who fails to appear in Court for any proceedings authorized by law.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Services & Supplies	\$2,212,345	\$2,612,320	\$2,737,850	\$1,537,850	\$1,537,850	0.0
TOTAL DIRECT COST	\$2,212,345	\$2,612,320	\$2,737,850	\$1,537,850	\$1,537,850	0.0
PROGRAM REVENUE	\$(2,212,345)	\$(2,612,320)	\$(2,737,850)	(1,537,850)	\$(1,537,850)	0.0
NET GENERAL FUND COST	\$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 appropriations for commission payments related to the Civil Assessment Program in the Municipal Courts.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

An additional \$1,200,000 was allocated to Civil Assessment Commissions due to additional collection activities by the vendors, resulting in overrealized revenues in the Civil Assessment Program of over \$1,500,000.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

1. Civil Assessment [0.00 SY; E = \$1,537,850; R = \$1,537,850]:

o Discretionary Activity/Discretionary Service Level

- a. Provides appropriations for commission payments related to Civil Assessment Program in the Municipal Courts. Civil Assessment Commissions are 100% revenue offset with Civil Assessment Revenues budgeted in the County-General Revenue Program.
- b. Based on gross Civil Assessment collections of \$6.7 million, commissions are estimated to total \$1,537,850 outlined as follows:

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

CIVIL SERVICE COMMISSION

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
PERSONNEL SERVICES	\$281,413	\$308,859	\$287,624	\$291,926	\$294,888	\$2,962	1.0
TOTAL DIRECT COST	\$281,413	\$308,859	\$287,624	\$291,926	\$294,888	\$2,962	1.0
PROGRAM REVENUE	(22,922)	(19,837)	(23,456)	(23,456)	(23,456)	0	0.0
NET GENERAL FUND COST	\$258,491	\$289,022	\$264,168	\$268,470	\$271,432	\$2,962	1.1
STAFF YEARS	3.75	3.75	3.75	3.75	4.00	0.25	6.7

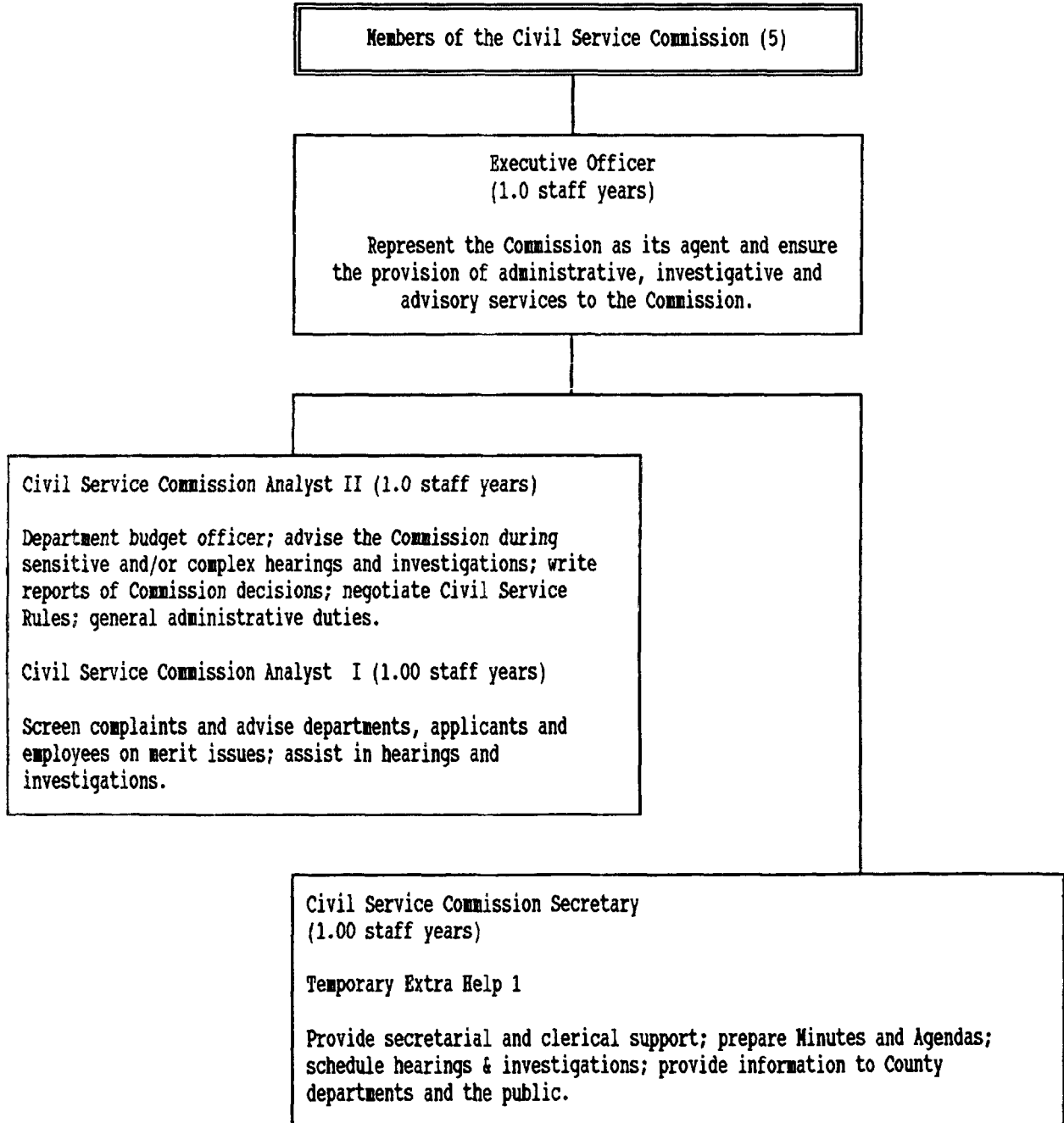
MISSION

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

1997-98 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.
2. 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

4.00 Staff Years

AUTHORITY: ARTICLE IX, SECTION 904, SAN DIEGO COUNTY CHARTER

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$260,627	\$289,105	\$269,933	\$285,285	\$288,195	1.0
Services & Supplies	20,786	14,124	17,691	6,641	6,693	0.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	5,630	0	0	0	0.0
TOTAL DIRECT COST	\$281,413	\$308,859	\$287,624	\$291,926	\$294,888	1.0
PROGRAM REVENUE	(22,922)	(19,837)	(23,456)	(23,456)	(23,456)	0.0
NET GENERAL FUND CONTRIBUTION	\$258,491	\$289,022	\$264,168	\$268,470	\$271,432	1.1
STAFF YEARS	3.75	3.75	3.75	3.75	4.00	6.7

PROGRAM 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 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

No change.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Achieved.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Personnel Services [4.0 SY; E = 294,888; R = \$23,456] including support personnel is:
 - o Mandated/Discretionary Service Level

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
OTHER:	\$11,259	\$11,259	\$11,259	\$0
APCD	3,264	3,264	3,264	0
Library	3,767	3,767	3,767	0
Airport/Liquid/Solid	5,166	5,166	5,166	0
Other Miscellaneous	0	0	0	0
Sub-Total	\$23,456	\$23,456	\$23,456	\$0
Total	\$23,456	\$23,456	\$23,456	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$264,168	\$268,470	\$271,432	\$2,962
Sub-Total	\$264,168	\$268,470	\$271,432	\$2,962
Total	\$264,168	\$268,470	\$271,432	\$2,962

EXPLANATION/COMMENT ON PROGRAM REVENUES

All revenue for this sole program department is from A87 allocations.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
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ACTIVITY A:

% OF RESOURCES: 100%

OUTCOME (Planned Result)

MANDATED COMMISSION HEARINGS	0	47	95	54	54
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OUTCOME (Planned Result)

INVESTIGATIONS	0	16	8	18	18
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OUTCOME (Planned Result)

STAFF REVIEW/RECOMMENDATION	0	502	529	565	565
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STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 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	73,503	73,498
2406	Commission Analyst II	1	1.00	1	1.00	46,919	48,991
2407	Commission Analyst I	1	.75	1	1.00	32,208	37,646
2753	CSC Secretary	1	1.00	1	1.00	33,060	35,160
2772	Confidential Legal Secretary	0	.00	0	.00	0	0
9999	Extra Help	1	0.00	1	0.00	10,274	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		5	3.75	5	4.00	\$221,614	\$231,219
Salary Adjustments:						1	(2,500)
Premium/Overtime Pay:						0	0
Employee Benefits:						64,392	60,198
Salary Savings:						(0)	(0)
VTO Reductions:						(722)	(722)
Total Adjustments						\$506,899	\$519,414
Program Totals		5	3.75	5	4.00	\$506,899	\$519,414

CLERK OF THE BOARD OF SUPERVISORS

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
CLERK OF THE BOARD	\$1,436,983	\$1,430,736	\$2,410,196	\$2,459,607	\$2,463,696	4,089	0.2
TOTAL DIRECT COST	\$1,436,983	\$1,430,736	\$2,410,196	\$2,459,607	\$2,463,696	\$4,089	0.2
PROGRAM REVENUE	(50,068)	(67,127)	(244,212)	(272,966)	(71,475)	201,491	(73.8)
NET GENERAL FUND COST	\$1,386,915	\$1,363,609	\$2,165,984	\$2,186,641	\$2,392,221	\$205,580	9.4
STAFF YEARS	30.03	30.31	40.95	45.00	43.00	(2.00)	(4.4)

MISSION

The Clerk of the Board of Supervisors department is committed to provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

The Clerk of the Board department operates in a team mode in order to maximize its resources and provide the most efficient and cost-effective services to the Board of Supervisors, County departments, other public agencies and the people of San Diego County. The department is committed to finding creative ways to balance current resources and needs, as well as being proactive in planning to meet the challenges of the year 2000 and beyond.

In light of increased demand for services, the department has made major advances in the automation of department functions and implementation of more efficient procedures. The department embarked on a reorganization study focusing on staff organization and tasks. The goals of the reorganization included purposefully accomplishing our mission, providing challenging and fulfilling tasks for each employee, ensuring a fair and equitable distribution of workload among staff, ensuring logical grouping of related tasks within each section, ensuring an adequate and appropriate level of quality review in each section, establishing reasonable career ladders within each section of the department, and establishing reasonable staff size for each section to provide minimum adequate back-up.

The department operates in a team system with staff serving on focus groups, such as the reorganization study, to develop ideas, operating procedures, and deal with issues facing the sections and the department. The same approach is used when dealing with interdepartmental issues. This emphasizes the department's leadership style which is focused on empowerment of staff, development of work teams, and quality control circles. The continuing commitment of the Clerk of the Board department staff to provide quality service enables us to meet our mission to serve the people of San Diego County. The Department shall continue to:

1. Provide procedural and technical support to the Board of Supervisors, Special Districts, Hearing Boards, and other legislative bodies in an efficient and helpful manner; prompt processing of referrals from the public to the Board, Chief Administrative Office and County departments.
2. Respond promptly to information requests regarding official records. Respond to inquiries; accept, process and maintain records regarding Assessment Appeals applications in a prompt and efficient manner.
 - a. Respond to information and records requests within 24 hours.
 - b. Respond to approximately 150,000 requests for information and referrals.
 - c. Process 17,000 Assessment Appeal applications in FY1997-98.
3. Prepare, publish, post and distribute Agendas, Minutes and Statements of Proceedings for the Board of Supervisors, Special Districts, Air Pollution, Nuisance Abatement, Taxicab License, and Assessment Appeals Hearing Boards in a timely manner and within the time frames required by the Government Code, Health and Safety Code, and Revenue and Taxation Code.
4. Attend meetings and accurately record actions of the Board of Supervisors, Special Districts, Air Pollution Control Board, and Assessment Appeals Hearing Boards. Process legal documents and disseminate actions of legislative bodies in accordance with legal requirements.
5. Process legal publications and coordinate notices to meet deadlines established in accordance with requirements of the Government Code.
 - a. Prepare, print, and distribute the Board of Supervisors agenda by 5:00 p.m. Wednesday; 6 calendar days prior to the following week's meetings.
 - b. Record the Board of Supervisors Tuesday meeting and prepare the statement of proceedings by 5:00 p.m. Thursday, and for the Wednesday Planning meeting, by 5:00 pm Friday; 2 working days following the meetings.

- c. Disseminate Board actions, send notice of hearings, and order legal publications within 7 days after the meeting.
6. Maintain updated procedure manuals utilizing Total Quality Management (TQM) principles to ensure the most effective and efficient procedures.
 - a. Review and maintain updates of department procedure manuals and the department policy manual.
7. Maintain automated index system, and index, prepare, microfilm and file documents as deemed appropriate.
 - a. Index, prepare, microfilm and file documents as permanent records within 10 weeks after the meeting being documented.
 - b. Maintain approximately 275,000 official records filed annually.
 - c. Maintain approximately 30,000 Agenda items filed annually.
 - d. Maintain approximately 690,000 transactions annually related to Agenda items.
8. Maintain an up-to-date roster of Boards, Commissions, and Committees, and process appointments quickly and accurately.
 - a. Process Board of Supervisors appointments to Boards, Commissions, and Committees and update file index within 3 working days following Board action.
9. Receive, process and maintain up-to-date Conflict of Interest, Lobbyist Registrations, and Statements of Incompatible Activities in an efficient and effective manner.
 - a. Record all Statements of Economic Interests within 2 days of receipt.
 - b. Continue quarterly mailouts of lobbyist information.
 - c. Prepare Incompatible Activities reports monthly.
10. Process Community Enhancement applications in a timely manner.
 - a. Process approximately 180 Community Enhancement applications in FY1997-98.
11. Continue evaluation of new automation technologies, including scanning and image processing to provide the most efficient and cost-effective movement of workload. Proceed with the next phase of on-line access to official documents to provide immediate availability of records to County departments, other government agencies, and the public.
 - a. Complete training of all department staff members in the use of automation and the Assessment Appeals application software programs.
 - b. Complete on-line availability of Board Policies, Clerk of the Board Redbook, and Master Calendar to County departments and other government agencies through Internet connectivity.
12. Enhance information and services regarding department mission and activities.
 - a. Provide information via the County of San Diego's Internet platform on various Board of Supervisors meeting documents, including the Agenda, Statement of Proceedings, and meeting calendar.
 - b. Develop a library of resources for the various services offered by the Department.

Assessment Appeals Services-

- investigate and make recommendations on alternative uses and formats of informational videos, and implement expanded usage of the County cable television network;
- investigate informational FAX back capability for specific documents (i.e., "How to complete the appeal form", "Information about property Comparables", "How to Prepare for the hearing process");
- create a training video for staff on Assessment Appeal information and procedures.

Administrative Services-

- prepare orientation folder of materials for new Board and department staff on County, department and payroll issues, including major documents such as the County Charter, employee benefits, etc.

Public Services-

- prepare an informational video and material for staff, members of Boards, Commissions, and Committees regarding meeting procedures, conflict of interest filings, Board policies, etc.;
- prepare an information booklet on accessing documents from the mainframe, enterprise LAN, Internet, and hard copy records research.

Legislative Services-

- provide access to Board, CAO, and staff relating to Clerk of the Board administrative documents; such as the Red Book, etc.;
- develop a guide to assist in preparation of submitted documents for agenda docketing, including items such as Counsel approval requirements.

Facility Support Services-

- automate the service request tracking system to capture statistical information for resource and cost allocation to support 7,200 maintenance requests;
- utilizing the County's Enterprise LAN and Internet platform, provide information relating to activities affecting the County Administration Center complex;
- develop approved policy with fee schedule for the appropriate utilization of the CAC complex to ensure compliance with applicable regulations;
- expand training and dissemination of information relating to the CAC complex emergency response procedures, involving occupant departments' identified representatives.

13. Use automation to provide more efficient and cost-effective service.
 - a. Evaluate and make recommendations regarding an automated system for a paperless docketing process and records management system;
 - b. Create an automated tracking system for all publication requests to accurately track and provide a record of transactions.

14. Inventory Department documents, and review Destruction of Records guidelines.
 - a. Create a department Records Management Manual pursuant to Administrative Manual 0040-9, Records Management Program, to include inventory of all documents in the Clerk's office, as well as, a records retention schedule.

15. Enhance performance review process.
 - a. Evaluate and update written performance standards for job classifications within the Department;
 - b. Review and revise the employee performance appraisal report form.

Board of Supervisors

EXECUTIVE OFFICE

Clerk of the Board
Asst Clerk
Admin Secy IV

ADMINISTRATIVE SERVICES

Admin Serv Mgr II
Board Asst III
Acctg Tech
Sr Payroll Clerk

LEGISLATIVE SERVICES

Board Ops Supv
Board Asst III
(2) Board Asst II
(4) Board Asst I

(5) APCD Hearing Board
(5) APCD Alt Hearing Board
(10) County Hearing Officers

ASSESSMENT APPEALS SERVICES

Board Ops Supv
Board Asst III
(2) Board Asst II
(2) Board Asst I

(12) Appeals Board Member
(8) Alt Appeals Board Member
(2) Appeals Hearing Officer
(1) Alt Appeals Hearing Officer

PUBLIC SERVICES

Board Ops Supv
Board Asst III
(2) Board Asst II
(4) Board Asst I

FACILITIES SUPPORT SERVICES

Facilities Analyst
Bldg Maint Supv
(4) Bldg Maint Eng
(3) Bldg Maint Eng Asst
Board Asst III
(2) Security Guard
(2) Gardener

55-4

Clerk of the Board

Fiscal Year 1997-98

AUTHORITY: Government Code Sections 25100 et seq, Charter Section 700, Administrative Code Sections 500, 503 and formal orders of the Board of Supervisors establish the office and describe the duties of the Clerk of the Board of Supervisors relative to production and maintenance of the official records of the Board of Supervisors actions and those certain other Boards and Commissions enumerated in Program statement and to provide access to those records.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	1,245,993	1,294,975	1,673,867	1,779,529	1,779,137	(0.0)
Services & Supplies	171,960	135,761	731,313	680,078	684,559	0.7
Fixed Assets	19,030	0	5,016	0	0	0.0
TOTAL DIRECT COST	\$1,436,983	\$1,430,736	\$2,410,196	\$2,459,607	\$2,463,696	0.2
PROGRAM REVENUE	(50,068)	(67,127)	(244,212)	(272,966)	(71,475)	(73.8)
NET GENERAL FUND CONTRIBUTION	\$1,386,915	\$1,363,609	\$2,165,984	\$2,186,641	\$2,392,221	9.4
STAFF YEARS	30.03	30.31	40.95	45.00	43.00	(4.4)

PROGRAM MISSION

Please refer to the department summary page.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The difference between FY96-97 estimated Actual and FY96-97 Budget reflects salary savings as a result of vacancies that existed while new classification lists were being established and the recruiting/interview process was underway. As a result of Board action in August, 1996, a consolidation of the Board General Office with the Clerk of the Board was completed with a transfer of staff years and appropriations from program #: 80101, organization #:0060 to program #: 80102, organization #: 0130. The changes are reflected in both program budgets for FY1997-98.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Specific achievements of ongoing objectives are:

1. Response to information and records requests are acted upon within 24 hours.
2. The Board of Supervisors agenda is prepared, printed, and distributed 6 calendar days prior to the scheduled meeting.
3. The statement of proceedings for Tuesday Board of Supervisors meetings are completed by close of business on Thursday; 2 working days following the meeting.
4. The statement of proceedings for the Wednesday Planning & Land Use meetings are completed by close of business on Friday; 2 working days following the meeting.
5. Board actions are disseminated and legal publications are ordered within 7 working days after the meetings.
6. Original documents are indexed, prepared, microfilmed and filed within 13 weeks after the meeting. The ongoing objective is to reduce this timeframe to 10 weeks.
7. Processing of necessary paperwork for appointments to Committees, Commissions, and Boards are initiated within 1 week of notification and electronic database information is updated within 3 working days of Board action.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to department summary page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES¹

The activities of this program; which is Mandated/Discretionary, are summarized as follows:

1. Executive Office [3 SY; E = \$279,151; R = \$0]

- o Mandated/Discretionary Service Level;
- o Plans, directs, and coordinates all departmental activities and programs;
- o Provides procedural and technical support to the Board of Supervisors, Housing Authority, Flood Control, eight Sanitation Districts, Redevelopment Agency, four Assessment Appeals Boards, Air Pollution Control Board, Air Pollution Control District Hearing Board, and Industrial Development Authority;
- o Provides administrative support to the City Selection Committee and serves as liaison with the Labor Relations Office;
- o Formulates policies for the protection and maintenance of official Board records;
- o Serves as the public's clearinghouse for County business;
- o Assists other governmental agencies and the public regarding County operations.

2. Administrative Services [4 SY; E = \$145,952; R = \$855]

- o Mandated/Discretionary Service Level;
- o Provides internal administrative support to office staff;
- o Formulates and monitors the department and Board General Office budgets;
- o Provides technical assistance in the preparation of the Board District Office budgets; and,
- o Processes payroll and personnel actions for the department, Board General Office, Board Members and Board staff.

3. Legislative Services [8 SY; E = \$351,565; R = \$46,395]

- o Mandated/Discretionary Service Level;
- o Prepares the Board of Supervisors, Special Districts, Nuisance Abatement, Taxicab License, and Air Pollution Control District Hearing Board agendas, Statements of Proceedings, and accompanying back-up materials;
- o Provides information and assistance to County staff and the public regarding various hearing agendas;
- o Transmits agendas and statements of proceedings to appropriate automated environment and Records Section for county-wide access;
- o Coordinates the docketing of legislative business brought before the Board;
- o Maintains the Board meeting calendar;
- o Processes legal publications;
- o Receives and processes Air Pollution Control District Hearing Board petitions for rule variances;
- o Attends meetings and records the actions of the various legislative bodies;
- o Prepares Statements of Proceedings;
- o Responds to County staff and public inquiries regarding Board actions and processing of documents;
- o Processes legal documents and disseminates material following Board meetings, such as Minute Orders, Resolutions, Ordinances, Notices of Completion, Notices of Determination/Exemption, Major Use Permits, Board Policies, and contracts/agreements;
- o Clerks the Air Pollution Control District Hearing Board meetings; and,
- o Proofs and certifies transcripts.

4. Assessment Appeals Services [6 SY; E = \$327,742; R = \$0]

- o Mandated/Discretionary Service Level;
- o Responds to inquiries regarding equalization of property taxes;
- o Receives, reviews, and processes assessment appeals applications;
- o Prepares written instructions for applicants;
- o Receives, coordinates, and processes requests for hearing resets;
- o Schedules, provides legal notice, prepares agendas, clerks, and prepares Minutes and maintains records for all appeals;
- o Prepares statistical reports; and,
- o Finalizes written findings, prepares Board Members' meeting schedules, maintains attendance records, and provides support to the four hearing boards.

¹ The net decrease in staff years, despite the transfer of three staff years from the Board of Supervisors General Office as part of a mid-year action taken by the Board of Supervisors, results from a reorganization of the department.

- 5. Public Services [8 SY; E = \$333,688; R = \$24,225]
 - o Mandated/Discretionary Service Level;
 - o Provides information to governmental agencies and the public, manages the County Boards, Commissions and Committees appointment process, and maintains the Roster of County Boards, Commissions and Committees;
 - o Coordinates and maintains Lobbyist Registration forms;
 - o Acts for the Board of Supervisors as Filing Official for Conflict of Interest filings;
 - o Maintains files on Incompatible Activities;
 - o Provides administrative support to County Hearing Officers for Nuisance Abatement and Taxi Cab license hearings;
 - o Schedules Board Hearing and Conference Rooms and prepares the Master Calendar;
 - o Responds to records and information inquiries from Board, County staff and public; and,
 - o Maintains the computerized index system for Board and Special District records; files, maintains and microfilms official records; maintains official County documents including the Charter, Board Policy Manual, Administrative Code, County Code and Board Rules of Procedure; prepares administrative records; provides publication services; posts and distributes agendas, back-up materials and other documents; and maintains official Ordinance logs.

- 6. Facilities Support Services [14 SY; E = \$1,025,598; R = \$0]
 - o Mandated/Discretionary Service Level;
 - o Responsible for maintenance, security, grounds landscaping, custodial services and space planning for the County Administration Center (CAC) complex;
 - o Responsible for policies and processes for the County Administration Center, including after hours access, signage, conference room schedules, special events usage of facilities, safety policies and health issues, coordinating the CAC Master Plan Committee, developing general use plans for the County Administration Center, coordinating parking permit and parking services for the CAC, coordinating with County departments' contract administration for projects affecting the CAC.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
Legal Service to other Govt Agencies	\$1,466	\$1,800	\$425	(1,375)
Service to Property Owners	5,032	10,000	4,475	(5,525)
Charges to Air Pollution Control District	10,055	37,000	40,825	3,825
Services to Government	25,013	15,000	11,000	(4,000)
Other - Jury or Witness Fees				
Sub-Total	\$41,566	\$63,800	\$56,725	\$(7,075)
OTHER REVENUE:				
Op Tsfr from CATV	\$189,401	\$190,000	\$0	(190,000)
Other - Miscellaneous	\$6,153	\$10,651	\$8,175	(2,476)
Other Sales Taxable	7,092	8,515	6,575	(1,940)
Sub-Total	\$202,646	\$209,166	\$14,750	\$(194,416)
Total	\$244,212	\$272,966	\$71,475	\$(201,491)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
GENERAL FUND SUPPORT COSTS:	\$2,165,984	\$2,186,641	\$2,392,221	205,580
Sub-Total	\$2,165,984	\$2,186,641	\$2,392,221	\$205,580
Total	\$2,165,984	\$2,186,641	\$2,392,221	\$205,580

EXPLANATION/COMMENT ON PROGRAM REVENUES

One time appropriations with equal revenue in the amount of \$190,000 was transferred from the Cable Television Revenue Interest Fund as a result of Board action on April 16, 1996 and explains the subsequent decrease requested for FY1997-98. Revenues may increase above budgeted in the next fiscal year as a result of legislative action AB1055.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2110	Clerk of the Board of Supervisors	1	1.00	1	1.00	\$65,914	\$85,736
2208	Assistant Clerk of the Board	1	1.00	1	1.00	54,932	54,914
2927	Chief Deputy Clerk of Board	1	1.00	0	0.00	52,438	0
2302	Administrative Assistant III	1	1.00	0	0.00	47,558	0
2369	Admin Services Manager II	0	0.00	1	1.00	0	48,991
5911	Facilities Analyst	0	0.00	1	1.00	0	45,880
2913	Board Operations Supervisor	3	3.00	3	3.00	129,327	133,227
2902	Board Reporter	6	6.00	0	0.00	212,291	0
2902	Clerk of Board Assistant III	0	0.00	5	5.00	0	181,239
2900	Clerk of Board Assistant II	0	0.00	6	6.00	0	159,853
2904	Clerk of Board Assistant I	0	0.00	10	10.00	0	218,135
2759	Administrative Secretary IV	1	1.00	1	1.00	34,140	35,160
2403	Accounting Technician	1	1.00	1	1.00	20,202	25,246
2511	Senior Payroll Clerk	0	0.00	1	1.00	0	25,022
3008	Senior Word Processor Operator	1	1.00	0	0.00	26,373	0
2730	Senior Clerk	4	4.00	0	0.00	93,882	0
2757	Administrative Secretary II	1	1.00	0	0.00	26,246	0
3009	Word Processor Operator	2	2.00	0	0.00	48,910	0
2700	Intermediate Clerk Typist	6	6.00	0	0.00	117,999	0
3067	Publications Supervisor	1	1.00	0	0.00	31,408	0
3048	Publications Technician	1	1.00	0	0.00	21,797	0
5885	Building Maintenance Supervisor	1	1.00	1	1.00	29,833	35,341
5884	Building Maintenance Engineer	4	4.00	4	4.00	108,660	125,111
6200	Building Maint Eng Assistant	3	3.00	3	3.00	75,918	81,135
6305	Gardener II	2	2.00	2	2.00	39,026	41,616
7098	Security Guard	2	2.00	2	2.00	36,656	44,728
9999	Extra Help	0	0.00	0	0.00	13,934	0
Total		43	43.00	43	43.00	\$1,287,444	\$1,341,334
Salary Adjustments:						84,702	0
Pay - Boards, Commissions, Unclassified (AAB Hearing Boards):						18,200	18,200
Employee Benefits:						424,183	463,576
Salary Savings:						(29,992)	(38,965)
VTO Reductions:						(5,008)	(5,008)
Total Adjustments						\$492,085	\$437,803
Program Totals		43	43.00	43	43.00	\$1,779,529	\$1,779,137

COMMUNITY ENHANCEMENT PROGRAM

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Community Enhancement	\$1,426,044	\$1,894,917	\$2,300,000	\$2,300,000	\$2,745,179	445,179	19.4
TOTAL DIRECT COST	\$1,426,044	\$1,894,917	\$2,300,000	\$2,300,000	\$2,745,179	\$445,179	19.4
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$1,426,044	\$1,894,917	\$2,300,000	\$2,300,000	\$2,745,179	\$445,179	19.4
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.

1997-98 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 160 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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	0	0	0	0.0
Other Charges	1,403,019	1,894,917	2,300,000	2,300,000	2,745,179	19.4
Operating Transfers	23,025	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,426,044	\$1,894,917	\$2,300,000	\$2,300,000	\$2,745,179	19.4
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,426,044	\$1,894,917	\$2,300,000	\$2,300,000	\$2,745,179	19.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Refer to Department Summary for Program Mission.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Actual expenditures for fiscal year 1996-97 are expected to equal budgeted appropriations.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Entered into agreements with 136 non-profit and public agencies to provide tourist-related and economic development services. Disbursed 100% of the allocated funds, administered contracts throughout the year, and streamlined the contract execution process.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to Department Summary page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Community Enhancement [0.00 SY; E = \$2,745,179; R = \$0] including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Funding level for this program is based upon Board policy to appropriate an amount equivalent to Tourist Occupancy Tax (TOT) collections. 1997-98 appropriations are increased by \$445,179 primarily to reflect one-time (TOT) collections in excess of budget for 1995-96, as well as the reallocation of unused Community Enhancement funds from two organizations in 1995-96.
 - o Provides funding for approximately 160 contractors for tourism and economic development activities.

PROGRAM: COMMUNITY ENHANCEMENT

ORGANIZATION, PROJECT, OR EVENT	1996-97 ADOPTED	1997- 98 ADOPTED
Accessible San Diego	16,000	17,000.00
African American Museum of Fine Arts (AAMFA)	-	5,000.00
Alpha Phi Alpha Fraternity, Inc.	5,500	6,000.00
Alpine Chamber of Commerce - General Operations	25,000	25,000.00
Alpine Chamber of Commerce - Sage & Songbirds	-	2,000.00
Alpine Community Center	3,000	3,000.00
Alpine Historical and Conservation Society	-	-
American Association of University Women/Educational Fdn.	-	-
American Youth Hostel - Hostelling International	-	2,500.00
Antique Gas & Steam Engine Museum, Inc.	21,000	28,000.00
Anza-Borrego Desert Natural History Association	5,000	5,000.00
Anza-Borrego Foundation	-	5,000.00
Art & Soul, Teens Beyond Racism	-	-
Art Center Foundation (formerly Theater East Productions)	-	15,000.00
Athenaeum Music & Arts Library	5,000	5,000.00
Bayfront Conservancy Trust/Chula Vista Nature Ctr.	-	-
Bonita Business & Professional Association, Inc.	5,000	5,000.00
Bonita Historical Museum	3,000	16,000.00
Borrego Education Center Foundation	-	5,000.00
Borrego Springs Airport Improvement Corp.	28,000	12,000.00
Borrego Springs Chamber of Commerce	57,000	80,000.00
Borrego Springs COC - Christmas Circle (1)	0	30,000.00
Borrego Springs Community Association - Christmas Circle (1)	28,000	-
Borrego Springs Performing Arts Center	-	3,000.00
Boys & Girls Club of Ramona	-	-
Buena Vista Audubon Society	2,500	2,500.00
Cabrillo Festival, Inc.	3,000	3,000.00
California Center for the Arts, Escondido	50,000	50,000.00
California Surf Museum	1,000	2,000.00
Cardiff Chamber of Commerce	10,000	10,000.00
Carlsbad Children's Museum	1,000	2,000.00
Carlsbad Convention and Visitors' Bureau	5,000	10,000.00
Centro Cultural De La Raza	-	1,500.00
Children's Museum/Museo De Los Ninos (2)	34,000	32,500.00
Christian Community Theater	10,000	15,000.00
Chula Vista Chamber of Commerce	18,000	18,000.00
City Heights Community Development Corp.	-	7,500.00
City of Carlsbad Arts Office	1,000	1,000.00
City of Chula Vista	6,500	6,500.00
Coronado Community Theatre, Inc.	18,000	12,000.00
Coronado Historical Association	-	8,000.00
Crime Victims Fund of San Diego/Paint the Bay	-	15,000.00
Cuyamaca Rancho State Park Interpretive Assn.	1,000	-
Del Mar (Greater) Chamber of Commerce	10,000	10,000.00
Del Mar Village Merchants Association	-	5,000.00
Diamond Gateway (I-15) Chamber of Commerce	10,000	10,000.00
East County Economic Development Council	35,000	47,000.00
East County Tourism (see San Diego East Visitor's Bureau) (3)	25,000	-

PROGRAM: COMMUNITY ENHANCEMENT

ORGANIZATION, PROJECT, OR EVENT	1996-97 ADOPTED	1997- 98 ADOPTED
El Cajon Chamber of Commerce Foundation	5,000	5,500.00
Encinitas/North Coast COC & Visitors' Center	10,000	10,000.00
Ensemble Arts Theatre	5,000	5,000.00
Enterprise Consortium of North San Diego County	-	30,000.00
Escondido Business Retention/Expansion Program	-	5,000.00
Escondido Chamber of Commerce	16,500	25,000.00
Fallbrook Art Association, Inc.	3,000	3,000.00
Fallbrook Chamber of Commerce	66,000	75,000.00
Fallbrook Historical Society	3,000	3,500.00
Fallbrook Land Conservancy	1,000	2,000.00
Fallbrook Music Society	3,000	3,000.00
Fallbrook Village Association	16,000	20,161.00
Fern Street Community Arts, Inc. (former Fern St. Circus)	5,000	5,000.00
First Night, Escondido, Inc.	5,000	5,000.00
Friends of Chula Vista Library/ Chula Vista Heritage Museum	2,000	-
Gaslamp Quarter Historical Foundation	10,000	9,500.00
Greater Golden Hill Community Development Corp.	-	2,000.00
Greater San Diego Inner-City Games	-	5,161.40
Heritage of the Americas Museum, Inc.	20,000	20,000.00
Hillcrest Business Improvement Association, Inc.	-	4,000.00
I Love A Clean San Diego, Inc.	6,000	6,000.00
Icarus Puppet Company	1,000	1,000.00
Imperial Beach Chili and Jazz Festival Association	-	5,000.00
Imperial Beach Chamber of Commerce	5,000	5,000.00
International Entertainers School of San Diego	-	2,500.00
Isaacs/McCaleb & Dancers	6,500	10,000.00
Julian Cemetary Association	-	-
Julian Chamber of Commerce	35,000	60,000.00
Julian Historical Society	40,600	15,000.00
Julian Merchants Association	1,000	5,000.00
Julian Parade Committee	1,000	-
Julian Pioneer Museum	8,000	22,000.00
La Jolla Chamber Music Society	15,000	15,000.00
La Jolla Playhouse (Theatre & Arts Fdn.)	50,000	40,000.00
La Jolla Stage Company	12,000	10,000.00
Lakeside Chamber of Commerce - Lakeside Business Directory	2,000	-
Lakeside Chamber of Commerce - Tourist & Cultural Activities	25,000	29,660.00
Lakeside Chamber of Commerce - Woodside Project	5,000	-
Lakeside Historical Society	9,000	15,000.00
Linda Vista Multi-Cultural Fair, Inc.	-	5,500.00
Live Oak Park Coalition	5,000	7,000.00
Maine Avenue Revitalization Association (Lakeside)	5,000	5,000.00
Mainly Mozart Festival	30,000	37,000.00
Malashock Dance & Co.	6,500	-
Maritime Museum Association of San Diego	15,000	15,000.00
Maytime Band Review Corporation	5,000	5,000.00
Mingei International Museum	45,000	35,000.00
Mission Trails Regional Park Foundation, Inc.	2,500	2,500.00
Mother Goose Parade Association	10,000	10,000.00

PROGRAM: COMMUNITY ENHANCEMENT

ORGANIZATION, PROJECT, OR EVENT	1996-97 ADOPTED	1997- 98 ADOPTED
Motor Transport Museum	1,000	2,500.00
Mountain Empire Historical Society	6,000	7,500.00
Museum of Contemporary Art, San Diego	31,500	23,600.00
Museum of Photographic Arts	17,000	15,000.00
North Coast Repertory Theatre	-	3,500.00
North Park Unity Teen Center Advisory Board/Pathfinders	1,500	1,500.00
Ocean Beach Town Council	-	1,461.40
Oceanside COC/Visitor and Tourism Info. Ctr.	20,000	30,000.00
Oceanside Community Television (KOCT)	-	5,000.00
Oceanside Cultural Arts Foundation (OCAF)	4,000	4,000.00
Oceanside Downtown Business Association	2,000	2,000.00
Oceanside Historical Society	1,500	2,000.00
Oceanside Sea Center Association	1,000	2,000.00
Old Globe Theatre	40,000	45,000.00
Old Mission San Luis Rey, Inc.	2,500	2,000.00
Pacific Coast Players	1,000	-
Philippine American Organization, Council of (COPAO)	8,500	11,000.00
Philippine Performing Arts Co. (PASACAT)	10,000	8,000.00
Pioneer Hook & Ladder Museum	-	2,500.00
Quail Botanical Gardens	10,000	10,000.00
Ramona Chamber of Commerce	35,000	40,000.00
Ramona Pioneer Historical Society/Woodward Museum	22,000	22,000.00
Rancho Bernardo Chamber of Commerce	10,000	10,000.00
Rancho Santa Fe Historical Society, Inc.	6,000	6,000.00
Reche Community Club	1,000	1,000.00
Samahan Philippine Dance Company	-	5,000.00
San Diego Aerospace Museum	5,900	17,600.00
San Diego Area Dance Alliance	-	5,161.00
San Diego Automotive Museum	5,000	4,000.00
San Diego Bowl Game Association/Holiday Bowl	65,000	65,000.00
San Diego (Greater) COC Economic Research Bureau	50,000	50,000.00
San Diego (Greater) COC - S.D. Film Commission	20,000	20,000.00
San Diego Choral Artists (2)	4,000	-
San Diego Convention & Visitors' Bureau (CONVIS)	250,000	250,000.00
San Diego East Visitors' Bureau (See East Cty. Tourism) (3)	-	75,000.00
San Diego Hall of Champions Sports Museum	50,000	50,000.00
San Diego Historical Society	15,000	11,500.00
San Diego Inter Museum Promotion Council (IMPC)	3,000	2,000.00
San Diego Model Railroad Museum	-	5,000.00
San Diego Museum of Art	23,000	43,500.00
San Diego Museum of Man	23,000	20,000.00
San Diego Natural History (Society of)/Museum	46,300	35,000.00
San Diego North County Convention & Visitor Bureau	180,000	230,000.00
San Diego Opera Association	50,000	65,000.00
San Diego Performing Arts League (S.D. Theatre Foundation)	5,000	9,000.00
San Diego Railroad Museum	5,000	5,000.00
San Diego Regional Economic Development Corp.	65,000	65,000.00
San Diego Repertory Theatre, Inc.	6,500	15,000.00
San Diego Scottish Highland Games, Inc.	3,500	4,000.00

PROGRAM: COMMUNITY ENHANCEMENT

ORGANIZATION, PROJECT, OR EVENT	1996-97 ADOPTED	1997- 98 ADOPTED
San Diego Space and Science Foundation	15,000	20,000.00
San Diego Sportfishing Council	5,000	5,000.00
San Diego Youth Symphony	5,000	7,500.00
San Dieguito River Park Joint Powers Authority	-	10,000.00
San Elijo Lagoon Conservancy	25,000	25,000.00
San Marcos Chamber of Commerce	10,000	15,000.00
San Marcos Historical Society	-	3,000.00
Seagaze, Inc.	-	2,000.00
Sequoia Music Society, Inc.	-	2,000.00
Solana Beach Chamber of Commerce	10,000	10,000.00
South County Economic Development Council	20,000	20,000.00
Southeast Counseling & Consultant Services, Inc.	-	-
Southeastern Community Theatre (SECT)	5,000	5,000.00
Spreckels Organ Society	-	2,000.00
Spring Valley Business Development Center	5,000	10,000.00
Spring Valley Chamber of Commerce	25,000	25,000.00
Spring Valley Historical Society, Inc.	5,500	5,500.00
Stephen Birch Aquarium/Scripps Inst. Oceanography	5,000	10,000.00
Sushi, Inc./Sushi Performance & Visual Art	5,000	-
Theatre East Productions (see Arts Center Foundation)	15,000	-
Travelers Aid Society of San Diego, Inc.	5,000	6,000.00
U.S. Open Sandcastle Committe, Inc.	10,000	10,000.00
United Italian American Association	2,000	4,500.00
Valley Center Chamber of Commerce	5,000	10,000.00
Valley Center Community Services District	4,000	8,000.00
Veterans Memorial Center - Encampment	10,000	10,000.00
Veterans Memorial Center - Parade	5,000	5,000.00
Veterans Memorial Center - Vocational Training	-	-
VFW - Post 10577	-	8,871.63
Vista Chamber of Commerce - Business & Consumer EXPO	-	-
Vista Chamber of Commerce - Visitors & Tourist Bureau	10,000	15,000.00
Vista Village Business (Vista Town Center) Association	4,000	5,000.00
World Trade Center Association of San Diego	20,200	35,000.00
Young Audiences of San Diego	3,500	2,500.00
Total Allocations	\$ 2,300,000.00	\$2,745,176.43
Unallocated		\$ 2.20
Total Budgeted		\$ 2,745,178.63

Note: In some cases, the 1996-97 Award differs from the 1996-97 Adopted Budget. The 1996-97 Budget was adopted on July 23, 1996. After the adoption of the Budget, the following allocation adjustments were made:

(1) the Borrego Springs Community Association's award of \$28,000 for the maintenance of Christmas Circle was transferred to the Borrego Springs Chamber of Commerce-Christmas Circle on 8/20/96 (27).

(2) The San Diego Choral Artists' \$4,000 award was reallocated to the Children's Museum of San Diego/Museo de los Ninos on 12/10/96 (1B), increasing the award of the Children's Museum from \$34,000 to \$38,000.

(3) The \$25,000 allocated by District 2 to East County Tourism, was reallocated to the newly formed San Diego East Visitors' Bureau on 10/8/96 (21).

PROGRAM: Contingency Reserve

DEPARTMENT: CONTINGENCY RESERVE

PROGRAM #: 80000
MANAGER: Pamela Sanford

ORGANIZATION #: 1850
REFERENCE: 1997-98 Proposed Budget - Pg. 55-1

AUTHORITY: Section 29084 of the Government Code allows the Board of Supervisors to establish a Contingency Reserve up to 15% of the total appropriations.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST Contingency Reserve	\$0	\$0	\$0	\$8,923,575	\$10,000,000	12.1
TOTAL DIRECT COST	\$0	\$0	\$0	\$8,923,575	\$10,000,000	12.1%
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$8,923,575	\$10,000,000	12.1%
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 Operating Reserve for FY 1997-98 is \$10,000,000 which represents an approximate \$5 million increase from FY 1996-97. In FY 1996-97, the operating reserve was \$5,107,587. The remaining \$3,815,988 was set aside as a reserve for potential additional costs in various departments such as Social Services matching cost (\$2.3 million), General Relief (\$.759 million), and other miscellaneous adjustments (\$.2 million).

COUNTY COUNSEL

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
County Counsel	\$9,193,488	\$9,474,780	\$9,815,850	\$9,552,633	\$10,431,581	878,948	9.2
TOTAL DIRECT COST	\$9,193,488	\$9,474,780	\$9,815,850	\$9,552,633	\$10,431,581	\$878,948	9.2
PROGRAM REVENUE*	(1,714,446)	(2,296,743)	(1,803,332)	(1,185,342)	(1,882,090)	(696,748)	58.8
NET GENERAL FUND COST	\$7,479,042	\$7,178,037	\$8,012,518	\$8,367,291	\$8,549,491	\$182,200	2.2
STAFF YEARS	120.71	123.20	123.63	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 1997-98 budget is \$400,000. These amounts appear in the Public Administrator's program budget and in County Counsel's line-item budget.

MISSION

The mission of County Counsel is to deliver the highest quality legal services to our clients as efficiently and economically as possible in order to facilitate the achievement of the goal of County government to better serve the citizens of San Diego County.

1997-98 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. For 1997-98, we will continue to retain this objective. In addition, we will complete 80% of all assignments regardless of length within 30 days of close of the fiscal year.
 - b. Output - County Counsel review and comments on EIRs will be completed within 30 days for each submittal to our office.
2. Attempt to reduce potential litigation by enhanced risk management efforts.
 - a. Coordinate efforts with departments with high exposure to improve their internal risk management efforts (i.e., Sheriff's Department and Department of Social Services).
 - b. By regular attendance of the Risk Manager at closed-session, increase knowledge of liability exposures and incorporate this knowledge into risk management efforts.
3. Reduce potential litigation and operational problems by providing better preventive law efforts.
 - a. Provide enhanced training of County staff in personnel and employment matters, employee discipline, contracting, subpoenas, public record requests, conflict of interest, etc.
 - b. Conduct mitigation workshop and additional training for planning staff.
 - c. Seek agreement with the Department of Social Services, making on-going social worker training mandatory no matter what the length of service.

For 1997-98, 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 1997-98, our objectives will include:

 - a. Have 95% of juvenile dependency petitions sustained after contested hearings.
 - b. Have 90% of juvenile dependency appeals filed resolved in favor of our client.

OFFICE OF COUNTY COUNSEL

COUNTY COUNSEL'S OFFICE	
<u>Staff Years</u>	
County Counsel	1.00 <u>1.00</u>
1 Position - 1 Staff Year	

LITIGATION DIVISION	
<u>Staff Years</u>	
Chief Deputy County Counsel	1.00
Deputy County Counsel V	2.00
Deputy County Counsel IV	9.00
Deputy County Counsel III	20.00
Deputy County Counsel II	2.00
Senior Litigation Investigator	1.00
Litigation Investigator	1.00
Legal Assistant II	11.00
	<u>47.00</u>
47 Positions - 47 Staff Years	

ADMINISTRATIVE SERVICES	
<u>Staff Years</u>	
Administrative Services Manager	1.00
Legal Support Services Manager	1.00
Confidential Legal Secretary III	4.00
Confidential Legal Secretary II	18.00
Confidential Legal Secretary I	1.00
Senior Clerk	2.00
Accounting Technician	1.00
Intermediate Clerk Typist	5.00
	<u>33.00</u>
33 Positions - 33 Staff Years	

CLAIMS DIVISION	
<u>Staff Years</u>	
Public Liability Claims Supervisor	1.00
Claims Representative	2.00
Intermediate Clerk Typist	1.00
	<u>4.00</u>
4 Positions - 4 Staff Years	

ADVISORY DIVISION	
<u>Staff Years</u>	
Chief Deputy County Counsel	1.00
Deputy County Counsel V	2.00
Deputy County Counsel IV	4.00
Deputy County Counsel III	5.00
Deputy County Counsel II	2.00
	<u>14.00</u>
14 Positions - 14 Staff Years	

JUVENILE DEPENDENCY DIVISION	
<u>Staff Years</u>	
Chief Deputy County Counsel	1.00
Deputy County Counsel IV	4.00
Deputy County Counsel III	12.00
Confidential Legal Secretary III	1.00
Confidential Legal Secretary II	2.00
Legal Procedures Clerk III	1.00
Legal Procedures Clerk II	4.00
Legal Assistant II	2.00
Juvenile Dependency Investigator	2.00
	<u>29.00</u>
29 Positions - 29 Staff Years	

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$8,457,526	\$8,720,011	\$9,038,212	\$8,944,431	\$9,427,538	5.4
Services & Supplies	706,453	698,970	549,126	608,202	1,004,043	65.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	29,509	55,799	228,512	0	0	0.0
TOTAL DIRECT COST	\$9,193,488	\$9,474,780	\$9,815,850	\$9,552,633	10,431,581	9.2
PROGRAM REVENUE	(1,714,446)	(2,296,743)	(1,803,332)	(1,185,342)	(1,882,090)	58.8
NET GENERAL FUND CONTRIBUTION	\$7,479,042	\$7,178,037	\$8,012,518	\$8,367,291	\$8,549,491	2.2
STAFF YEARS	120.71	123.20	123.63	128.00	128.00	0.0

Note: The 1997-98 budgeted revenue figure does not include \$400,000 in revenue from the Administration of Estates which appears in the Public Administrator's program budget.

PROGRAM MISSION

See Departmental Mission.

1996-97 ESTIMATED ACTUAL TO 1996-97 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 and appropriation of part of these revenues for computer upgrades.

ACHIEVEMENT OF 1996-97 OBJECTIVES

2. 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 1996-97 fiscal year, 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.
 - b. Output - County Counsel review and comments on EIRs will be completed within 30 days for each submittal to our office. During the 1996-97 fiscal year to date, we have achieved this objective. The average time for County Counsel review of EIRs this fiscal year was 22 days.
2. Attempt to reduce potential litigation by enhanced risk management efforts.
 - a. By regular attendance of the Risk Manager at closed-session, increase knowledge of liability exposures and 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. 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.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental outcome and output objectives.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Litigation [47.00 SY; E = \$3,859,685; R = \$696,373] is:
 - o Mandated/Discretionary Service Level
 - o Unchanged in net staffing level.
2. Advisory [14.00 SY; E = \$1,147,474; R = \$207,030] is:
 - o Mandated/Discretionary Service Level
 - o Unchanged in net staffing level.
3. Claims [4.00 SY; E = \$312,947; R = \$56,463] including support personnel is:
 - o Discretionary/Discretionary Service Level
 - o Unchanged in net staffing level.
4. Juvenile Dependency Division [29.00 SY; E = \$2,399,264; R = \$432,881] including support personnel is:
 - o Mandated/Discretionary Service Level
 - o Unchanged in net staffing level.
 - o To represent the Department of Social Services in its dependency program.
5. Administration/Administrative Services [34.00 SY; E = \$2,712,211; R = \$489,343] 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES FOR CURRENT SERVICES:				
Aid from Other Gov't Agency	\$82,238	\$0	\$0	0
License fee - Freeway Call Box	4,550	0	0	0
Legal Services - Other Government Agencies	394,516	447,730	447,730	0
Legal Services - Administering Estates	509,263	400,000	400,000	0
Interfund Charges - Charges in Road Fund	272,483	483,050	483,050	0
Interfund Charges - Charge in APCD	114,337	139,397	139,397	0
Charge in Airport Enterprise Fund	42,608	6,588	6,588	0
Charge in Liquid Waste Enterprise Fund	11,718	52,588	52,588	0
Charge in Transit Enterprise Fund	1,215	7,000	7,000	0
Charge in Solid Waste Enterprise Fund**	803,436	0	300,000	300,000
Charge in Library Fund	6,814	737	737	0
Sub-Total	\$2,243,178	\$1,537,090	\$1,837,090	\$300,000
OTHER REVENUE:				
Third Party Recoveries	\$234	\$0	\$400,000	400,000
Revenue App. Prior Year - Charges Current Service	0	0	0	0
Revenue App. Prior Year - Other Revenue	0	0	0	0
Recovered Expenditures	23,086	40,000	40,000	0
Other - Miscellaneous	46,097	8,252	5,000	(3,252)
Sub-Total	\$69,417	\$48,252	\$445,000	\$396,748
Total Revenue	\$2,312,595	\$1,585,342	\$2,282,090	\$696,748
NON-PROGRAM REVENUE:				
Legal Services to Public Administrator*	\$(509,263)	\$(400,000)	\$(400,000)	0
Total	\$1,803,332	\$1,185,342	\$1,882,090	\$696,748

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
General Fund Support Costs:	\$8,012,518	\$8,367,291	\$8,549,491	182,200
Sub-Total	\$8,012,518	\$8,367,291	\$8,549,491	\$182,200
Total	\$8,012,518	\$8,367,291	\$8,549,491	\$182,200

* 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 not budgeted last year per auditor direction. This year these revenues are budgeted.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2327	Claims Representative II	2	2.00	2	2.00	75,078	72,024
2369	Admin. Services Manager II	1	1.00	1	1.00	56,397	58,094
2403	Accounting Technician	1	1.00	1	1.00	27,472	28,278
2700	Intermediate Clerk Typist	6	6.00	6	6.00	123,262	128,893
2730	Senior Clerk	2	2.00	2	2.00	49,346	50,802
2771	Confidential Legal Sec. I	1	1.00	1	1.00	28,764	30,667
2772	Confidential Legal Sec. II	20	20.00	20	20.00	641,520	643,881
2773	Confidential Legal Sec. III	5	5.00	5	5.00	158,785	178,351
2774	Legal Support Svcs. Off. Mgr.	1	1.00	1	1.00	37,393	43,268
2906	Legal Procedures Clerk III	1	1.00	1	1.00	28,049	28,903
2907	Legal Procedures Clerk II	4	4.00	4	4.00	95,972	90,959
3901	Chief Deputy County Counsel	3	3.00	3	3.00	297,876	331,860
3902	County Counsel	1	1.00	1	1.00	121,403	125,490
3905	Deputy County Counsel V	4	4.00	4	4.00	380,062	412,764
3906	Deputy County Counsel IV	17	17.00	17	17.00	1,452,279	1,549,520
3907	Deputy County Counsel III	37	37.00	37	37.00	2,614,339	2,829,990
3908	Deputy County Counsel II	4	4.00	4	4.00	222,227	186,128
3930	Litigation Investigator	1	1.00	1	1.00	48,230	49,682
3933	Sr. Litigation Investigator	1	1.00	1	1.00	49,947	51,443
3932	Pub. Liability Claims Supvr.	1	1.00	1	1.00	51,782	53,336
3936	Legal Assistant II	13	13.00	13	13.00	403,860	419,875
3937	Juvenile Dependency Invest.	2	2.00	2	2.00	85,704	88,258
Total		128	128.00	128	128.00	\$7,049,747	\$7,452,466
Salary Adjustments:						6,690	0
Employee Benefits:						2,080,893	2,179,171
Salary Savings:						(181,198)	(192,398)
VTO Reductions:						(11,701)	(11,701)
Total Adjustments						\$1,894,684	\$1,975,072
Program Totals		128	128.00	128	128.00	\$8,944,431	\$9,427,538

ELECTRONIC SYSTEMS AND EQUIPMENT

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Communications Equipment	\$2,510,009	\$2,935,016	\$160,832	\$0	\$0	0	0.0
Telephone Utilities	8,433,797	7,728,035	9,065,832	7,783,811	10,710,975	2,927,164	37.6
TOTAL DIRECT COST	\$10,943,806	\$10,663,051	\$9,226,664	\$7,783,811	\$10,710,975	\$2,927,164	37.6
PROGRAM REVENUE	(1,030,353)	(422,580)	(56,190)	(21,000)	(311,500)	(290,500)	1,383.3
NET GENERAL FUND COST	\$9,913,453	\$10,240,471	\$9,170,474	\$7,762,811	\$10,399,475	\$2,636,664	34.0
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.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

PROGRAM: Communications Equipment

DEPARTMENT: ELECTRONIC SYSTEMS & EQUIPMENT

PROGRAM #: 86403

ORGANIZATION #: 0800

MANAGER: Graham D. Lynch, Chief Info Officer

REFERENCE: 1997-98 Proposed Budget - Pg. 57-3

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$0	\$0	\$0	\$0	0.0
Other Charges	2,342,910	2,342,910	0	0	0	0.0
Fixed Assets	167,099	592,106	160,832	0	0	0.0
TOTAL DIRECT COST	\$2,510,009	\$2,935,016	\$160,832	\$0	\$0	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$2,510,009	\$2,935,016	\$160,832	\$0	\$0	0.0
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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Actuals reflect mid-year, Board approved transfers of County departmental funds to this program for centralized acquisition of communications equipment.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

1997-98 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.

PROGRAM #: 82305
 MANAGER: Graham D. Lynch, Chief Info Officer

ORGANIZATION #: 0800
 REFERENCE: 1997-98 Proposed Budget - Pg. 57-4

AUTHORITY: Administrative Code 398.5 Section (g) delegates to the Department of Information Services the administration of telephone utilities.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Services & Supplies	\$6,930,933	\$6,876,004	\$8,235,061	\$7,816,683	\$11,018,895	41.0
Fixed Assets	1,816,441	1,148,635	1,118,246	275,048	0	(100.0)
Less Reimbursements	(313,577)	(296,604)	(287,474)	(307,920)	(307,920)	0.0
TOTAL DIRECT COST	\$8,433,797	\$7,728,035	\$9,065,833	\$7,783,811	\$10,710,975	37.6
PROGRAM REVENUE	(1,030,353)	(422,580)	(56,190)	(21,000)	(311,500)	1,383.3
NET GENERAL FUND CONTRIBUTION	\$7,403,444	\$7,305,455	\$9,009,643	\$7,762,811	\$10,399,475	34.0
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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Estimated actuals in Services & Supplies, Fixed Assets and Revenue Accounts reflect mid-year, Board approved transfers from various departments for telephone and data projects, and expenditure of prior year funds. (Expenditures are reflected in the year that payment is made.)

ACHIEVEMENT OF 1996-97 OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

1. Telephone Utilities [0.00 SY; E = \$10,710,975; R = \$311,500] provides centralized management of County-wide telephone utility costs. The Function is:
 - o Discretionary/Discretionary Service Level.
 - o Increased \$400,810 in Services & Supplies appropriations for SanConTel System maintenance increases.
 - o Decreased \$275,048 in one-time Fixed Asset monies for telephone systems equipment.
 - o Increased \$141,273 in Services & Supplies appropriations and \$141,273 in matching revenues for Board of Supervisors approved County Library Automation System.
 - o Increased \$731,100 in Services & Supplies appropriations, based on savings from position deletions in the Department of Information Services, to fund contract with private company for Network Management Services.
 - o Increased \$306,524 in Services & Supplies appropriations and \$149,227 in revenues for increased communication expenses for Board approved customer department staff relocations.

- o Increased \$168,972 in Services & Supplies appropriations for Board approved network expansion for the Department of Health Services.
- o Increased \$600,000 in Services & Supplies appropriations for consultant services assessing the County's SanConTel Telephone System.
- o Increased \$400,000 in Services & Supplies appropriations for additional SanConTel System services negotiated under Amendment 7 to the contract with GTE Customer Networks.
- o Increased \$76,600 in Services & Supplies appropriations for Board of Supervisors approved LAN equipment for the DSS Gain Program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
9189 CAL ID	\$0	\$0	\$0	\$0
9694 License Fee Fwy Call Box	7,284	7,000	7,000	0
9717 Prop Tax Sys Adm Fee	0	0	0	0
9782 Charge in Road Fund	0	0	31,127	31,127
9783 Charge in APCD	0	0	0	0
9785 Charge in COF	0	0	0	0
9788 Charge in Liquid Waste	0	0	14,823	14,823
9793 Charge in Library	38,233	0	141,273	141,273
9879 Contract Cities - Law Svs.	0	0	94,419	94,419
9989 Recovered Expenditures	\$10,673	\$14,000	\$14,000	0
9995 Other - Misc.	0	0	8,858	8,858
Sub-Total	\$56,190	\$21,000	\$311,500	\$290,500
Total	\$56,190	\$21,000	\$311,500	\$290,500

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$9,009,642	\$7,762,811	\$10,399,475	\$2,636,664
Sub-Total	\$9,009,642	\$7,762,811	\$10,399,475	\$2,636,664
Total	\$9,009,642	\$7,762,811	\$10,399,475	\$2,636,664

EXPLANATION/COMMENT ON PROGRAM REVENUES

Variations between FY 96-97 estimated actual and budgeted revenues reflect Board approved transfers of revenues from customer departments for telecommunications and data equipment and services.

- o Increases in FY 97-98 Budgeted Revenues in accounts 9782, 9788, 9879, and 9995 reflect revenue offsets for additional communications costs associated with Board of Supervisors approved customer department staff relocations.
- o Increase in FY 97-98 Budgeted Revenue in account 9793 reflects charges to the Library Fund for Communications Services for the new County Library Automation System.
- o Increase in FY 97-98 Budgeted Revenue in account 9995 reflects revenue transfer for additional communications costs for fingerprint transmissions for the Sheriff.

EQUAL OPPORTUNITY MANAGEMENT OFFICE

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Management Office	\$438,725	\$428,768	\$432,331	\$431,817	\$440,284	8,467	2.0
TOTAL DIRECT COST	\$438,725	\$428,768	\$432,331	\$431,817	\$440,284	\$8,467	2.0
PROGRAM REVENUE	(99,614)	(89,451)	(90,679)	(90,679)	(105,825)	(15,146)	16.7
NET GENERAL FUND COST	\$339,111	\$339,317	\$341,652	\$341,138	\$334,459	\$(6,679)	(2.0)
STAFF YEARS	7.02	6.89	6.99	7.00	7.00	0.00	0.0

MISSION

To develop, implement, maintain and monitor Equal Opportunity (EO) 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.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Appointment Review: Increase Latinos and Females numbers and percentages in every specified Consent Decree job classification.
[Increase female representation by .5% in the permanent work force; increase Latinos by .5% in each of the occupational categories where they are underutilized; increase underutilized group members by .4% in administrative classes; increase the use of training plans to make County employees more promotable; maintain provisional hires at parity levels.]
 - a. Process over 4,000 appointments.
2. Appointment Review: Maintain a processing turn-around time of two (2) days for each appointment and reasons for non-selection.
 - a. Analyze and (non) concur in over 200 reasons for non-selection.
 - b. Assist the Department of Human Resources in assuring that Latinos and Females are certified to departments.
3. Investigation: Decrease the incidence of discrimination complaints by 20%, decreasing active complaints from 127 to 100.
 - a. Investigate over 85 formal complaints.
 - b. Investigate over 10 informal complaints.
 - c. Respond to over 650 requests for information.
4. Contract Compliance: Increase MWBE participation in all construction, vendor and consultant services to 15%.
 - a. Process 85 new MWBE applications.
 - b. Process 425 requests for recertification.
 - c. Conduct 10 on-site visits of prospective MWBE firms.
 - d. Attend 125 community meetings and workshops.
 - e. Participate in the annual Contracting Connections Networking Fair.
5. Fair Housing: Maintain 100% compliance with the Affirmative Fair Housing Marketing Plan to ensure receipt of \$6.9 million of CDBG revenues.
 - a. Monitor 60 housing developments.
 - b. Conduct 41 on-site visits.
 - c. Attend 12 community meetings.
 - d. Conduct 12 fair housing trainings.

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

EQUAL OPPORTUNITY MANAGEMENT OFFICE

DIRECTOR
1 SY

APPOINTMENT REVIEW

Review all appointments to determine whether appointments are in conformance with the County's Equal Opportunity objectives.

1 SY

- o Review
- o Concur
- o Monitor
- o Evaluate
- o Non-Concur

EQUAL EMPLOYMENT OPPORTUNITY SUPPORT

Plan and develop Countywide E.O. policies and procedures; train departments in E.O. issues; prepare monthly/quarterly investigation and annual progress reports; Advisory Board support; general administrative duties.

1 SY

- o Plan and develop E.O. policy
- o Department AA Coordinator
- o Training
- o Prepare E.O. Reports
- o Respond to Referrals (Internal/External)
- o General Administrative E.O. duties
- o Department AA guidelines

CLERICAL SUPPORT

1 SY

INVESTIGATION

Investigate discrimination allegations; implement the County's Affirmative Fair Housing Marketing Plan; 504 liaison to DHR.

2 SY

- o E.E.O. Discrimination Complaint
- o Intake
- o Review
- o Investigation and Report

CONTRACT COMPLIANCE

Coordinate and monitor all contracts to determine whether contractors are conforming to the County's Affirmative Action and Equal Opportunity programs.

1 SY

- o A-81
- o B-39
- o B-51
- o Fair Housing
- o F-40
- o Grant Review
- o Purchasing Department

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$404,431	\$396,347	\$403,587	\$418,728	\$425,327	1.6
Services & Supplies	34,294	32,421	28,744	13,089	14,957	14.3
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$438,725	\$428,768	\$432,331	\$431,817	\$440,284	2.0
PROGRAM REVENUE	(99,614)	(89,451)	(90,679)	(90,679)	(105,825)	16.7
NET GENERAL FUND CONTRIBUTION	\$339,111	\$339,317	\$341,652	\$341,138	\$334,459	(2.0)
STAFF YEARS	7.02	6.93	6.99	7.00	7.00	0.0

PROGRAM MISSION

To monitor, investigate and insure that County programs provide EO 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 (AA) hiring goals.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

EOMO generated salary savings of approximately \$5,000 and revenues from HCD that were fully billed and received.

ACHIEVEMENT OF 1996-97 OBJECTIVES

EOMO's planned objectives have been met or exceeded, with the exception of Contract Compliance.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See Departmental Summary Page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Equal Opportunity Management [7.00 SY; E = \$440,284; R = \$105,825] 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: EO/ADMINISTRATIVE SUPPORT

The EO/Administrative Support Unit is involved in every facet of services that are being delivered by EOMO. These services are provided by the Director, an EO Officer, an Administrative Secretary, and a temporary clerk. This unit:

1. Functions as a back-up in appointment review, investigations, contract compliance, and provides all administrative services required to operate the department effectively;
2. Is responsible for preparing the department budget, attending community and civic meetings, representing the department at departmental and interagency meetings, reviewing legislation and making recommendations in areas that impact equal opportunity activities, responding to assignments by the Chief Administrative Office and the Board of Supervisors, developing and reviewing equal opportunity policies from County departments, providing Sexual Harassment, ADA and employment discrimination education, providing information to the press, outside community agencies, and the public, responding to and processing MWBE appeals from contractors and vendors, conducting administrative research and investigations, and acting as staff support to various County advisory groups, such as the Committee for Persons with Disabilities and the Affirmative Action Advisory Board; and,
3. Is involved in conflict resolutions, conciliations and negotiations with departments and other governmental agencies, as required by the federal order (Consent Decree), the County Charter, and Administrative Code.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Federal Aid - Community Development Block Grant	\$56,000	\$56,000	\$71,146	\$15,146
Aid from other Government Agencies	1,601	1,601	1,601	0
Sub-Total	\$57,601	\$57,601	\$72,747	\$15,146
CHARGES FOR CURRENT SERVICES:				
Road Fund	\$19,092	\$19,092	\$19,092	\$0
Air Pollution Control District	5,043	5,043	5,043	0
Airport Enterprise Fund	799	799	799	0
Liquid Waste Enterprise Fund	2,407	2,407	2,407	0
Solid Waste Enterprise Fund	0	0	0	0
Library Fund	5,737	5,737	5,737	0
Sub-Total	\$33,078	\$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	\$90,679	\$90,679	\$105,825	\$15,146

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$341,652	\$341,138	\$334,429	\$(6,709)
Sub-Total	\$341,652	\$341,138	\$334,429	\$(6,709)
Total	\$341,652	\$341,138	\$334,429	\$(6,709)

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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: APPOINTMENT REVIEW					
% OF RESOURCES: 13%					
<u>OUTCOME (Planned Result)</u>					
Percentage increase of underutilized groups	1.6%	0.1%	5.0%	2.9%	3.0%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of ARO Unit	\$52,632	\$50,165	\$53,000	\$57,172	\$58,551
<u>OUTPUT (Service or Product)</u>					
Appointments	4,000	2,937	4,380	4,000	4,380
<u>EFFICIENCY (Input/Output)</u>					
Cost per appointment	\$9.86	\$12.81	\$9.07	\$10.72	\$10.02
<u>OUTPUT (Service or Product)</u>					
Reasons for Non-Selection (RNS)	175	168	252	200	252
<u>EFFICIENCY (Input/Output)</u>					
Cost per RNS	\$75.00	\$93.10	\$52.57	\$71.12	\$58.08
ACTIVITY B: DISCRIMINATION INVESTIGATION					
% OF RESOURCES: 26.2%					
<u>OUTCOME (Planned Result)</u>					
Increase outcomes favorable to County	90.4%	100.0%	88.5%	88.5%	89.4%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of Investigation Unit	\$92,106	\$107,095	\$114,344	\$114,344	\$117,103
<u>OUTPUT (Service or Product)</u>					
Formal Complaints	113	125	106	85	85
<u>EFFICIENCY (Input/Output)</u>					
Cost per formal complaint	\$790	\$793.30	\$1,003	\$1,076	\$1,171
<u>OUTPUT (Service or Product)</u>					
Informal Complaints	27	10	5	15	10
<u>EFFICIENCY (Input/Output)</u>					
Cost per informal complaint	\$106.40	\$793.30	\$1,143	\$762	\$1,756

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 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%	11.1%	15.0%	15.0%	15%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of CC/MWBE Unit	\$54,632	\$53,547	\$57,172	\$57,172	\$58,326
<u>OUTPUT (Service or Product)</u>					
New MWBE applications	110	77	85	50	85
Re-certified firms	380	420	400	525	425
<u>EFFICIENCY (Input/Output)</u>					
Cost per application/recertification	\$44.59	\$43.95	\$70.72	\$64.62	\$68.60
<u>OUTPUT (Service or Product)</u>					
Conduct on-site visits	5	11	10	15	10
<u>EFFICIENCY (Input/Output)</u>					
Cost per on-site visit	\$526	\$577	\$571	\$381	\$583
<u>OUTPUT (Service or Product)</u>					
Attend community meetings/workshops	138	160	100	130	125
<u>EFFICIENCY (Input/Output)</u>					
Cost per meeting	\$133	\$108	\$172	\$132	\$140
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	\$58,555	\$56,000	\$56,000	\$64,547
<u>OUTPUT (Service or Product)</u>					
Monitor developments	50	42	48	44	60
<u>EFFICIENCY (Input/Output)</u>					
Cost for 1 development	\$387	\$700	\$560	\$509	\$430

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
<u>OUTPUT (Service or Product)</u>					
Conduct on-site visits	30	32	35	50	41
<u>EFFICIENCY (Input/Output)</u>					
Cost/on site visit	\$395	\$551	\$480	\$407	\$472
<u>OUTPUT (Service or Product)</u>					
Attend community meetings	16	12	12	12	12
<u>EFFICIENCY (Input/Output)</u>					
Cost/meeting	\$112	\$878	\$700	\$700	\$700
<u>OUTPUT (Service or Product)</u>					
Conduct fair housing trainings	18	10	10	12	12
<u>EFFICIENCY (Input/Output)</u>					
Cost/training	\$1,151	\$1,396	\$840	\$700	\$700

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2283	Director	1	1.00	1	1.00	\$68,577	\$66,567
2401	Equal Opportunity Officer II	5	5.00	5	5.00	215,545	221,456
2402	Equal Opportunity Officer I	0	0.00	0	0.00	0	0
2758	Administrative Secretary III	1	1.00	1	1.00	31,703	32,649
9999	Temporary Extra Help	1	0.00	1	0.00	1,500	1,500
Total		8	7.00	8	7.00	\$317,325	\$322,172
Salary Adjustments:						0	0
Integrated Leave Plan						0	0
Employee Benefits:						102,923	104,675
Salary Savings:						(0)	(0)
VTO Reductions:						(1,520)	(1,520)
Total Adjustments						\$101,403	\$103,155
Program Totals		8	7.00	8	7.00	\$418,728	\$425,327

PROGRAM: Cash Borrowing

DEPARTMENT: COUNTYWIDE GENERAL EXPENSES

PROGRAM #: 86000
MANAGER: Robert Booker, Ed.D.

ORGANIZATION #: 1650
REFERENCE: 1997-98 Proposed Budget - Pg. 59-1

AUTHORITY: Sections 53850-53858 of the California Government Code authorize the issuance of notes, pursuant to resolution adopted annually by the Board of Supervisors, to provide funds to meet general fund expenditures.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$0	\$0	\$0	\$0	0.0
Contributions for Self Insurance:	0	0	0	0	0	0.0
Debt Service-Service Charge	176,758	1,445,330	1,222,065	0	1,140,000	100.0
Interest Pymts on Cash Financing	17,825,725	15,420,031	13,973,333	18,700,000	13,360,000	(28.6)
Buy-Out (ILP)	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$18,002,483	\$16,865,361	\$15,195,398	\$18,700,000	\$14,500,000	(22.5)
Funding	(0)	(0)	(0)	(0)	(0)	0.0
Cancellation of Reserve	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$18,002,483	\$16,865,361	\$15,195,398	\$18,700,000	\$14,500,000	(22.5)
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, by borrowing money at the lowest possible net cost.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

1996-97 estimated actual costs were \$3.5 million lower than the budgeted costs. This is attributed to lower than budgeted interest rates paid on the County's borrowed funds, Tax and Revenue Anticipation Notes (TRANS) (3.95% vs. 4.25%), a lower TRANS principal borrowed than budgeted (\$210 million vs. \$235 million), and lower Teeter interest costs due to a lower delinquency rate. These estimated savings in interest paid out on borrowed funds are accompanied by an approximate \$600,000 reduction in interest revenue earned by monies invested by the County Treasurer.

ACHIEVEMENT OF 1996-97 OBJECTIVES

The objective of maintaining interest costs on borrowed funds at lower than budgeted levels was achieved.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

The 1997-98 Proposed Budget reflects the cash flow projection and the financing plan for the County's projected 1997-98 cash flow requirements. These costs reflect the borrowing of \$225 million in Tax and Revenue Anticipation Notes (TRANS), at approximately a 4.0% interest rate, and an estimated \$60 million in Teeter funds.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Cash Borrowing: [0.00 SY; E = \$14,500,000; R = \$0]:
 - o Discretionary/Mandated Service Level

PROGRAM: General Fund Adjustments & Special Reserves

DEPARTMENT: GENERAL FUND ADJUSTMENTS

PROGRAM #: 01830
MANAGER: Pamela Sanford

ORGANIZATION #: 1830
REFERENCE: 1997-98 Proposed Budget - Pg. 60-1

AUTHORITY: Section 29085 of the Government Code allows the Board of Supervisors to establish Reserves.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	0	0	0	0	0	0.0
Operating Transfers	0	2,400,000	2,400,000	2,400,000	2,000,000	(16.7)
Contingency Reserves	0	0	0	0	8,671,617	(100.0)
TOTAL DIRECT COST	\$0	\$2,400,000	2,400,000	\$2,400,000	10,671,617	(16.7)%
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$2,400,000	\$2,400,000	\$2,400,000	\$10,671,617	(345.0)%
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

1997-98 PROGRAM MISSION

The above amounts for FY 1997-98 represent non-department specific adjustments to provide for potential payments and liabilities as well as management reserves that are segregated from operating reserves. These are summarized as follows:

SB-910 Medi-Cal Administrative Claims (MAC)	<u>Amounts</u> \$ 2,000,000
Management Reserves	\$ 6,800,000
Unallocated Reserves	<u>\$ 1,871,617</u>
TOTAL	\$10,671,617

DEPARTMENT OF HUMAN RESOURCES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Human Resources	\$0	\$6,977,522	\$7,793,832	\$8,512,164	\$11,171,031	2,658,867	31.2
TOTAL DIRECT COST	\$0	\$6,977,522	\$7,793,832	\$8,512,164	\$11,171,031	\$2,658,867	31.2
PROGRAM REVENUE	(0)	(3,579,081)	(4,354,740)	(4,769,236)	(5,319,430)	(550,194)	11.5
NET GENERAL FUND COST	\$0	\$3,398,441	\$3,439,092	\$3,742,928	\$5,851,601	\$2,108,673	56.3
STAFF YEARS	0.00	104.69	104.91	110.25	111.58	1.33	1.2

MISSION

To provide leadership in fulfilling the human resource requirements of the County of San Diego with vision, integrity, and the highest standards of professional performance by serving as human resource consultants to the Chief Administrative Officer and executive staff, County departments and program managers; by acting as policy advisors on County human resource issues; and by insuring consistency with County, State and Federal requirements in all human resource matters.

1997-98 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 300 employment lists of qualified applicants.
 - c. Fulfill departments' hiring needs by certifying 20,000 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., 2,500 open lost-time claims.
 - a. Contact 90% (630) 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 15 injured workers in other County jobs in lieu of disability retirements or vocational rehabilitation costs.
4. Fulfill the aims and the goals of diversity management, 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:
 - a. Train 720 department employees on diversity management/ADA.
 - b. Train 50 DHR and departmental training staff and personnel officers through train-the-trainer workshops sponsored by Department of Human Resources.
 - c. Print and distribute 3,000 ADA Guidelines for Managers and Supervisors.
 - d. 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, 2,000 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 20,000 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 (2,000) 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 1,000 employees of approval/disapproval of FMLA requests within two business days as prescribed by the law.
- d. Conduct annual open enrollment process for 16,500 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
Carlos G. Arauz

ADMINISTRATION		
<u>CLASS</u>	<u>TITLE</u>	<u>SY</u>
2132	Director, DHR	1.00
2212	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	<u>1.00</u>
Total:		6.00

SUGGESTION AWARDS		
<u>Class</u>	<u>Title</u>	<u>SY</u>
2320	Personnel Aide	1.00
2326	Suggestion Awards Coord	1.00
2700	Int. Clerk Typist	<u>0.50</u>
Total:		2.50

CAO ADMINISTRATIVE SVCS.		
<u>Class</u>	<u>Title</u>	<u>SY</u>
	Personnel	
	Payroll	
	Purchasing	

PERSONNEL MANAGEMENT

RISK AND BENEFITS

CLASSIFICATION/COMPENSATION		
<u>Class</u>	<u>Title</u>	<u>SY</u>
0354	Personnel Services Mgr.	1.00
2363	Personnel Research Psych.	1.00
2373	Assoc. Pers. Analyst	4.00
2374	Hum. Resources Coord.	2.00
2748	Human Resources Asst. II	<u>1.00</u>
Total		9.00

PERS. STANDARDS & POLICY REVIEW		
<u>Class</u>	<u>Title</u>	<u>SY</u>
0352	Chief	1.00
2365	Staff Dev. Specialist	0.50
2374	Hum. Resources Coord.	<u>1.00</u>
Total		2.50

EMPLOYEE BENEFITS		
<u>Class</u>	<u>Title</u>	<u>SY</u>
0357	Employee Benefits Mgr.	1.00
2320	Personnel Aide	6.00
2398	Emp. Benefits Coord.	1.00
2403	Accounting Technician	1.00
2412	Analyst II	1.00
3029	Employee Benefits Spec.	<u>1.00</u>
Total		11.00

RISK MANAGEMENT		
<u>Class</u>	<u>Title</u>	<u>SY</u>
0353	Risk Manager	1.00
2212	Deputy Director, DHR	1.00
2344	Insurance Coordinator	1.00
2411	Analyst I	1.00
2758	Admin. Secretary III	1.00
3119	Dept. Comp. Spec. II	1.00
3120	Dept. Comp. Spec. III	<u>1.00</u>
Total		7.00

RECRUITMENT & ASSESSMENT		
<u>Class</u>	<u>Title</u>	<u>SY</u>
0354	Personnel Services Mgr.	1.00
2320	Personnel Aide	5.00
2363	Personnel Research Psych.	1.00
2364	Sr. Pers. Analyst	2.00
2373	Assoc. Pers. Analyst	3.00
2374	Hum. Resources Coord.	2.00
2400	Sr. Pers. Research Psych.	1.00
2700	Int. Clerk Typist	6.00
2725	Principal Clerk	1.00
2745	Supervising Clerk	2.00
3009	Word Processor Operator	1.00
3048	Publications Technician	<u>1.00</u>
Total		26.00

EMPLOYEE ASSISTANCE		
<u>Class</u>	<u>Title</u>	<u>SY</u>
0367	Emp. Assist. Prog. Mgr.	1.00
2332	Medical Standards Coord.	2.00
2700	Int. Clerk Typist	1.00
2730	Senior Clerk	1.00
2747	Human Resources Asst. I	1.00
2748	Human Resources Asst. II	2.00
5211	Employee Assist. Spec. I	1.00
5214	Employee Assist. Spec. II	<u>3.00</u>
Total		12.00

INSURANCES		
<u>Class</u>	<u>Title</u>	<u>SY</u>
	Staff in Risk Management	

DIVERSITY MANAGEMENT/STAFF DEV.		
<u>Class</u>	<u>Title</u>	<u>SY</u>
0354	Personnel Services Mgr.	1.00
2320	Personnel Aide	1.00
2361	Career Counselor	0.50
2380	Staff Dev. Coord.	<u>0.08</u>
Total		2.58

WORKERS' COMPENSATION		
<u>Class</u>	<u>Title</u>	<u>SY</u>
2322	Claims Aide	12.00
2333	Supv WC Examiner	1.00
2341	WC Examiner II	8.00
2343	WC Examiner III	2.00
2493	Int. Acct. Clerk	1.00
2700	Int. Clerk Typist	1.00
2714	Int. Transcriber	2.00
2745	Supervising Clerk	<u>1.00</u>
Total		28.00

LOSS PREVENTION		
<u>Class</u>	<u>Title</u>	<u>SY</u>
2441	Risk Analyst I	1.00
2442	Risk Analyst II	1.00
2443	Senior Risk Analyst	1.00
2700	Int. Clerk Typist	<u>1.00</u>
Total		4.00

UNEMPLOYMENT INSURANCE		
<u>Class</u>	<u>Title</u>	<u>SY</u>
2341	WC Examiner II	<u>1.00</u>
Total		1.00

Total: 111.58

03-3

AUTHORITY: Charter Article IX and Civil Service Rules established the County's personnel system. Board action 5/17/88 (38) established the department. The following authorities govern the department: Administrative Code Article XII-D; Article X, Sections 150 and 159.1; Article 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).

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,972,714	\$5,318,576	\$5,356,329	\$5,565,807	\$5,873,589	5.5
Services & Supplies	1,776,448	1,553,809	2,343,492	2,921,357	5,134,704	75.8
Other Charges	25,556	14,350	0	0	0	0.0
Fixed Assets	86,230	90,787	94,011	25,000	162,738	551.0
TOTAL DIRECT COST	\$6,860,948	\$6,977,522	\$7,793,832	\$8,512,164	\$11,171,031	31.2
PROGRAM REVENUE	(3,519,162)	(3,579,081)	(4,354,740)	(4,769,236)	(5,319,430)	11.5
NET GENERAL FUND CONTRIBUTION	\$3,341,786	\$3,398,441	\$3,439,092	\$3,742,928	\$5,851,601	56.3
STAFF YEARS	102.68	104.69	104.91	110.25	111.58	1.2

PROGRAM MISSION

See department mission on the Department Summary page.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The 1996-97 estimated actual is lower than budgeted due to salary savings from vacant positions and conservative spending in Services and Supplies.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Achieved 113% of goal to respond to 100,000 employment related inquiries by responding to 112,544 inquiries.

Achieved 141% of goal to recruit, examine and establish 275 employment lists of qualified applicants by establishing 389 employment lists.

Achieved 137% of goal by certifying 24,603 eligibles for vacant positions.

Achieved 106% of goal by conducting 1,062 position reviews for classification, organizational assessment or salary purposes.

Achieved 87% of goal by classifying 495 of all new positions within 30 days of receiving new position classification referrals.

Achieved 100% of goal by conducting six major organizational assessment studies.

Achieved 100% of goal by conducting six major salary surveys to determine prevailing rates of various County classes.

Achieved 21% of goal by providing training on ADA issues to 150 employees.

Achieved 100% of goal by providing training to 24 training/personnel staff.

Achieved 101% of goal by returning to work 126 of the Employee Assistance Program clients.

Achieved 61% of goal by placing 14 injured workers in other County jobs.

Achieved 111% of goal by completing 27,905 employee initiated changes to benefits coverage.

Achieved 199% of goal by providing COBRA information within 30 days to 2,988 employees and their dependents.

Achieved 137% of goal by notifying 1,375 employees of approval/disapproval of FMLA request within two business days.

Achieved 99.8% of goal by conducting annual open enrollment for current 16,462 County employees.

Achieved 129% of goal by conducting 57 orientation meetings for new employees.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [6.00 SY; E = \$826,345; R = \$176,488] includes the Director's Office and is:
 - o Mandated/Discretionary Service Level.
 - o Remaining at FY 1996-97 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 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 Increasing by \$240,219 in Services and Supplies for fuel, rents and leases, postage, interoffice mail, microfilm and vault storage (support services costs from other departments).
 - o Offset approximately 21.4% by revenue from the Flex Plan forfeitures.
2. Personnel Standards & Policy Review [2.50 SY; E = \$197,756; R = \$112,837] is:
 - o Mandated/Discretionary Service Level.
 - o Decreasing 1.50 staff years (1.0 SY Staff Development Specialist and 0.5 SY Intermediate Clerk Typist) in order to meet budget allowance.
 - 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 57.1% by A-87 and revenue from the Flex Plan Forfeitures.
3. Classification/Compensation [9.00 SY; E = \$573,491; R = \$51,072] is:
 - o Mandated/Discretionary Service Level.
 - o Remaining at FY 1996-97 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 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 Chief Administrative Officer with labor and staffing data and analysis.
 - o Responsible for implementing Executive and Unclassified Management Operational Incentive Plan.
 - o Responsible for providing staff support to DCAO functional groups on human resources issues.
 - o Responsible for providing staff support and analysis for labor relations process during negotiations with employee labor unions.
 - o Offset approximately 8.9% by A-87 and salary survey sales revenues.
4. Recruitment and Assessment [26.00 SY; E = \$1,265,992; R = \$139,077] is:
- o Mandated/Discretionary Service Level.
 - o Remaining at FY 1996-97 staffing level.
 - o Responsible for designing test instruments and job descriptions with subject matter experts, conducting job interviews and administering written examinations.
 - o Responsible for accepting and evaluating applications.
 - o Responsible for evaluating and establishing Personnel Policy recommendations related to hiring freeze and layoff activities.
 - o Responsible for providing staff support and analysis for labor relations process during negotiations with employee labor unions.
 - o Responsible for continuing validation studies for classes involving large numbers of applicants, in order to minimize the County's vulnerability to litigation and to ensure compliance with the Uniform Guidelines on Employee Selection.
 - o Responsible for representing the County with community organizations and special boards relating to major personnel issues.
 - o Offset approximately 11.0% by A-87 revenue.
5. Diversity Management and Staff Development [2.58 SY; E = \$177,118; R = \$14,977] is:
- o Mandated/Discretionary Service Level.
 - o Remaining at FY 1996-97 staffing level.
 - o Responsible for designing and implementing diversity management programs and special efforts to enhance the County's commitment to work force diversity.
 - o Responsible for providing consultation, training and technical assistance services to departments in order to meet diversity and fair employment 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 the implementation of employment provisions contained in Title I of the Americans with Disabilities Act of 1990.
 - o Responsible for assisting departments with the preparation of EEO Reports and contract compliance documents.
 - 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, assisting employees at risk with employment services, and assisting departments to place employees scheduled for layoff.
 - o Responsible for conducting job analysis for EAP/Medical Standards.
 - 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.
 - o Offset 8.5% by A-87 revenues.
6. Suggestion Awards [2.50 SY; E = \$120,460; R = \$0] is:
- o Discretionary/Discretionary Service Level.
 - o Remaining at FY 1996-97 staffing level.
 - o Responsible for implementing the Countywide Suggestion Awards Program.
 - o Responsible for coordinating suggestion evaluations, awards and ceremonies.
 - o Responsible for tracking County savings generated through the Do It Better By Suggestion (D.I.B.B.S.) Program.
7. Employee Benefits [11.00 SY; E = \$869,501; R = \$869,501] 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 all County employees as well as Municipal and Superior Court Judges.

- o Responsible for conducting open enrollment.
 - 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.]).
 - 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 the death claim process.
 - o Offset 100% by revenue from Flex Plan forfeitures.
8. Employee Assistance [12.00 SY; E = \$2,560,426; R = \$1,468,426] is:
- o Mandated/Discretionary Service Level.
 - o Increasing 2.00 staff year (Medical Standard Coordinator and Senior Clerk).
 - o \$1,092,000 increase to fund the new employee drug testing program.
 - 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.
 - o Responsible for transitional services for those facing layoff.
 - o Responsible for 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 57.4% by revenue from the Employee Benefits Internal Service Fund.
9. Loss Prevention [4.00 SY; E = \$214,594; R = \$214,954] is:
- o Mandated/Discretionary Service Level.
 - o Remaining at FY 1996-97 staffing level.
 - 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 Responsible for assisting departments with employee safety matters.
 - o Responsible for providing loss trend analysis.
 - o Responsible for coordinating loss prevention training.
 - o Offset 100% by revenue from the Employee Benefits Internal Service Fund.
10. Risk Management [7.00 SY; E = \$472,929; R = \$472,929] is:
- o Mandated/Discretionary Service Level.
 - o Remaining at FY 1996-97 staffing level.
 - o Responsible for evaluation and administration of risk management issues.
 - o Offset 100% by revenue from the Employee Benefits Internal Service Fund.
11. Workers' Compensation [28.00 SY; E = \$1,740,882; R = \$1,740,882] is:
- o Mandated/Mandated Service Level.
 - o Remaining at FY 1996-97 staffing level.
 - o \$265,000 increase for Workers' Compensation automated management system (Funded from 96-97 Internal Service Fund Employee Compensation claims).
 - o Responsible for evaluating claims and administering State-mandated benefits.
 - o Offset 100% by revenue from the Employee Benefits Internal Service Fund.
12. Unemployment Insurance/SDI [1.00 SY; E = \$58,287; R = \$58,287] is:
- o Mandated/Discretionary Service Level.
 - o Remaining at FY 1996-97 staffing level.
 - o Responsible for overseeing all Unemployment Insurance and State Disability Insurance (SDI) claims activity for the County.
 - o Offset 100% by revenue from the Employee Benefits Internal Service Fund.
13. Insurances [0.00 SY; E = \$2,093,250; R = \$0] is:
- o Mandated/Mandated Service Level.
 - o \$759,750 increase for insurance costs related to bond covenants requirements.
 - 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
A-87 CHARGES FOR CURRENT SERVICES:				
Road Fund	\$105,622	\$105,622	\$101,355	(4,267)
Air Pollution Control District	29,823	29,823	30,704	881
Airport Enterprise Fund	5,017	5,017	5,186	169
Liquid Waste Fund	12,870	12,870	12,419	(451)
Solid Waste Fund	31,972	29,964	26,695	(3,269)
Library Fund	35,795	35,795	37,604	1,809
Other Service to Government Agencies	5,388	4,000	4,000	0
Sub-Total	\$226,487	\$223,091	\$217,963	\$(5,128)
OTHER REVENUE:				
Workers' Compensation Administrative Cost	\$3,072,152	\$3,521,697	\$3,632,191	110,494
Unemployment Insurance Administrative Cost	55,877	48,386	58,287	9,901
Flex Plan Forfeitures	976,062	976,062	1,145,989	169,927
Operating Transfer from Internal Serv. Fund	0	0	265,000	265,000
Recovered Expenditures	23,331	0	0	0
Other Miscellaneous	831	0	0	0
Sub-Total	\$4,128,253	\$4,546,145	\$5,101,467	\$555,322
Total	\$4,354,740	\$4,769,236	\$5,319,430	\$550,194

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$3,439,092	\$3,742,928	\$5,851,601	\$2,108,673
Total	\$3,439,092	\$3,742,928	\$5,851,601	\$2,108,673

EXPLANATION/COMMENT ON PROGRAM REVENUES

- FY 96-97 estimated actual revenues are lower than budgeted due to lower Workers' Compensation Administrative cost which is offset 100% by revenue from the Internal Service Fund.
- FY 97-98 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 increased in direct relation to increased UI budget unit costs.
- Flex Plan forfeitures revenue increased in direct relation to increased benefits administration costs.

FIXED ASSETS

Category	Total Cost
Office Equipment	\$28,000
Data Processing Equipment	134,738
Total	\$162,738

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: RECRUITMENT & ASSESSMENT					
% OF RESOURCES: 11.3%					
<u>OUTCOME (Planned Result)</u>					
Process 95% of all new and supplemental requisitions (3,000) within two days	3,637	3,192	3,401	3,000	3,000
<u>EFFECTIVENESS</u>					
Per requisition cost	\$319	\$385	\$354	\$402	\$421
<u>OUTPUT</u>					
Respond to inquiries	127,670	111,562	112,544	100,000	100,000
<u>EFFICIENCY</u>					
Per inquiry cost	\$1.36	\$1.73	\$1.61	\$1.81	\$1.89
<u>OUTPUT</u>					
Establish and process employment lists	363	391	389	275	300
<u>EFFICIENCY</u>					
Per employment list cost	\$2,078	\$2,143	\$2,013	\$2,848	\$2,742
<u>OUTPUT</u>					
Certify eligibles for vacant positions	25,500	22,008	24,603	18,000	20,000
<u>EFFICIENCY</u>					
Per eligible cost	\$4.55	\$5.86	\$4.90	\$6.69	\$6.32
ACTIVITY B: CLASSIFICATION/COMPENSATION					
% OF RESOURCES: 5.1%					
<u>OUTCOME</u>					
Ensure positions are properly classified and compensated	2,423	2,748	3,346	3,270	3,270
<u>EFFECTIVENESS (whole unit cost)</u>					
Per unit cost	\$221	\$197	\$158	\$169	\$176
<u>OUTPUT</u>					
Conduct position reviews	1,148	1,256	1,062	1,000	1,000
<u>EFFICIENCY</u>					
Per position review cost	\$187	\$172	\$199	\$221	\$230

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
<u>OUTPUT</u>					
Classify new positions within 30 days	775	807	495	500	500
<u>EFFICIENCY</u>					
Per new position cost	\$138	\$133	\$214	\$221	\$230
<u>OUTPUT</u>					
Conduct major organizational studies	5	7	6	6	6
<u>EFFICIENCY</u>					
Per organizational study cost	\$12,872	\$9,268	\$10,593	\$11,068	\$11,483
<u>OUTPUT</u>					
Conduct salary surveys	6	7	6	6	6
<u>EFFICIENCY</u>					
Per salary survey cost	\$7,151	\$6,179	\$7,062	\$7,379	\$7,655
ACTIVITY C:					
WORKERS' COMPENSATION (WC)					
% OF RESOURCES: 15.6%					
<u>OUTCOME</u>					
Manage open lost-time Workers' Compensation claims	0	2,696	2,250	2,250	2,500
<u>EFFECTIVENESS</u>					
Administrative Cost per lost-time claim	\$0	\$503.04	\$610	\$603.68	\$561.51
<u>OUTPUT</u>					
Contact injured workers who file non-litigated, lost-time claims	0	498	414	420	630
<u>EFFICIENCY</u>					
Percentage of claimants contacted	0	85%	79%	80%	90%
<u>OUTPUT</u>					
Placement of qualified injured workers into other County jobs	0	21	14	23	15
<u>EFFICIENCY</u>					
Vocational Rehabilitation cost avoidance per placement	\$0	\$92,400	\$61,600	\$101,200	\$70,400

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY D:					
STAFF DEVELOPMENT/EMPLOYEE ASSISTANCE					
% OF RESOURCES: 24.5%					
<u>OUTCOME</u>					
Reduce employment discrimination torts by 10%	0	16	13	14	14
<u>EFFECTIVENESS</u>					
Per discrimination tort cost	\$0	\$501	\$250	\$1,146	\$1,382
<u>OUTPUT</u>					
Train DHR departmental training/personnel staff	0	0	24	24	50
<u>EFFICIENCY</u>					
Per staff training cost	0	0	\$48	\$48	\$48
<u>OUTPUT</u>					
Provide ADA/diversity training for supervisors	0	390	150	720	720
<u>EFFICIENCY</u>					
Per staff training cost	0	\$20.54	\$14	\$15	\$15
<u>OUTPUT</u>					
Distribute ADA Supervisory Guides	0	0	0	2,000	3,000
<u>EFFICIENCY</u>					
Per ADA Guide cost	0	0	0	\$2.05	\$2.05
<u>OUTPUT</u>					
Return to work EAP clients	0	142	126	125	125
<u>EFFICIENCY</u>					
Per client cost	\$0	\$650	\$758	\$939	\$650
70% cost benefit per client	\$0	\$9,188	\$7,350	\$9,188	\$8,750

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY E: EMPLOYEE BENEFITS					
% OF RESOURCES: 7.8%					
<u>OUTCOME</u>					
Administer County benefit plans to employees and dependents	0	33,443	35,592	35,000	35,000
<u>EFFECTIVENESS</u>					
Per employee/dependent cost	\$0	\$12.76	\$11.74	\$14.27	\$14.74
<u>OUTPUT</u>					
Complete employee initiated changes to benefit coverage	0	19,882	27,905	25,000	20,000
<u>EFFICIENCY</u>					
Per employee benefit change cost	\$0	\$3.64	\$2.53	\$2.89	\$3.63
<u>OUTPUT</u>					
Provide COBRA information within 30 days to employees	0	2,548	2,988	1,500	2,000
<u>EFFICIENCY</u>					
Per COBRA employee cost	\$0	\$18.49	\$18.29	\$14.60	\$18.16
<u>OUTPUT</u>					
Notify employees of approval/disapproval of Family Leave within 2 days	0	1,043	1,375	1,000	1,000
<u>EFFICIENCY</u>					
Per notification cost	\$0	\$27.74	\$25.65	\$36.31	\$36.31
<u>OUTPUT</u>					
Conduct orientation meetings for new employees	0	47	57	44	44
<u>EFFICIENCY</u>					
Per orientation meeting cost	\$0	\$121.66	\$118.70	\$121.69	\$122.23
<u>OUTPUT</u>					
Enroll employees in benefit plans	0	16,613	16,462	16,500	16,500
<u>EFFICIENCY</u>					
Per employee cost	\$0	\$4.89	\$4.23	\$5.21	\$5.21

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0352	Chief, Personnel Standards	1	1.00	1	1.00	66,963	58,819
0353	Risk Manager	1	1.00	1	1.00	66,789	66,772
0354	Personnel Services Manager	3	3.00	4	4.00	193,281	256,473
0357	Employee Benefits Manager	1	1.00	1	1.00	64,167	70,552
0361	Affirmative Action Manager	1	1.00	0	0.00	63,242	0
0367	Employee Asst. Prog. Manager	1	1.00	1	1.00	65,155	65,146
0797	Assistant Proctor	1	0.17	0	0.00	2,832	0
2132	Director, Human Resources	1	1.00	1	1.00	102,818	137,832
2212	Deputy Dir., Human Resources	2	2.00	2	2.00	154,662	163,591
2302	Administrative Assistant III	1	1.00	1	1.00	43,109	44,409
2320	Personnel Aide	9	9.00	13	13.00	244,476	361,008
2322	Claims Aide	12	12.00	12	12.00	329,677	346,862
2326	Suggestion Awards Coordinator	1	1.00	1	1.00	43,109	40,110
2332	Medical Standards Coordinator	1	1.00	2	2.00	45,188	89,179
2333	Supervising WC Examiner	1	1.00	1	1.00	54,803	56,456
2341	Workers' Comp. Examiner II	8	8.00	9	9.00	332,976	392,506
2343	Workers' Comp. Examiner III	2	2.00	2	2.00	95,116	97,982
2344	Insurance Coordinator	1	1.00	1	1.00	43,495	46,625
2346	UI Claims Aide	1	1.00	0	0.00	28,457	0
2361	Career Counselor	1	0.50	1	0.50	19,193	20,238
2363	Personnel Research Psychologist	0	0.00	2	2.00	0	98,208
2364	Senior Personnel Analyst	1	1.00	2	2.00	47,558	97,065
2365	Staff Development Specialist	2	1.50	1	0.50	53,390	22,461
2373	Associate Personnel Analyst	12	12.00	7	7.00	475,739	310,863
2374	Human Resources Coordinator	6	6.00	5	5.00	314,328	282,280
2380	Staff Development Coordinator	1	0.08	1	0.08	4,410	3,802
2398	Employee Benefits Coordinator	1	1.00	1	1.00	43,109	48,862
2400	Sr. Per. Research Psychologist	0	0.00	1	1.00	0	51,492
2403	Accounting Technician	1	1.00	1	1.00	27,472	28,278
2411	Analyst I	1	1.00	1	1.00	30,628	31,547
2412	Analyst II	1	1.00	1	1.00	43,109	44,409
2441	Risk Analyst I	1	1.00	1	1.00	40,052	41,250
2442	Risk Analyst II	1	1.00	1	1.00	43,109	44,409
2443	Senior Risk Analyst	1	1.00	1	1.00	47,558	48,991
2493	Intermediate Account Clerk	1	1.00	1	1.00	21,422	22,069
2700	Intermediate Clerk Typist	10	10.00	10	9.50	209,141	207,786
2714	Intermediate Transcriber	2	2.00	2	2.00	40,237	43,471
2725	Principal Clerk I	1	1.00	1	1.00	28,611	29,464
2730	Senior Clerk	0	0.00	1	1.00	0	21,404
2745	Supervising Clerk	3	3.00	3	3.00	72,630	80,205
2747	Human Resources Asst. I	1	1.00	1	1.00	18,881	20,416
2748	Human Resources Asst. II	4	4.00	3	3.00	93,118	70,727
2758	Administrative Secretary III	2	2.00	2	2.00	63,406	65,298
2759	Administrative Secretary IV	1	1.00	1	1.00	34,140	35,160
3009	Word Processor Operator	1	1.00	1	1.00	17,602	18,103
3029	Employee Benefits Specialist	1	1.00	1	1.00	32,610	33,589
3048	Publications Technician	1	1.00	1	1.00	22,331	24,146
3118	Dept. Computer Specialist I	1	1.00	0	0.00	29,041	0
3119	Dept. Computer Specialist II	0	0.00	1	1.00	0	33,299
3120	Dept. Computer Specialist III	1	1.00	1	1.00	43,109	44,409
5211	Employee Asst. Specialist I	1	1.00	1	1.00	34,332	37,127
5214	Employee Asst. Specialist II	3	3.00	3	3.00	116,497	125,418
9999	Extra Help	0	0.00	0	0.00	41,621	54,585
Total		113	110.25	114	111.58	\$4,148,699	\$4,435,153
Salary Adjustments:						36,047	14,318
Extraordinary Pay (Suggestion Awards):						15,000	15,000
Premium/Overtime Pay:						00	0
Employee Benefits:						1,495,742	1,545,062

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
	Salary Savings:					(109,915)	(116,178)
	VTO Reductions:					(19,766)	(19,766)
	Total Adjustments					\$1,417,108	\$1,438,436
Program Totals		113	110.25	114	111.58	\$5,565,807	\$5,873,589

INFORMATION SERVICES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Account Management	\$1,044,162	\$1,062,782	\$982,453	\$1,056,165	\$1,088,221	32,056	3.0
Application Systems	5,647,137	5,657,946	6,020,720	5,709,492	6,871,748	1,162,256	20.4
Operations	9,767,138	6,898,632	6,587,951	7,494,226	7,006,392	(487,834)	(6.5)
Telecommunications	2,837,847	2,853,910	2,912,313	2,922,091	2,928,178	6,087	0.2
Dept. Administration	1,299,163	1,594,809	1,277,183	1,243,204	1,211,407	(31,797)	(2.6)
TOTAL DIRECT COST	\$20,595,447	\$18,068,079	\$17,780,620	\$18,425,178	\$19,105,946	\$680,768	3.7
PROGRAM REVENUE	(707,316)	(785,802)	(825,698)	(739,552)	(1,062,836)	(323,284)	43.7
NET GENERAL FUND COST	\$19,888,131	\$17,282,277	\$16,954,922	\$17,685,626	\$18,043,110	\$357,484	2.0
STAFF YEARS	233.26	225.33	207.41	257.17	233.17	(24.00)	(9.3)

MISSION

Deliver value added information services through the application of technology-based solutions that benefit and lead to improved departmental efficiency in providing County services.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Maintain an overall DIS Customer satisfaction 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 satisfaction rating of very good to excellent (4.6 on scale of 1-5) on all completed Applications Service Requests.
 - a. Complete 97% of all Service Requests requiring 50 analyst hours within original estimated date of completion in the priority sequence set by our customers.
 - b. Complete 80% 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 satisfaction rating of very good to excellent (4.5 on scale of 1-5) on all completed Telephone Service Requests.
 - a. Process 3,300 Telephone Service Requests.
4. Maintain the availability of all computer platforms for prime time business days at above 99%.
 - a. Process 3,313 hours of CICS CPU time.
 - b. Process 1,122 hours of TSO CPU time.
5. Maintain production runs without termination due to application errors at above 99.5%.
 - a. Process 10,388 hours of Batch CPU time.

DEPARTMENT OF INFORMATION SERVICES

OFFICE OF THE DIRECTOR
4 Positions 2.58 SY

ADMINISTRATIVE SERVICES

FINANCE

- Budget & Fiscal Control
- Cost Allocation & Billing
- Purchasing/Contracting
- Inventory Control
- Service Level Agreements

PERSONNEL

- Recruitment & Selection
- Performance Standards

TRAINING

- Department & County Wide

CLERICAL SUPPORT
13 Positions 13.00 SY

Total: 256 Positions
233.17 Staff Years

- Reduced 16 positions and staff years as a result of privatization of Network Management and Service Control Center Functions
- Reduced 28 positions and 8 staff years in support of County mandated net cost reduction

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ACCOUNT MANAGEMENT

ACCOUNT MANAGEMENT

- Customer Support
 - Customer & County-wide Business Automation Plans
 - Strategic directions
 - Application & Hardware
- Customer Consulting
 - Product Evaluation
 - Business Process
- Reengineering
 - Problem/Change Mgmt

16 Positions 15.58 SY

APPLICATIONS SYSTEMS

APPLICATION SYSTEMS DEVELOPMENT

- Design
- Development
- Maintenance
- Product Evaluation

CLIENT/SERVER DEVELOPMENT

INTER/INTRANET DEVELOPMENT

INFORMATION RESOURCES

- Database Design
- Performance Tuning
- Application Consulting
- Database Backup and Recovery
- Standards Development
- System Documentation
- Product Evaluation

96 Positions 88.33 SY

OPERATIONS

COMPUTING OPERATIONS

- Resource Management
- Configuration Mgmt
- Remote Computing Support
- Data Control
- Job Scheduling
- Forms Mgmt

OPERATING SYS SOFTWARE

- Teleprocessing/Technical Support
- Software Research & Analysis
- Software Dev./Config. Mgmt
- Capacity Planning
- Resource Mgmt

NETWORK MGMT

- Svc Control Center
- Contract Administration

70 Positions 62.43 SY

TELECOMMUNICATIONS

MICROWAVE/RADIO SVCS

- Design, Install & Maint. Microwave & Radio Sys.
- Install & Maint. Port/Mobile Radios

NETWORK ENGINEERING

- Planning, Design and Engineering

CUSTOMER SERVICES

- Network Control Center
- Telephone Billing
- Telephone Design & Ins.

REGIONAL COMM SYSTEM PROJECT

- Project Management

57 Positions 51.25 SY

AUTHORITY: This program was developed to carry out Administrative Code Article XXII c, Section 399.6 Paragraph (d), which states that the Department of Information Services is responsible for provision of assistance to the Chief Administrative Officer in the development, implementation, monitoring, review and revision of the County's strategic plans for automation.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,031,840	\$1,052,639	\$971,159	\$1,043,665	\$1,075,721	3.1
Services & Supplies	12,322	10,143	11,294	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	\$1,044,162	\$1,062,782	\$982,453	\$1,056,165	\$1,088,221	3.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,044,162	\$1,062,782	\$982,453	\$1,056,165	\$1,088,221	3.0
STAFF YEARS	15.00	14.82	13.47	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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Estimated actuals in Salaries and Benefits Account reflect salary savings from position vacancies. Salary savings are used to fund contract staff in other DIS Programs.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Did not meet objective of maintaining an overall customer rating of very good to excellent (4.5 on scale of 1-5). Actual rating was 4.4.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 6. Maintain an overall DIS Customer satisfaction rating of very good to excellent (4.5 on scale of 1-5).
 - a. Provide support to 52 customer agencies.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Program Management [2.58 SY; E = \$161,602; 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 = \$926,619; 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

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
ACCOUNT MANAGEMENT					
% OF RESOURCES: 77%					
<u>OUTCOME (Planned Result)</u>					
Customer Satisfaction Rating	4.5	4.5	4.4	4.5	4.5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Program Cost	\$1,044,162	\$1,062,782	\$982,453	\$1,056,165	\$1,088,221
<u>OUTPUT (Service or Product)</u>					
Customer Agencies Supported	52	52	52	52	52
<u>EFFICIENCY (Input/Output)</u>					
Customer Agencies/Support Staff *	4.35	4.06	5.53	4.33	4.33

* Based on Account Manager staff years.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0971	Info Systems Mgr	1	1.00	1	1.00	\$73,827	\$71,659
0983	Data Security Admin	1	1.00	1	1.00	\$46,399	\$46,395
2539	DIS Account Spec II	12	12.00	12	12.00	676,764	701,580
2700	Intermed Clerk Typist	1	1.00	1	1.00	21,295	21,936
9999	Extra Help	3	0.58	1	0.58	10,451	10,451
Total		18	15.58	16	15.58	\$828,736	\$852,021
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						256,800	267,011
Salary Savings:						(37,576)	(39,016)
VTO Reductions:						(4,295)	(4,295)
Total Adjustments						\$214,929	\$223,700
Program Totals		18	15.58	16	15.58	\$1,043,665	\$1,075,721

FY 97-98 budgeted extra help positions reduced in support of county objective to eliminate vacant positions.

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,940,935	\$4,994,502	\$5,081,203	\$5,667,539	\$6,790,866	19.8
Services & Supplies	706,202	657,877	939,517	41,953	80,882	92.8
Other Charges	0	0	0	0	0	0
Fixed Assets	0	5,567	0	0	0	0
TOTAL DIRECT COST	\$5,647,137	\$5,657,946	\$6,020,720	\$5,709,492	\$6,871,748	20.4
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(350,000)	0
NET GENERAL FUND CONTRIBUTION	\$5,647,137	\$5,657,946	\$6,020,720	\$5,709,492	\$6,521,748	14.2
STAFF YEARS	74.38	74.10	74.53	90.33	88.33	(2.2)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

The estimated actuals reflect transfer of salary savings from vacant permanent positions to the Services & Supplies Account to pay the cost of contract analyst staff hired in lieu of permanent staff. Salary savings from other DIS Programs have also been transferred to this program for this purpose.

ACHIEVEMENT OF 1996-97 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 99% of all service requests requiring 50 analyst hours or less within 30 working days after date of receipt. Actual figure was 98%.

Did not meet objective of completing 85% of all service requests requiring over 50 analyst hours within original estimated date of completion. Actual figure was 80%.

1997-98 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 97% of all Service Requests requiring 50 analyst hours or less within 30 working days after date of receipt from the customer.
 - b. Complete 80% of all Service Requests requiring over 50 analyst hours within original estimated date of completion in the priority sequence set by our customers.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [5.33 SY; E = \$213,032; R = \$0] including support personnel is responsible for planning, directing and coordinating its divisions which provide and maintain the availability of application systems at specified operating levels. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Modified by reclassification of one Administrative Secretary II position (Class 2757) to an Administrative Secretary III position (Class 2758).

2. Application Programs [74.00 SY; E = \$6,117,803; R = \$350,000] 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 two Associate Systems Analyst positions (Class 2427), deleted in support of a County mandated net cost reduction.
 - o Modified by reclassification of 5 Associate Systems Analyst positions (Class 2427) and 3 Senior Systems Analyst positions (Class 2525) to like numbers of Application Systems Engineer II positions (Class 2545) and Senior Application Systems Engineer positions (Class 2546).
 - o Increased in appropriations in Salaries & Benefits due to step and benefit changes, and negotiated salary increases.
 - o Increased \$1,143,700 and \$56,300, respectively, in one-time Salaries & Benefits and Services & Supplies appropriations for extra help and PC workstations in support of the County's effort to prepare its computer software systems to process date related information at the commencement of the year 2000.
 - o Increased \$350,000 in revenues associated with AB 818 Property Tax Administration. These revenues have been transferred from General Revenue to Program Revenue in the appropriate departments.

3. Information Resources [9.00 SY; E = \$540,913; 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
MISCELLANEOUS:				
9176 AB189 - Criminal Justice	\$0	\$0	\$0	0
9918 AB2890 - Recovered Costs	\$0	\$0	\$350,000	350,000
Sub-Total	\$0	\$0	\$350,000	\$350,000
Total	\$0	\$0	\$350,000	\$350,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$6,020,720	\$5,709,492	\$6,521,748	\$812,256
Total	\$6,020,720	\$5,709,492	\$6,521,748	\$812,256

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues from AB2890 were transferred to this program in FY 1997-98 due to change in the Property Tax Administrative Fee Classification from General Revenue to Program Revenue.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: APPLICATION PROGRAMS					
% OF RESOURCES: 87%					
<u>OUTCOME (Planned Result)</u>					
Customer Satisfaction Rating	4.5	4.6	4.6	4.6	4.6
<u>EFFECTIVENESS (Input/Outcome)</u>					
Analyst labor rate per hour	\$50.54	\$50.89	\$51.93	\$51.93	\$52.52
<u>OUTPUT (Service or Product)</u>					
50 hr requests complete w/i 30 days	99%	96%	98%	99%	97%
<u>EFFICIENCY (Input/Output)</u>					
Average cost per Service Request *	\$2,306	\$2,616	\$3,296	\$2,529	\$2,603
<u>OUTPUT (Service or Product)</u>					
Over 50 hr complete w/i target	76.4%	74%	80%	85%	80%
<u>EFFICIENCY (Input/Output)</u>					
Average cost per Service Request *	\$2,306	\$2,616	\$3,296	\$2,529	\$2,603

* Based on cost of staff. Apparent increase in estimated actual cost per service request reflects reallocation of a significant portion of staff resources to work on the Year 2000 Project.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0971	Info Systems Mgr	1	1.00	1	1.00	\$63,632	\$63,621
0972	Data Base Administrator	1	1.00	1	1.00	60,058	60,054
2231	Deputy Director, DIS	1	1.00	1	1.00	86,328	86,297
2427	Assoc Systems Analyst	46	46.00	40	39.00	2,328,289	2,050,623
2499	Principal Sys Analyst	5	5.00	5	5.00	294,471	301,645
2525	Senior Systems Analyst	15	15.00	12	12.00	811,907	697,128
2527	Data Base Specialist III	3	3.00	3	3.00	169,191	163,986
2528	Data Base Specialist II	2	2.00	2	2.00	94,625	86,740
2529	Data Base Specialist I	1	1.00	1	1.00	40,136	39,317
2533	DIS QA Analyst III	1	1.00	1	1.00	54,004	55,637
2545	App Sys Engineer II	4	4.00	9	9.00	189,016	433,410
2546	Sr App Sys Engineer	2	2.00	5	5.00	104,282	249,283
2700	Intermed Clerk Typist	2	2.00	2	2.00	39,822	40,432
2730	Senior Clerk	1	1.00	1	1.00	21,447	23,398
2757	Admin Sec II	1	1.00	0	0.00	25,557	0
2758	Admin Sec III	0	0.00	1	1.00	0	27,527
3824	DIS Multimedia Spec	1	1.00	1	1.00	40,404	35,608
9999	Extra Help	17	3.33	10	3.33	60,616	1,123,041
Total		104	90.33	96	88.33	\$4,483,785	\$5,537,747
Salary Adjustments:						(4,745)	12,035
Adjust In Lieu Of Position Cuts:						0	(4,745)
Premium/Overtime Pay:						0	0
Employee Benefits:						1,416,939	1,479,562
Salary Savings:						(204,356)	(209,649)
VTO Reductions:						(24,084)	(24,084)
Total Adjustments						\$1,183,754	\$1,253,119
Program Totals		104	90.33	96	88.33	\$5,667,539	\$6,790,866

FY 97-98 budgeted extra help positions reduced in support of County objective to eliminate vacant positions.

PROGRAM: Operations

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81403

ORGANIZATION #: 0750

MANAGER: Dean Muir, Deputy Director

REFERENCE: 1997-98 Proposed Budget - Pg. 62-10

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,438,992	\$3,327,412	\$2,712,273	\$3,908,707	\$2,952,346	(24.5)
Services & Supplies	3,046,406	3,196,329	3,007,669	3,161,473	2,968,669	(6.1)
Other Charges	287,880	279,889	699,527	366,811	830,811	126.5
Fixed Assets	2,993,860	95,002	168,482	57,235	254,566	344.8
TOTAL DIRECT COST	\$9,767,138	\$6,898,632	\$6,587,951	\$7,494,226	\$7,006,392	(6.5)
PROGRAM REVENUE	(449,295)	(432,822)	(429,947)	(314,530)	(329,910)	4.9
NET GENERAL FUND CONTRIBUTION	\$9,317,843	\$6,465,810	\$6,158,004	\$7,179,696	\$6,676,482	(7.0)
STAFF YEARS	73.41	69.75	55.12	83.43	62.43	(25.2)

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 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, and savings from positions deleted as a result of privatization of Network Management and Service Control Center functions. The Other Charges account reflects a mid-year transfer from savings in from Electrical Utilities and Hardware and Software Maintenance to lease/purchase an IBM 9672.R52 Enterprise Server. The Fixed Assets account includes an expenditure of prior year funds. (Expenditures are reflected in the year that payment is made.)

ACHIEVEMENT OF 1996-97 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%.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain the availability of all computer platforms for prime time business days at above 99%.
 - a. Process 3,313 hours of CICS CPU time.
 - b. Process 1,122 hours of TSO CPU time.
2. Maintain production runs without abends at above 99.5%.
 - a. Process 10,388 hours of Batch CPU time.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [5.43 SY; E = \$198,690; R = \$0] is responsible for planning, directing, coordinating and monitoring its divisions in support of the Department's centrally-managed County data processing centers and to support the software environment. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions are performed in support of mandated programs and mandated service levels in customer departments.
 - o Modified by reclassification of one Administrative Secretary II position (Class 2757) to an Administrative Secretary III position (Class 2758).

2. Computing Operations [41.00 SY; E = \$3,296,906; R = \$329,910] is responsible for processing the data submitted by our customers via reports that are key entered or received from online terminals located throughout the County. Its mission is to provide timely and accurate data processing services. Staff in this division provide data entry, report production and distribution services and 7 day, 24 hour computer access service. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Decreased three Data Communications Network Technician I positions (Class 2834) deleted as a result of privatization of Network Management and Service Control Center functions.
 - o Increased \$464,000 in appropriations in Other Charges due to the acquisition of an IBM 9672-R52 Enterprise Server. All but \$80,000 of this cost will be offset in FY 97-98 by savings in electrical utilities, hardware maintenance and software license fees, and salary savings from privatization of Network Management functions.
 - o Decreased one Information Systems Manager position (Class 0971), one Data Processing Supervisor II position (Class 3026), three Data Entry Operator Positions (Class 3030), and \$198,891 in Services and Supplies appropriations in support of a County mandated net cost reduction.
 - o Decreased \$44,742 in Services and Supplies appropriations for maintenance of Xerox Printers. Maintenance responsibility has been transferred to Customer Departments in an effort to reduce costs designated as "external" and move them to direct payment.
 - o Increased \$98,000 in one-time Fixed Assets appropriations to fund the acquisition of computer hardware for the Enterprise Server System.
 - o Increased \$119,170 in Services and Supplies appropriations for legally mandated contract cost-of-living adjustments for computer hardware maintenance and software license fees.

3. Operating System Software [15.00 SY; E = \$2,527,646; 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 [1.00 SY; E = \$983,150; 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 Decreased five DIS LAN Systems Analyst II positions (Class 2466), one DIS LAN Systems Supervisor position (Class 2468), four Data Communications Network Specialist II positions (Class 2842), one Data Communications Network Specialist III position (Class 2843), and one Departmental Computer Specialist III position (Class 3120) deleted as a result of privatization of Network Management and Services Control Center functions.

- o Decreased \$57,235 in one time costs for automation fixed assets.
- o Decreased one Intermediate Clerk Typist position (Class 2700) deleted in support of a County mandated net cost reduction.
- o Increased \$156,566 in one-time Fixed Assets appropriations to fund the acquisition of computer hardware for LAN systems.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
9176 AB189 Criminal Justice	\$384	\$0	\$0	\$0
9436 Reim Judicial Expense	0	0	0	0
9782 Interfund Charges-Road Fund	39,482	47,000	47,000	0
9783 Interfund Charges-APCD	277	100	150	50
9786 Charges in Internal Service Fund	73,191	45,000	60,000	15,000
9787 Charges in Airport Ent Fund	105	100	110	10
9788 Charges in Liq Waste Fund	0	0	200	200
9790 Charge in Solid Waste Ent Fund	427	180	250	70
9792 Charges in Spec Dists	27,979	8,000	8,000	0
9793 Charges in Library Fund	660	150	200	50
9864 Micrographics Fee	0	0	0	0
9865 Recording Fee - Modernization	0	0	0	0
9971 Other Svcs to Other Govmt Agencies	287,442	214,000	214,000	0
9988 Rev App Pr Yr-Other Revenue	0	0	0	0
9996 Other Sales-Taxable	0	0	0	0
Sub-Total	\$429,947	\$314,530	\$329,910	\$15,380
Total	\$429,947	\$314,530	\$329,910	\$15,380

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$6,158,004	\$7,179,696	\$6,676,482	\$(503,214)
Total	\$6,158,004	\$7,179,696	\$6,676,482	\$(503,214)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues have been adjusted based on current year estimated actuals.

FIXED ASSETS

Category	Total Cost
Data Processing Equipment	\$254,566
Total	\$254,566

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A:					
COMPUTING OPERATIONS					
% OF RESOURCES: 60%					
<u>OUTCOME (Planned Result)</u>					
% of network uptime	99.6	99.6	99.8	99.0	99.0
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to maintain online platforms *	\$1,363,445	\$1,464,855	\$1,170,746	\$1,170,746	\$1,279,831
<u>OUTPUT (Service or Product)</u>					
CICS CPU hrs **	3,933	3,092	3,271	3,320	3,313
<u>EFFICIENCY (Input/Output)</u>					
Cost per CICS CPU hour	\$291.43	\$291.74	\$291.22	\$291.22	\$291.42
<u>OUTPUT (Service or Product)</u>					
TSO CPU hrs **	515	834	1,063	521	1,122
<u>EFFICIENCY (Input/Output)</u>					
Cost per TSO CPU hour	\$421.20	\$417.34	\$391.35	\$391.35	\$280.16
<u>OUTCOME (Planned Result)</u>					
% of production runs w/o ABEND	99.5	99.4	99.5	99.5	99.5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to maintain production runs *	\$2,975,089	\$3,188,908	\$3,779,375	\$3,779,375	\$3,727,603
<u>OUTPUT (Service or Product)</u>					
Batch CPU hrs **	6,591	8,105	9,773	8,314	10,388
<u>EFFICIENCY (Input/Output)</u>					
Cost per batch CPU hour	\$451.36	\$454.45	\$454.58	\$454.58	\$358.84

* Based on published rates.

** Does not include DIS utilization.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0971	Info Systems Manager	1	1.00	0	0.00	\$76,924	\$0
2231	Deputy Director, DIS	1	1.00	1	1.00	86,043	74,670
2466	DIS LAN Sys Analyst II	5	5.00	0	0.00	230,487	0
2467	DIS LAN Sys Analyst III	1	1.00	1	1.00	56,397	58,094
2468	DIS LAN Sys Supervisor	1	1.00	0	0.00	51,563	0
2487	EDP Distr Network Coord	1	1.00	1	1.00	51,179	52,714
2488	Asst Mgr EDP Ops	1	1.00	1	1.00	51,096	55,315
2518	DIS Systems Programmer IV	2	2.00	2	2.00	117,769	119,583
2520	DIS Systems Programmer III	7	7.00	7	7.00	399,347	413,472
2522	DIS Systems Programmer II	5	5.00	5	5.00	257,373	260,569
2524	DIS Systems Programmer I	1	1.00	1	1.00	40,398	46,492
2532	DIS QA Analyst II	2	2.00	2	2.00	83,895	86,415
2650	Stock Clerk	1	1.00	1	1.00	20,409	21,016
2700	Intermed Clerk Typist	3	3.00	2	2.00	59,993	40,432
2757	Admin Secy II	1	1.00	0	0.00	24,807	0
2758	Admin Secy III	0	0.00	1	1.00	0	27,527
2834	Datacomm Net Tech I	3	3.00	0	0.00	86,805	0
2842	Datacomm Net Spec II	4	4.00	0	0.00	143,766	0
2843	Datacomm Net Spec III	1	1.00	0	0.00	37,282	0
3026	Data Process Supvr II	2	2.00	1	1.00	84,192	43,354
3030	Data Entry Operator	9	9.00	6	6.00	175,901	123,758
3031	Data Control Tech IV	1	1.00	1	1.00	28,611	29,785
3032	Data Control Tech III	3	3.00	3	3.00	74,019	72,214
3033	Data Control Tech II	1	1.00	1	1.00	21,295	18,496
3069	Senior Data Entry Oper	3	3.00	3	3.00	68,790	70,839
3111	Senior DIS Comp Oper	7	7.00	7	7.00	225,748	219,788
3112	DIS Computer Operator	13	12.00	13	12.00	344,201	354,612
3120	Dept Com Spec II	1	1.00	0	0.00	43,109	0
9999	Extra Help	17	3.43	10	3.43	61,313	61,313
Total		98	83.43	70	62.43	\$3,002,712	\$2,250,458
Salary Adjustments:						(9,835)	5,572
Premium/Overtime Pay:						90,700	90,700
Employee Benefits:						988,787	735,298
Salary Savings:						(146,678)	(112,703)
VTO Reductions:						(16,979)	(16,979)
Total Adjustments						\$905,995	\$701,888
Program Totals		98	83.43	70	62.43	\$3,908,707	\$2,952,346

FY 97-98 budgeted extra help positions reduced in support of County objective to eliminate vacant positions.

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,541,035	\$2,457,817	\$2,442,329	\$2,479,447	\$2,468,753	(0.4)
Services & Supplies	296,812	396,093	469,984	442,644	459,425	3.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,837,847	\$2,853,910	\$2,912,313	\$2,922,091	\$2,928,178	0.2
PROGRAM REVENUE	(257,885)	(350,603)	(395,618)	(425,022)	(382,926)	(9.9)
NET GENERAL FUND CONTRIBUTION	\$2,579,962	\$2,503,307	\$2,516,695	\$2,497,069	\$2,545,252	1.9
STAFF YEARS	55.34	50.48	48.20	52.25	51.25	(1.9)

PROGRAM MISSION

To provide excellent customer service through the efficient design, delivery and maintenance of superior voice, data, video and wireless communications systems and services.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Estimated actual expenditures are within 1% of budgeted.

ACHIEVEMENT OF 1996-97 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 providing a 90% turnaround time on completion of hardware orders.

Achieved objective of maintaining average repair time for handheld radios at 1.5 hours or less. Actual average repair time was 1.2 hours.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Maintain an overall Customer satisfaction rating of very good to excellent (4.5 on scale of 1-5) on all completed Telephone Service Requests.
 - a. Process 3,300 Telephone Service Requests.
2. 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 1,400 hardware orders.
3. Maintain average repair time of handheld radios at 1.5 hours or less.
 - a. Repair 950 radios.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [3.25 SY; E = \$222,456; R = \$0] 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 Decreased by \$54,666 in appropriations and matching revenues from the Capital Outlay Fund due to reduction in Services and Supplies costs associated with the Regional Communications System project.
2. Telecommunications Engineering [2.00 SY; E = \$157,627; R = \$72,043] 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 Decreased one DIS LAN Systems Analyst II position (Class 2466) deleted as a result of privatization of Network Management functions.
3. Microwave/Radio Services [31.00 SY; E = \$1,831,873; R = \$158,883] 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 \$12,570 in appropriations in Salaries and Benefits and matching revenues from the Capital Outlay Fund due to step and benefit changes and negotiated salary increases, for positions supporting the Regional Communications System project.
 - o Increased \$18,275 in Services and Supplies funding transferred from the Department of General Services for vehicle depreciation, fuel, and maintenance.
 - o Increased \$20,000 in Services & Supplies funding for increased maintenance costs for Radio/Microwave Equipment.
4. Telecommunications Services [15.00 SY; E = \$716,222; 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
FEES:				
9210 Rents and Concessions	\$121,612	\$150,000	\$150,000	0
9694 License Fee	0	0	0	0
9720 Communications Svcs	0	1,000	1,000	0
9746 Other Governmental Agencies	0	0	0	0
9782 Chg in Road Fund	3,848	5,000	5,000	0
9784 Interfund Chgs	0	0	0	0
9785 Chg in COF	236,312	235,709	193,613	(42,096)
9786 Chg in Internal Service Funds	33,731	29,813	29,813	0
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.	0	500	500	0
9804 Transfer from CATV	0	0	0	0
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	0	0	0	0
9989 Recovered Expenditures	0	0	0	0
9994 Other Sales Revenue	115	2,000	2000	0
9996 Other Sales - Taxable	0	0	0	0
9998 Work Authorization-Excess Cost	0	0	0	0
Sub-Total	\$395,618	\$425,022	\$382,926	\$(42,096)
Total	\$395,618	\$425,022	\$382,926	\$(42,096)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$2,516,695	\$2,497,069	\$2,545,252	48,183
Sub-Total	\$2,516,695	\$2,497,069	\$2,545,252	\$48,183
Total	\$2,516,695	\$2,497,069	\$2,545,252	\$48,183

EXPLANATION/COMMENT ON PROGRAM REVENUES

Decrease in Account 9785 revenues reflects decrease in appropriations and offsetting revenues from Capital Outlay Funds for Services and Supplies costs associated with the Regional Communications System project.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: TELECOMMUNICATIONS SERVICES					
% OF RESOURCES: 30%					
<u>OUTCOME (Planned Result)</u>					
Customer satisfaction rating	4.7	4.7	4.7	4.5	4.5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost for TSR service *	\$27,841	\$27,732	\$28,909	\$28,864	\$41,517
<u>OUTPUT (Service or Product)</u>					
TSR's processed	2,942	3,200	3,174	2,900	3,300
<u>EFFICIENCY (Input/Output)</u>					
Cost per service request	\$9.46	\$8.67	\$9.11	\$9.95	\$12.58
<u>OUTCOME (Planned Result)</u>					
% hardware orders processed on time	N/A	90%	92%	90%	90%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost to process hardware orders *	N/A	\$25,876	\$24,783	\$19,122	\$25,528
<u>OUTPUT (Service or Product)</u>					
# of hardware orders	N/A	1,622	1,710	1,200	1,400
<u>EFFICIENCY (Input/Output)</u>					
Cost per hardware order	N/A	\$15.95	\$14.49	\$15.93	\$18.23
ACTIVITY B: MICROWAVE/RADIO SERVICES					
% OF RESOURCES: 31%					
<u>OUTCOME (Planned Result)</u>					
Radio repair time (hours)	N/A	1.3	1.2	1.5	1.5
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost of repair service *	N/A	\$23,368	\$29,362	\$24,741	\$30,607
<u>OUTPUT (Service or Product)</u>					
Radios repaired	N/A	995	1,112	1,000	950
<u>EFFICIENCY (Input/Output)</u>					
Cost per radio repair	N/A	\$23.48	\$26.40	\$24.74	\$32.22

* Based on cost of staff in unit

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0987	Comm Systems Manager	1	1.00	1	1.00	\$68,837	\$66,816
0992	Telecomm Sys Manager	1	1.00	1	1.00	55,074	66,816
2403	Accounting Technician	1	1.00	1	1.00	27,472	28,278
2466	DIS LAN Sys Analyst II	1	1.00	0	0.00	37,933	0
2493	Intermed Account Clerk	3	3.00	3	3.00	60,393	65,299
2615	Electronics Pts Storekpr	1	1.00	1	1.00	21,341	23,086
2616	Senior Elect Pts Storekpr	1	1.00	1	1.00	24,933	25,675
2700	Intermediate Clerk Typist	1	1.00	1	1.00	21,295	19,153
2730	Senior Clerk	1	1.00	1	1.00	24,673	25,401
2757	Admin Secretary II	2	2.00	2	2.00	49,388	52,052
2809	Senior Telecomm Network Analyst	1	1.00	1	1.00	37,979	43,185
2818	Telecomm Network Analyst	6	6.00	6	6.00	202,550	230,540
3119	Dept Comp Op Spec II	1	1.00	1	1.00	36,338	30,789
3670	Senior Electronics Engr	1	1.00	1	1.00	65,763	67,978
3672	Assoc Electronics Engr	1	1.00	1	1.00	52,267	53,829
6148	Telecomm Technician IV	2	2.00	2	2.00	96,030	98,876
6149	Telecomm Technician III	3	3.00	3	3.00	130,998	134,892
6150	Telecomm Technician II	20	20.00	20	20.00	763,468	787,233
6151	Telecomm Technician I	2	2.00	2	2.00	66,446	64,280
6153	Asst Comm Sys Mgr	1	1.00	1	1.00	55,074	46,655
9999	Extra Help	10	1.25	7	1.25	27,930	27,930
Total		61	52.25	57	51.25	\$1,926,182	\$1,958,763
Salary Adjustments:						43,506	(6,779)
Premium/Overtime Pay:						37,315	37,315
Employee Benefits:						573,409	578,544
Salary Savings:						(91,415)	(89,540)
VTO Reductions:						(9,550)	(9,550)
Total Adjustments						\$553,265	\$509,990
Program Totals		61	52.25	57	51.25	\$2,479,447	\$2,468,753

PROGRAM: Department Administration

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 92101

ORGANIZATION #: 0750

MANAGER: Graham D. Lynch, Chief Info Officer

REFERENCE: 1997-98 Proposed Budget - Pg. 62-20

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$807,476	\$844,160	\$848,233	\$820,310	\$845,441	3.1
Services & Supplies	333,457	342,560	417,677	422,894	365,966	(13.5)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	158,230	408,089	11,273	0	0	0.0
TOTAL DIRECT COST	\$1,299,163	\$1,594,809	\$1,277,183	\$1,243,204	\$1,211,407	(2.6)
PROGRAM REVENUE	(136)	(2,377)	(133)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,299,027	\$1,592,432	\$1,277,050	\$1,243,204	\$1,211,407	(2.6)
STAFF YEARS	15.13	16.18	16.09	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.

1996-97 ESTIMATED ACTUAL TO 1996-97 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. Fixed Assets totals include expenditure of prior year funds. (Expenditures are reflected in the year that payment is made.)

ACHIEVEMENT OF 1996-97 OBJECTIVES

Met objective of collecting 92% of all accounts receivable within 90 days of invoicing. Actual figure was 95%. 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 490 training sessions was exceeded more than 100%, for a total of 1,320.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Collect 97% of all accounts receivable within 90 days of invoicing.
 - a. Process 2,250 invoices.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Director [2.58 SY; E = \$218,499; 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 Modified by reclassification of one Administrative Secretary III position (Class 2758) to an Administrative Secretary IV position (Class 2759).
2. Administrative Services [13.00 SY; E = \$992,908; 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.
 - o Decreased \$76,080 in Services and Supplies appropriations transferred to reflect expenditures in the appropriate program.
 - o Increased \$17,079 in Services and Supplies funding transferred from the Department of General Services for postage, internal mail, and vault storage.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
MISCELLANEOUS:				
9989 Recovered Expenditures	\$133	\$0	\$0	0
Sub-Total	\$133	\$0	\$0	\$0
Total	\$133	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:	\$1,277,050	\$1,243,204	\$1,211,407	\$(31,797)
Sub-Total	\$1,277,050	\$1,243,204	\$1,211,407	\$(31,797)
Total	\$1,277,050	\$1,243,204	\$1,211,407	\$(31,797)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues in account 9989 reflect recovery of payment for services.

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: ACCOUNTS RECEIVABLE					
% OF RESOURCES: 23%					
<u>OUTCOME (Planned Result)</u>					
% accts receive collected w/i 90 days	88%	91%	95%	92%	97%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost per dollar collected *	\$0.13	\$0.15	\$0.19	\$0.22	\$0.22
<u>OUTPUT (Service or Product)</u>					
Invoices processed	2,214	2,270	2,238	2,250	2,250
<u>EFFICIENCY (Input/Output)</u>					
Cost per invoice processed *	\$26.62	\$30.02	\$30.47	\$30.30	\$31.88
 ACTIVITY B: TRAINING					
% OF RESOURCES: 23%					
<u>OUTPUT (Service or Product)</u>					
DIS training sessions	473	964	1,320	490	919
<u>EFFICIENCY (Input/Output)</u>					
Cost per training session **	\$172	\$203	\$149.22	\$485	\$213.37

* Based on half time cost of staff in Fiscal Unit and revenues for current services in org 0771.

** Based on training expenses from Accounts 2349, 2356, 2358 and 2430.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2123	Director, DIS	1	1.00	1	1.00	\$105,250	\$105,234
2302	Admin Assistant III	2	2.00	2	2.00	90,667	89,327
2303	Admin Assistant II	2	2.00	2	2.00	73,737	79,372
2307	Dept Personnel Ofc III	1	1.00	1	1.00	53,735	55,336
2369	Admin Services Mgr II	1	1.00	1	1.00	56,397	58,094
2383	Tech Training Coordinator	1	1.00	1	1.00	47,558	48,991
2403	Accounting Technician	1	1.00	1	1.00	27,472	28,278
2413	Analyst III	1	1.00	1	1.00	47,558	48,991
2425	Associate Accountant	1	1.00	1	1.00	34,395	37,234
2493	Intermed Account Clerk	2	2.00	2	2.00	42,844	44,138
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,815	26,576
2700	Intermed Clerk Typist	0	0.00	0	0.00	0	0
2758	Admin Secretary III	1	1.00	0	0.00	31,703	0
2759	Admin Secretary IV	0	0.00	1	1.00	0	29,652
9999	Extra Help	3	0.58	2	0.58	10,451	10,451
Total		18	15.58	17	15.58	\$647,582	\$661,674
Salary Adjustments:						0	6,261
Premium/Overtime Pay:						0	0
Employee Benefits:						204,312	210,142
Salary Savings:						(29,538)	(30,590)
VTD Reductions:						(2,046)	(2,046)
Total Adjustments						\$172,728	\$183,767
Program Totals		18	15.58	17	15.58	\$820,310	\$845,441

MEDIA AND PUBLIC RELATIONS

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
Media & Public Relations ¹ (includes Video Services)	\$931,193	\$1,076,844	\$1,741,953	\$1,815,683	\$1,519,229	(296,454)	(16.3)
TOTAL DIRECT COST	\$931,193	\$1,076,844	\$1,741,953	\$1,815,683	\$1,519,229	\$(296,454)	(16.3)
PROGRAM REVENUE	(1,338,925)	(1,339,158)	(1,447,943)	(1,111,683)	(1,519,229)	(407,546)	36.7
FUND BALANCE CONTRIBUTION	\$407,732	\$262,314	\$(294,010)	\$(704,000)	\$0	704,000	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	3.91	6.79	9.57	12.00	19.00	7.00	58.3

MISSION

It is the mission of Media & Public Relations to provide accurate, up-to-date information on County government services and activities to the media and public, consistent with the Board of Supervisors' goals and priorities, via media outreach, printed materials, the Internet and the County Television Network.

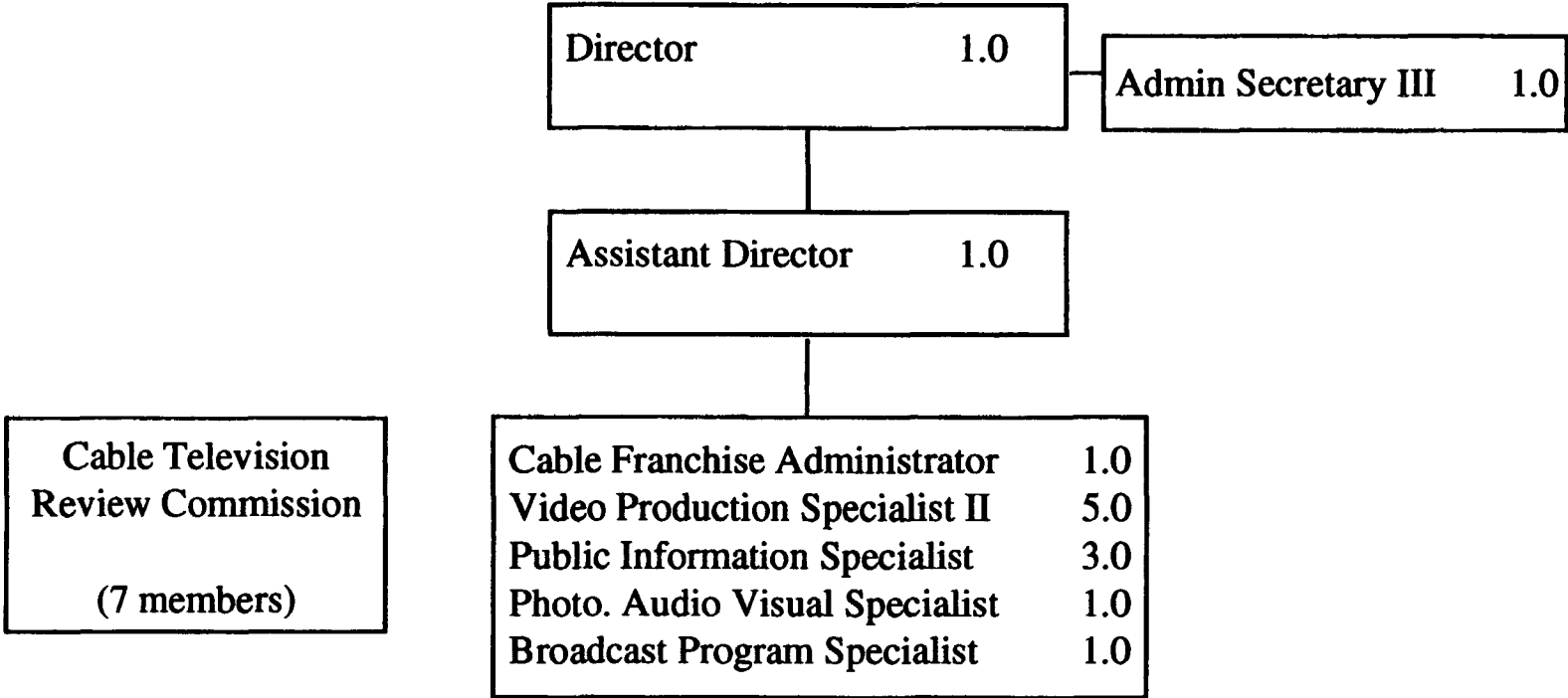
1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

Provide information on County programs, policies and events to 2.7 million citizen/customers of San Diego County.

1. Direct public information and media activities in all county departments and agencies. Ensure that consistent, accurate information is made known to the public and all media on issues of interest. Conduct a minimum of 12 monthly meetings with all Public Information Officers and those responsible for press releases to be sure information dissemination reflects DMPR guidelines and objectives.
2. Prepare and produce publications that inform citizens of county services, including the County annual report and County services directory.
3. Increase number of original programming productions created for broadcast on County Television Network to a minimum of 60 new, 30 minute programs. These will publicize County programs and facilities, plus educate and inform our customers about the important issues facing the County.
4. Manage the internal communications program including publication of least 6 editions of "County News" for all employees, 12 CAO Open Phone programs, and a series of at least 6 employee meetings designed to facilitate dialogue with the CAO.
5. Effectively regulate cable television service, within the confines of state and federal law, for the unincorporated areas of San Diego County.

¹ The Department of Media and Public Relations (MPR) was established this fiscal year as a result of the reorganization of the Chief Administrative Office (CAO). The department merges the Cable Television Department, which includes Video Services, and the Office of Media and Public Relations (formerly with the CAO).

**MEDIA & PUBLIC RELATIONS
FY 1997-98 ADOPTED BUDGET**



Permanent Positions:	14.0
Extra Help Positions:	5.0
Total Positions:	19.0

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, which also in Section 125.2 establishes and specifies media and public relations functions.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$176,012	\$279,011	\$413,826	\$428,830	\$863,285	101.3
Services & Supplies	86,269	148,166	161,225	139,013	324,044	133.1
Other Charges	13,168	0	0	18,000	68,000	277.8
Fixed Assets	484,800	92,593	127,062	0	263,900	100.0
Operating Transfers	170,944	557,074	1,039,840	1,229,840	0	(100.0)
TOTAL DIRECT COST	\$931,193	\$1,076,844	\$1,741,953	\$1,815,683	\$1,519,229	(16.3)
PROGRAM REVENUE	(1,338,925)	(1,339,158)	(1,447,943)	(1,111,683)	(1,519,229)	36.7
CATV FUND BALANCE CONTRIBUTION	407,732	262,314	(294,010)	(704,000)	0	(100.0)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	3.91	6.79	9.57	12.00	19.00	58.3

PROGRAM MISSION

(See departmental mission statement)

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Estimated actuals are within budgeted amounts. Operating transfer totals include \$190,000 one time transfer to the Clerk of the Board for CAC Building maintenance.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Not Applicable - the Department of Media and Public Relations (MPR) was not established until FY 1997-98.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(See departmental outcome and output objectives)

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Media & Public Relations [19.00 SY; E = \$1,519,229; R = \$1,519,229]:
 - o Discretionary Activity/Discretionary Service Level
 - o Responsible for Cable Grant Award program and the televising of the Board of Supervisors' sessions.
 - o Responsible for all County publications, the employee newspaper, major public events, news releases and media outreach.
 - o Operate and produce programming for the County Television Network.
 - o Offset 100% by revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
License Fees (9159)	1,401,781	1,015,393	1,287,061	271,668
Recovered Expenditures (9989)	0	0	0	0
Interest on Fund Balance (9190)	0	0	0	0
Operating Transfer from General Fund (9801)	46,162	96,290	96,290	0
Fund Balance/Reserve Decrease (8998)	0	0	135,878	135,878
Sub-Total	\$1,447,943	\$1,111,683	\$1,519,229	\$407,546
Total	\$1,447,943	\$1,111,683	\$1,519,229	\$407,546

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 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

- o Media & Public Relations is offset 100% by cable franchise license fees.
- o Interest on fund balance is budgeted in the CATV Fund Interest Earned Account in Org 5971.

FIXED ASSETS

Category	Total Cost
Electronic Equipment - Audio/Video	\$263,900
Total	\$263,900

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0349	Director, Office of Media & Public Relations	0	0.00	1	1.00	\$0	\$59,213
0472	CATV Review Commissioner ²	0	0.00	0	0.00	6,600	6,600
0966	Cable Franchise Administrator	1	1.00	1	1.00	46,442	50,112
2303	Admin. Assistant II	1	1.00	0	0.00	36,338	0
2318	Video Production Spec. II	1	1.00	5	5.00	39,039	198,002
2337	Public Information Specialist	0	0.00	3	3.00	0	101,916
2356	Video Production Coordinator	1	1.00	0	0.00	32,619	0
2357	Photographic Audio Visual Spec.	0	0.00	1	1.00	0	35,608
2359	Audio Visual Specialist	1	1.00	0	0.00	30,739	0
2360	Video Services Manager	1	1.00	0	0.00	43,347	0
2754	Board Secretary	1	1.00	0	0.00	29,449	0
2758	Admin. Secretary III	0	0.00	1	1.00	0	27,527
8802	Broadcast Program Specialist	0	0.00	1	1.00	0	35,392
8810	Asst. Director, Media & Public Relations	0	0.00	1	1.00	0	58,005
9999	Extra Help	5	5.00	5	5.00	57,075	77,075
Total		12	12.00	19	19.00	\$321,648	\$649,450
Other Extraordinary Pay:						0	7,000
Salary Adjustments:						18,369	31,599
Premium/Overtime Pay:						0	0
Employee Benefits:						88,994	181,392
Salary Savings:						(0)	(5,331)
VTO Reductions:						(181)	(825)
Total Adjustments						\$107,182	\$213,835
Program Totals		12	12.00	19	19.00	\$428,830	\$863,285

² Seven Cable Television Commission positions are funded as Board/Commission costs.

PROGRAM: Debt Service

DEPARTMENT: PENSION OBLIGATION BONDS

PROGRAM #: 91000

ORGANIZATION #: 1810

MANAGER: Robert Booker, Ed.D.

REFERENCE: 1997-98 Proposed Budget - Pg. 64-1

AUTHORITY: Sections 53850-53858 of the California Government Code authorize the issuance of notes, pursuant to resolution adopted annually by the Board of Supervisors, that provide funds to meet general fund expenditures.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Services & Supplies	\$3,146	\$3,302	\$3,575	\$33,000	\$30,000	(9.1)
Debt Service Payments	26,492,355	26,492,354	42,109,872	42,109,873	44,215,807	5.0
TOTAL DIRECT COST	26,495,501	\$26,495,656	42,113,447	\$42,142,873	44,245,807	5.0
Funding/FB/Interfund chgs	(26,495,501)	(25,613,917)	(42,126,777)	(42,142,873)	(44,245,000)	5.0
NET FUND CONTRIBUTION	\$0	\$881,739	\$(13,330)	\$0	\$807	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To assure that sufficient funding is available to meet the annual pension obligation bond debt payment and related costs.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

1996-97 actual costs were covered by budgeted appropriations, plus an additional \$442,040 revenues was generated due to interest earnings and the 1995-96 split payroll.

ACHIEVEMENT OF 1996-97 OBJECTIVES

Debt payment was fully paid through departmental contributions and prior year interest of \$423,000.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1997-98 Proposed 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. Departments will fully contribute to the Debt payment.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Debt Service: [0.00 SY; E = \$0; R = \$0]:
 - o Mandated/Mandated Service Level

TREASURER-TAX COLLECTOR

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget	% Change
TAX COLLECTION	\$2,951,045	\$2,990,070	\$3,092,887	\$3,031,371	\$3,738,457	707,086	23.3
TREASURY	1,742,937	1,913,660	1,670,323	2,645,983	2,684,614	38,631	1.5
DEPARTMENT OVERHEAD	595,667	654,425	635,717	619,806	629,443	9,637	1.6
TOTAL DIRECT COST	\$5,289,649	\$5,558,155	\$5,398,927	\$6,297,160	\$7,052,514	\$755,354	12.0
PROGRAM REVENUE	(3,036,845)	(3,083,034)	(3,776,459)	(3,881,734)	(5,038,145)	(1,156,411)	29.8
NET GENERAL FUND COST	\$2,252,804	\$2,475,121	\$1,622,468	\$2,415,426	\$2,014,369	\$(401,057)	(16.6)
STAFF YEARS	97.83	97.79	93.66	112.25	112.25	0.00	0.0

MISSION

To perform the duties of the County Tax Collector and Treasurer according to State law and the County Charter. 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.

1997-98 DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES

1. Collect at least 96% of Current Secured Tax bills.
 - a. Collect 1,780,000 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 114,000 Unsecured Tax bills.
4. Achieve an average rate of return of 3.50% on funds invested in the Pooled Money Fund.
 - a. Earn \$63,000,000 in interest on funds invested in the Pooled Money Fund.

TREASURER-TAX COLLECTOR DEPARTMENT

TREASURER-TAX COLLECTOR - 1201

Permanent	Staff Years
Treasurer-Tax Collector	1.0
Chief Deputy Treasurer	1.0
Chief Deputy Tax Collector	1.0
Administrative Secretary IV	1.0
TOTAL	4.0

ADMINISTRATIVE SERVICES - 1201	
Budget/Fiscal; Payroll/Personnel Purchasing/Facilities/Equip. Mgt. EDP Support	
Permanent	Staff Years
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. II	1.0
SUB TOTAL	7.0
Non-Permanent	0.42
TOTAL	7.42

TREASURY ACCOUNTING - 1211	
Investments; Accounting	
Permanent	Staff Years
Investment Manager	1.0
Asst. Investment Mgr.	2.0
Mgr. Receipts & Deposits	1.0
Tax Pmt. Processor	1.0
Senior Accountant	1.0
Associate Accountant	1.0
Accounting Technician	1.0
Sr. Account Clerk	1.0
Admin. Secy. II	1.0
Senior Cashier	1.0
Cashier	1.5
TOTAL	12.5

SECURED TAXES - 1222/1231	
Payments; Information; Mail Proc. Records; Refunds; Tax Sales	
Permanent	Staff Years
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	
Permanent	Staff Years
Mgr. Unsecured Taxes	1.0
Ast. Mgr. Unsecured Taxes	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	
Permanent	Staff Years
Sr. Tax Pmt. Processor	1.0
Tax Payment Processor	4.0
Cashier	1.5
Photo Reduction Technician	1.0
Int. Clerk Typist	1.0
SUB TOTAL	8.5
Non-Permanent	.33
TOTAL	8.83

BONDS - 1281	
Administer Improvement Bonds; Deferred Compensation Mgmt.	
Permanent	Staff Years
Supv. Deferred Comp.	1.0
Sr. Account Clerk	1.0
Int. Account Clerk	2.0
TOTAL	4.0

TAX COLLECTION ACCOUNTING - 1271	
Fund Accountability; Tax Fund Records	
Permanent	Staff Years
Senior Accountant	1.0
Accounting Technician	1.0
Senior Account Clerk	2.0
Int. Account Clerk	2.0
SUB TOTAL	6.0
Non-Permanent	.17
TOTAL	6.17

PROGRAM: Tax Collection

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 07401
MANAGER: Bart Hartman

ORGANIZATION #: 1200
REFERENCE: 1997-98 Proposed Budget - Pg. 65-3

AUTHORITY: This program was developed for the purpose of carrying out California Revenue and Taxation Code Section 2602 et seq.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,513,587	\$2,524,765	\$2,539,458	\$2,757,643	\$2,920,983	5.9
Services & Supplies	437,458	457,321	553,429	273,728	792,474	189.5
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	7,984	0	0	25,000	100.0
TOTAL DIRECT COST	\$2,951,045	\$2,990,070	\$3,092,887	\$3,031,371	\$3,738,457	23.3
PROGRAM REVENUE	(1,214,893)	(819,884)	(1,139,798)	(1,129,812)	(2,203,507)	95.0
NET GENERAL FUND CONTRIBUTION	\$1,736,152	\$2,170,186	\$1,953,089	\$1,901,559	\$1,534,950	(19.3)
STAFF YEARS	76.20	74.78	71.96	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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Direct costs are estimated to be \$61,516 over budget. Salaries and benefit costs are estimated to be \$218,185 under budget. Services and supplies costs are estimated to be \$279,701 over budget due to payments for annual seasonal agency personnel that is a standard transfer expense from the salaries account and the requirement to include prior year costs. These costs are offset in other department programs.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Achieve at least 96% collection of current secured tax charge and collect \$1,610,000,000 in secured taxes.
 - a. Collected 96.65% of current secured taxes and \$1,667,154,110 in secured taxes.
2. Collect at least 96% of current secured tax bills and 1,740,000 secured tax payments.
 - a. Collected 96.37% of current secured tax bills and 1,767,541 secured tax payments.
3. Collect 98% of all unsecured taxes and 109,000 unsecured tax bills.
 - a. Collected 99.27% of all unsecured taxes and 109,906 unsecured tax bills.

1997-98 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 1,780,000 Secured Tax payments.

3. Collect 98% of all Unsecured Taxes.
 - a. Collect 114,000 Unsecured Tax bills.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Current Secured Tax Collection [41.26 SY; E = \$1,838,753; R = \$1,636,305] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 89.0% by program revenue and collects \$1,610,000,000 in taxes.
 - o Expediting deposits of collected taxes for increased investment earnings.
 - o Increasing costs by \$369,477 due to implementation of Internal Service Funds (ISF's) for postage, mail and record storage.
 - o Increasing revenue by \$1,000,000 due to reallocation of Property Tax System Administration (AB-2557) and AB-2890 Recovered Costs revenue.
2. Prior Year Tax Collection [20.27 SY; E = \$829,432; R = \$439,137] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 52.9% by program revenue and collects \$40,786,000 in taxes.
 - o Adding on-line computer systems to reduce paper records and increase response capacity for taxpayer services.
 - o Increasing costs by \$52,365 due to implementation of Internal Service Funds (ISF's) for postage and record storage.
3. Unsecured Tax Collection [25.80 SY; E = \$1,070,272; R = \$128,065] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 12.0% by program revenue and collects \$116,000,000 in taxes.
 - o Incorporating on-line computer systems for improved taxpayer service and collection procedures.
 - o Increasing costs by \$72,550 due to implementation of an Internal Service Fund (ISF) for postage.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
Delinquent Costs of Secured Property	\$601,102	\$706,833	\$706,833	\$0
Redemption Fees/Cost Recovery of Public Auctions	244,736	164,979	164,979	0
Returned Check Fees	29,017	22,000	22,000	0
Escheatment of Unclaimed Money	0	0	0	0
Other Miscellaneous Fees	34,545	26,000	26,000	0
Aid From Other Government Agency	0	0	0	0
Pooled Money Fund	230,398	210,000	283,695	73,695
Property Tax System Administration (AB-2557)	0	0	720,000	720,000
AB-2890 Recovered Costs	0	0	280,000	280,000
Sub-Total	1,139,798	1,129,812	2,203,507	1,073,695
Total	\$1,139,798	\$1,129,812	\$2,203,507	\$1,073,695

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
GENERAL FUND SUPPORT COSTS:				
Program Cost	\$1,953,089	\$1,901,559	\$1,534,950	\$(366,609)
Sub-Total	\$1,953,089	\$1,901,559	\$1,534,950	\$(366,609)
Total	\$1,953,089	\$1,901,559	\$1,534,950	\$(366,609)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Most revenues 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. Pooled Money Fund revenue is based on expenditures directly related to the investment of funds. Property Tax System Administration (AB-2557) and AB-2890 Recovered Costs are State subventions which reimburse the costs of tax collection.

FIXED ASSETS

Category	Total Cost
Replacement Copier	\$12,000
Computer Systems	13,000
Total	\$25,000

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: CURRENT SECURED TAXES					
% OF RESOURCES: 49%					
<u>OUTCOME (Planned Result)</u>					
Tax Charge Collected	96.49%	97.16%	97.79%	96.00%	96.00%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Current Tax Bill Issued	\$1.02	\$1.07	\$1.03	\$1.04	\$1.40
<u>OUTPUT (Service or Product)</u>					
Tax Bills and Statements	1,351,719	1,279,824	1,356,000	1,300,000	1,300,000
Tax Payments	1,721,726	1,704,528	1,746,863	1,740,000	1,780,000
Refunds	55,556	35,940	53,000	40,000	40,000
Service Request	144,309	145,428	140,000	125,000	125,000
<u>EFFICIENCY (Input/Output)</u>					
Payments per Staff Hour	24.35	25.27	27.52	20.20	20.66
ACTIVITY B: PRIOR YEAR SECURED TAXES					
% OF RESOURCES: 22%					
<u>OUTCOME (Planned Result)</u>					
Prior Year Tax Charge Collected	47.56%	41.30%	46.38%	45.00%	41.50%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Prior Year Parcel	\$18.17	\$21.98	\$22.98	\$22.49	\$25.92
<u>OUTPUT (Service or Product)</u>					
Prior Year Parcels	38,333	33,822	33,490	33,000	32,000
Prior Year Tax Payments	24,524	20,694	20,345	20,000	19,500
<u>EFFICIENCY (Input/Output)</u>					
Payments Per Staff Hour	.61	.52	.52	.47	.46

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY C:					
UNSECURED TAXES					
% OF RESOURCES: 29%					
<u>OUTCOME (Planned Result)</u>					
Tax Charge Collected	98.54%	98.71%	99.27%	98.00%	98.00%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Cost/Tax Bill Issued	\$7.48	\$8.14	\$8.11	\$8.19	\$8.92
<u>OUTPUT (Service or Product)</u>					
Tax Bills Issued	121,004	108,293	114,106	115,000	120,000
Tax Bills Collected	117,553	101,081	109,906	109,000	114,000
<u>EFFICIENCY (Input/Output)</u>					
Tax Payments per Staff Hour	2.46	2.10	2.31	2.02	2.12

NOTE: Costs for FY97-98 include costs for postage, County mail, microfilming and vault storage due to the implementation of Internal Service Funds (ISF's). Prior to FY97-98 these costs were not included in the Tax Collection budget. Consequently, costs in FY97-98 are not strictly comparable to costs in prior fiscal years.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
2403	Accounting Technician	1	1.00	1	1.00	\$27,472	\$28,278
2430	Cashier	2	1.50	2	1.50	31,740	33,596
2449	Manager Unsecured Taxes	1	1.00	1	1.00	50,281	50,192
2450	Asst. Mgr. Unsecured Taxes	1	1.00	1	1.00	47,050	45,136
2454	Tax Services Division Chief	2	2.00	2	2.00	85,314	87,880
2455	Manager Secured Taxes	1	1.00	1	1.00	59,219	60,992
2456	Assistant Division Chief	2	2.00	2	2.00	67,602	71,336
2457	Tax Payment Processor	4	4.00	4	4.00	95,893	99,049
2458	Senior Tax Payment Processor	1	1.00	1	1.00	27,405	28,212
2461	Dept. Systems Engineer II	1	1.00	1	1.00	45,864	49,253
2493	Intermediate Account Clerk	17	17.00	16	16.00	348,659	338,871
2505	Senior Accountant	1	1.00	1	1.00	46,442	47,826
2510	Senior Account Clerk	12	12.00	13	13.00	292,850	326,609
2525	Senior Systems Analyst	1	1.00	1	1.00	56,397	58,094
2700	Intermediate Clerk Typist	14	13.00	14	13.00	261,150	268,077
2730	Senior Clerk	6	6.00	6	6.00	146,690	152,406
2745	Supervising Clerk	1	1.00	1	1.00	28,611	24,856
2757	Administrative Secretary II	3	3.00	3	3.00	72,529	79,344
3053	Photo Reduction Technician	1	1.00	1	1.00	25,685	26,453
3118	Dept. Computer Specialist I	1	1.00	0	0.00	29,095	0
3119	Dept. Computer Specialist II	0	0.00	1	1.00	0	31,473
5715	Tax Collection Field Invest.	5	5.00	5	5.00	181,562	194,823
9999	Extra Help	28	10.83	28	10.83	118,872	118,872
Total		106	87.33	106	87.33	\$2,146,382	\$2,221,628
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						731,723	770,239
Salary Savings:						(109,190)	(59,612)
VTO Reductions:						(11,272)	(11,272)
Total Adjustments						\$611,261	\$699,355
Program Totals		106	87.33	106	87.33	\$2,757,643	\$2,920,983

PROGRAM: Treasury

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 07701
MANAGER: Neil J. Rossi

ORGANIZATION #: 1200
REFERENCE: 1997-98 Proposed Budget - Pg. 65-10

AUTHORITY: This program was developed to carry out Government Code 53601 et seq.; Streets and Highways Codes 6400-6427, 6440-6632, and 10600-09.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$654,147	\$693,641	\$618,865	\$727,172	\$747,603	2.8
Services & Supplies	992,888	1,167,313	970,952	1,519,011	1,536,511	1.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	95,902	52,706	80,506	399,800	400,500	0.2
TOTAL DIRECT COST	\$1,742,937	\$1,913,660	\$1,670,323	\$2,645,983	\$2,684,614	1.5
PROGRAM REVENUE	(1,821,952)	(2,263,150)	(2,636,661)	(2,751,922)	(2,834,638)	3.0
NET GENERAL FUND CONTRIBUTION	\$(79,015)	\$(349,490)	\$(966,338)	\$(105,939)	\$(150,024)	41.6
STAFF YEARS	14.37	15.28	14.07	16.50	16.50	0.0

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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Direct costs are estimated to be \$975,660 under budget. Salary and benefit costs are estimated to be \$108,307 under budget. Services and supplies costs are estimated to be \$548,059 under budget. Fixed assets costs are estimated to be \$319,294 under budget. Most of these savings will offset FY96-97 encumbrances for contracts and fixed assets. The remaining savings offset costs in other department programs.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Achieve an average rate of return of 3.75% on funds invested in the Pooled Money Fund, earn \$68,000,000 in interest on funds invested in the Pooled Money Fund and deposit 1,320,000 investment items.
 - a. Achieved an average rate of return of 3.77% on funds invested in the Pooled Money Fund, earned \$71,703,124 in interest on funds invested in the Pooled Money Fund and deposited 1,429,183 investment items.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Achieve an average rate of return of 3.50% on funds invested in the Pooled Money Fund.
 - a. Earn \$63,000,000 in interest on funds invested in the Pooled Money Fund.
 - b. Deposit 1,370,000 investment items.

1997-98 ADOPTED SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Treasury [12.50 SY; E = \$2,541,338; R = \$2,743,838] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset entirely by program revenue.
 - o Deleting 0.5 staff year Intermediate Clerk Typist and adding 0.5 staff year Accounting Technician associated with the transfer of retirement accounting to the Retirement System.
 - o Maximizing safety, liquidity and yield of the Pooled Money Fund.
2. General Obligation and Improvement Bonds [4.0 SY; E = \$143,276; R = \$90,800] 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	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
CHARGES:				
Pooled Money Fund Service	\$2,541,707	\$2,696,022	\$2,743,738	\$47,716
Audit Fees Deferred Compensation	0	10,000	0	(10,000)
Audit Fees, Improvement Bonds	2,490	100	100	0
Miscellaneous	45,024	800	800	0
Collection Fees-Admin Costs	47,440	45,000	90,000	45,000
Sub-Total	\$2,636,661	\$2,751,922	\$2,834,638	\$82,716
Total	\$2,636,661	\$2,751,922	\$2,834,638	\$82,716

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	Change From 1996-97 Budget
Program Costs	\$(966,338)	\$(105,939)	\$(150,024)	\$(44,085)
Sub-Total	\$(966,338)	\$(105,939)	\$(150,024)	\$(44,085)
Total	\$(966,338)	\$(105,939)	\$(150,024)	\$(44,085)

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	\$370,000
Computer Systems	30,500
Total	\$400,500

VEHICLES/COMMUNICATION EQUIPMENT

Category	Total Cost
Total	\$0

PERFORMANCE MEASURES

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: TREASURY					
% OF RESOURCES: 94%					
<u>OUTCOME (Planned Result)</u>					
Avg. Rate of Return to Investment Fund	4.70%	3.99%	3.77%	3.75%	3.50%
<u>EFFECTIVENESS (Input/Outcome)</u>					
Investment Fund Earnings/Direct Cost	97.43	48.51	48.40	32.18	29.43
<u>OUTPUT (Service or Product)</u>					
Investment Transactions	2,476	1,964	2,116	1,650	2,010
Items Deposited	1,332,796	1,318,924	1,429,183	1,320,000	1,370,000
Deposit Permits Proofed	23,815	23,916	23,732	24,500	23,500
<u>EFFICIENCY (Input/Output)</u>					
Items Deposited/Staff Hour	56.1	51.6	61.8	50.6	52.5
ACTIVITY B: BONDS					
% OF RESOURCES: 6%					
<u>OUTCOME (Planned Result)</u>					
Bonds and Coupon Transactions	27,407	32,425	42,855	36,000	41,000
<u>EFFECTIVENESS (Input/Outcome)</u>					
Bonds & Coupon Transactions/Staff Hour	6.56	7.79	10.26	8.62	9.82
<u>OUTPUT (Service or Product)</u>					
Deferred Compensation Transactions	12,661	12,721	16,153	14,000	14,000
<u>EFFICIENCY (Input/Output)</u>					
Deferred Compensation Trans./Staff Hour	6.06	6.12	7.74	6.70	6.70

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0288	Investment Manager	1	1.00	1	1.00	\$88,298	\$88,300
2403	Accounting Technician	1	0.50	1	1.00	13,894	23,827
2425	Associate Accountant	1	1.00	1	1.00	38,248	39,399
2430	Cashier	2	1.50	2	1.50	33,261	34,926
2448	Supv., Deferred Compensation	0	0.00	1	1.00	0	29,464
2457	Tax Payment Processor	1	1.00	1	1.00	24,779	25,530
2490	Assistant Investment Manager	2	2.00	2	2.00	97,702	89,570
2491	Manager Receipts & Deposits	1	1.00	1	1.00	51,759	53,314
2493	Intermediate Account Clerk	2	2.00	2	2.00	40,074	40,665
2505	Senior Accountant	1	1.00	1	1.00	46,442	47,826
2510	Senior Account Clerk	2	2.00	2	2.00	49,346	50,802
2513	Senior Cashier	1	1.00	1	1.00	25,321	26,088
2700	Intermediate Clerk Typist	1	0.50	0	0.00	9,304	0
2745	Supervising Clerk	1	1.00	0	0.00	28,611	0
2757	Administrative Secretary II	1	1.00	1	1.00	26,246	27,028
Total		18	16.50	17	16.50	\$573,285	\$576,739
Salary Adjustments:						(2,498)	(1,883)
Premium/Overtime Pay:						0	0
Employee Benefits:						188,403	190,808
Salary Savings:						(29,214)	(15,257)
VTO Reductions:						(2,804)	(2,804)
Total Adjustments						\$153,887	\$170,864
Program Totals		18	16.50	17	16.50	\$727,172	\$747,603

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.

	1994-95 Actual	1995-96 Actual	1996-97 Estimated Actual	1996-97 Budget	1997-98 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$563,011	\$617,315	\$594,134	\$588,400	\$596,049	1.3
Services & Supplies	32,656	37,110	41,583	31,406	33,394	6.3
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$595,667	\$654,425	\$635,717	\$619,806	\$629,443	1.6
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$595,667	\$654,425	\$635,717	\$619,806	\$629,443	1.6
STAFF YEARS	7.26	7.73	7.63	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.

1996-97 ESTIMATED ACTUAL TO 1996-97 BUDGET COMPARISON

Direct costs are estimated to be \$15,911 over budget. Salaries and benefit costs are estimated to be \$5,734 over budget. Services and supplies costs are estimated to be \$10,177 over budget due to the requirement to include prior year costs. These costs are offset in other department programs.

ACHIEVEMENT OF 1996-97 OBJECTIVES

1. Provide the leadership to achieve the Treasurer-Tax Collector's program objectives, supply department wide personnel and payroll services and provide budget preparation and administration for the Treasurer-Tax Collector.
 - a. Treasury and Tax Collection objectives for FY96-97 were achieved. All program needs during FY96-97 for personnel management, payroll services and budget support were met.

1997-98 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.

1997-98 ADOPTED SUB PROGRAM ACTIVITIES

This is a single activity program and summarized as follows:

1. Department Overhead [8.42 SY; E = \$629,443; R = \$0] including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing management and control support for the department.

STAFFING SCHEDULE

Class	Title	1996-97 Budget Positions	1996-97 Budget Staff Yrs	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1996-97 Budget Cost	1997-98 Budget Cost
0185	Treasurer-Tax Collector	1	1.00	1	1.00	\$94,751	\$94,731
0270	Chief Deputy Tax Collector	1	1.00	1	1.00	82,325	82,309
0280	Chief Deputy Treasurer	1	1.00	1	1.00	86,150	82,309
2304	Admin Asst I	1	1.00	1	1.00	36,338	37,422
2369	Admin Services Manager II	1	1.00	1	1.00	56,397	58,094
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,815	26,576
2758	Administrative Secretary III	1	1.00	1	1.00	31,392	32,649
2759	Administrative Secretary IV	1	1.00	1	1.00	34,140	35,160
9999	Extra Help	1	.42	1	.42	4,800	4,800
Total		9	8.42	9	8.42	\$452,108	\$454,050
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						137,077	142,784
Salary Savings:						(0)	(0)
VTD Reductions:						(785)	(785)
Total Adjustments						\$136,292	\$141,999
Program Totals		9	8.42	9	8.42	\$588,400	\$596,049